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"Addressing New Challenges of Sustainable Tourism Business in the Society 5.0"

Udayana University, 11 December 2020

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Proceedings

THE 2nd INTERNATIONAL CONFERENCE ON TOURISM AND ENTREPRENEURSHIP (ICTE) 2020

"Addressing New Challenges of Sustainable Tourism Business in the Society 5.0"

Udayana University, Bali, Indonesia
11 December 2020

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GREETING FROM THE RECTOR OF UDAYANA UNIVERSITY
Prof. Dr. dr. A.A. Raka Sudewi, Sp.S (K)

Rector, University of Udayana
Indonesia

Dear Minister of Education and Culture
Your Excellency Governor of Bali Province,
Distinguished experts,
Ladies and gentlemen.

Good morning.

It is an honor and privilege for me to welcome you, on behalf of Udayana University (UNUD), to The 2nd International Conference on Tourism and Entrepreneurship (ICTE, 2020).
This conference is jointly organized by Udayana University, Faculty of Tourism and Goodwood publishing. As the second series, this ICTE 2020 will present participants with an ambiance to communicate and share their research and leading academics, practitioners and doctoral students, within the broad field of tourism and entrepreneurship. This conference will be held on December 11th, 2020 in Bali, Indonesia.

This conference's theme "**Addressing New Challenges Of Sustainable Tourism Bussiness In The Society 5.0"**. Based on this theme, It is the chance that Bali is currently in progress to promote our tourism during the pandemic of Covid 19. Local government of Bali also greatly concerns with the revitalization of tourism by supporting the marketing and entrepreneurship. Udayana University also has some departments focusing on best practices in tourism marketing and entrepreneurship.

For all of participants, I am warmed and encouraged by your overwhelming support in these conferences for sharing your work. I do sincerely hope that you will enjoy these two days of the conference. I hope that this event will be on your scientific and social agenda. We hope you can enjoy this conference, share your experiences and ideas.

Rector,

University of Udayana

Prof. Dr. dr. A. A. Raka Sudewi, Sp.S (K)

GREETING FROM THE DEAN OF FACULTY TOURISM OF UDAYANA UNIVERSITY

Dr. Drs. I Nyoman Sunarta, M.Si.

Om Swastyastu.

Dear All Executive Boards, the honorable guests, and distinguished audiences. On behalf of the International Conference on Tourism and Entrepreneurship (ICTE) 2020 co-host, let me deliver an honored warm welcome to all participants particularly to those who have submitted papers and attending this event.

Astungkara, praise the Lord because of the presence of his permission were we still given favors health and an opportunity to be able to attend the 2 nd ICTE (International Conference on Tourism and Entrepreneurship) 2020 in Island of Gods, Bali.

I do thank and appreciate the Goodwood Publishing of call-cooperation for the sake of International Conference. Honor for the Faculty of Tourism University of Udayana is given the trust to support this event and also the 9 Universities' collaboration of this event, that are: the Unud, UPI, Undana, Polban, Tazkia Institute, Podomoro University, Budi Luhur University, and Malahayati University. Theme of the ICTE 2020 "**Addressing New Challenges Of Sustainable Tourism Bussiness In The Society 5.0"**, represents Bali as a region of which its sustainable tourism with the concept of cultural tourism. I do hope that ICTE 2020 will be a global media in revitalizing tourism during pandemic of Covid 19.

Last but not least, I'm personally delivered the apology over the technical deficiencies in the course of the event and we would do very much appreciate to all the organizing committee for this excellent event.

Om Shanti, Shanti, Shanti, Om

Dr. Drs. I Nyoman Sunarta, M.Si
Dean of Tourism Faculty Udayana University

KEYNOTE SPEAKERS

Hilmar Farid, Ph.D
(Directorate General of Culture Indonesia)

I Wayan Koster
(Governor of Bali)

SHORT PROFILE – Dr. Drs. I Nyoman Sunarta, M.Si.
(Dean of Faculty of Tourism, Udayana University)

Qualifications :

- Bachelor (Gadjah Mada University)
- Master (Gadjah Mada University)
- Doctor (Udayana University

Experiences :

Dr. I Nyoman Sunarta is The Dean and Senior Lecturer of Faculty of Tourism of Udayana University. Besides, He is one of tourism experts in Indonesia. One of his researches has been implemented for about 9 years in Bali Tourism.

SHORT PROFILE – Prof. Michael Hitchcock

Qualifications

1. Professor in Cultural Policy and Tourism - Goldsmiths, University of London (2014)
2. Professor of Tourism Management - Macau University of Science and Technology-(2014)
3. Centenary Professor - University of North London (London Metropolitan University) (1996)
4. Professor of Tourism University of North London (London Metropolitan University) (1996)
5. Doctor of Philosophy - University of Oxford (Linacre College)(1983)
6. BA Hons - Queen's University Belfast (1978)

SHORT PROFILE – Prof. Dr. I Nyoman Darma Putra, M.Litt.

I Nyoman Darma Putra is a professor in Indonesian literature at the Faculty of Humanities, Udayana University, Bali, Indonesia. He obtained his PhD from the School of Languages and Comparative Cultural Studies, University of Queensland, in 2003, where he took a postdoctoral programme from 2007-2009.

Apart from teaching literature and culture at the Faculty of Humanities, Darma Putra also teaches tourism subjects at Masters and Doctoral Programmes of Tourism Udayana University. Darma Putra had been the head of the Master's of Tourism Programme for four years, 2014-2017. His research interest centre around Indonesian and Balinese literature, Balinese culture, and tourism. He was a research fellow at KITLV Leiden (2010), The Cross-Cultural Centre Ascona, Switzerland (2012), University of Melbourne (2015), and guest lecturer at University of Glasgow (2018) and Toyo University, Tokyo (2019).

With Michael Hitchcock, he published *Tourism, Development and Terrorism in Bali* (Aldershot: Ashgate, 2007, Routledge 2018), while his sole-authored book is *A literary Mirror; Balinese Reflections on Modernity and Identity in the Twentieth Century* (Leiden: KITLV Press, 2011). He published many articles in international peer-reviewed journals including *Asian Ethnicity*, *Indonesia and the Malay World*, *Current Issues in Tourism*, *The Journal of Hindu Studies*, *Tourism Geographies*, and *Journal of Tourism and Cultural Change.*

SHORT PROFILE – Dr. Viachaslau Filimonau

Education:

Academic institutions attended and degrees (grades) awarded

- Postgraduate Certificate in Educational Practice; Bournemouth University, UK
- PhD in Management, Faculty of Management, Bournemouth University, UK. PhD was completed within the three year time scale with no corrections/amendments.

  Title of the PhD project: 'Reviewing the carbon footprint assessment of tourism: developing and evaluating Life Cycle Assessment (LCA) to introduce a more holistic approach to existing methodologies'

- MSc. in Environmental Management and Policy, International Institute for Industrial Environmental Economics (IIIEE), Lund University, Sweden; *graduated with distinction*, average grade 4.2 out of 5 (where 5=excellent; 4=good; 3=fair; 2=failed)
- MSc. in Environmental Management and Policy, International Institute for Industrial Environmental Economics (IIIEE), Lund University, Sweden; *graduated with distinction*, average grade 4.2 out of 5 (where 5=excellent; 4=good; 3=fair; 2=failed)
- Secondary school №25, Mogilev, Belarus; *awarded a school-leaving certificate with distinction* – a golden medal; grade 5.0 (5=excellent; 4=good; 3=fair; 2=failed)

Professional experiences:

- Faculty of Management, Bournemouth University, UK
- Lecturer (2014-2015) / Senior Lecturer (2016-2017) / Principal Lecturer (since 2018) in Management
- Programme Leader for Postgraduate Hospitality Management programmes:
- MSc International Hospitality and Tourism Management (circa 100 students per year)
- MSc Hotel and Food Services Management (circa 20 students per year)

FULLPAPER

DOES TOURISM COULD EMPOWER WOMEN IN POLITICAL DIMENSION?

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Abstract

Purpose: The study aims to explore whether tourism development could empower women, particularly in political dimension and identify the factors that influence the empowerment process and outcome..

Methodology: This study employed a case study and a household questionnaire survey. The survey data was analysed using descriptive statistical analysis (frequency distribution, cross tabulation) and chi-square analysis with SPSS statistical package (version 23, Lincoln University License).

Findings: Findings of this study indicate that women are more likely to less empower than men in political dimension. The study's findings indicate that the community cultural values, a lack of strong local leadership and the existence of elite domination has resulted in the marginalization of women.

Limitation: The study using quantitative approach for main analysis which means do not have a deeper understanding of empowerment process. The community where the study is conducted have a patriarchy system that could affect the result.

Contribution: The study contribute to the development literature that discuss about bottom-up approach, women empowerment concept particularly in political dimension, and culture theory.

Keywords: *culture, elite domination, gender, leadership, political empowerment*

1. Introduction

Women's empowerment is one issue often discussed by scholars in the developing country context (Moswete & Lacey, 2015; Movono & Dahles, 2017; Scheyvens, 2000; Wilkinson & Pratiwi, 1995; Yahaya & Yahaya, 2014). The "empowerment" concept, arguably, contains two key ideas; empowerment as a process (of empowering groups or individuals) and empowerment as a outcome/result/condition (a person or group is empowered) (Alsop & Heinsohn, 2005; Pigg, 2002). Empowerment as a process refer to a process of power transfer or control to another, both individuals and communities (Alsop & Heinsohn, 2005; Pigg, 2002), so they can have more control to determine their own affair (Sadan, 2004; Zimmerman, 1995). Empowerment outcomes are generally a consequence of empowerment processes. Empowerment as an outcome occurs at various forms, namely, economic, psychological, social and political empowerment (Scheyvens, 1999).

Tourism development is often viewed as an important tool for women empowerment (Brookes & Nwosu, 2014; Guinée, 2014; Jayaweera, 1997; Moswete & Lacey, 2015; Movono & Dahles, 2017; Pleno, 2006; Wilkinson & Pratiwi, 1995; World Tourism Organization, 2019; Yahaya & Yahaya, 2014). Women's empowerment is defined as a process and condition where women could take an equal place with men and participate equally in the development process to achieve control over the development (Pleno, 2006; Scheyvens, 2000). An analysis of women empowerment has indicated that women are often marginalized in development, including tourism development (Annes & Wright, 2015; Iwuagwu, Alex-Onyeocha, & Lynda, 2015; Moswete & Lacey, 2015). Women generally have fewer opportunities to be involved in tourism development process (Annes & Wright, 2015; Iwuagwu et al., 2015; Moswete & Lacey, 2015; Rachmawati, 2018) while literature indicates that involvement in the tourism industry and planning are crucial to achieve women's empowerment (Brookes & Nwosu, 2014; Guinée, 2014; Jayaweera, 1997; Moswete & Lacey, 2015; Movono & Dahles, 2017; Pleno, 2006; Wilkinson & Pratiwi, 1995; Yahaya & Yahaya, 2014).

Political empowerment is about a community's ability to control the direction, level and type of tourism development in its area (Boley, Maruyama, & Woosnam, 2015; Scheyvens, 1999) and could be regarded as a shift in the balance between the powerful and the powerless, between the dominant and the dependent (Sofield, 2003). In the tourism context, political empowerment is about community ability to control the direction, level and type of tourism development in their area (Boley et al., 2015; Scheyvens, 1999). Political empowerment implies that community voices and concerns should guide, or being included, in tourism development process, from planning to implementation (Boley & McGehee, 2014; Scheyvens, 1999); and perceiving that there are outlets to share their concerns about tourism development (Boley & McGehee, 2014).

Scheyvens (1999) describes several signs of empowerment and disempowerment in political dimension. Society can be said to be empowered if the community has political structure that fairly represents the needs and interests of all community groups, provides a forum through which people can raise questions relating to the ecotourism venture and have their concerns dealt with. Another sign is that the agencies initiating or implementing the tourism development seek out the opinions of community groups (including special interest groups of women, youths and other socially disadvantaged groups) and provide opportunities for them to be represented on decision-making bodies.

In contrast, the community could said as a disempower community if they has an autocratic and/or self-interested leadership. Agencies initiating or implementing the tourism venture treat communities as passive beneficiaries, failing to involve them in decision-making. Thus the majority of community members feel they have little or no say over *whether* the tourism initiative operates or *the way* in which it operates (Scheyvens, 1999). Political disempowerment often occurs when local leader are being autocratic and limit community opportunity to be involved in tourism planning or decision-making process (Scheyvens, 1999; Weng & Peng, 2014). Lack of community involvement in the decision-making process will lead to a "sense of powerlessness" in community members since they have little or no say over whether the tourism initiative operates or the way in which it operates (Scheyvens, 1999). In addition, lack of experience in decision-making process could reduce community intention to participate in the process (Scheyvens, 2002).

The sustainable tourism goals has mentioned gender in employment quality. Alarcón and Cole (2019) argued that without tackling gender equality in a meaningful and substantive way, tourism's potential to contribute to the SDGs will be reduced and sustainable tourism will remain an elusive "pot of gold". Gender equality strategies and policies for the tourism sector increase women's empowerment (World Tourism Organization, 2019). However, this goal though related to empowerment, the aim does not mention gender equality to engage in and empower planning and decision-making (UNEP & UNWTO, 2005). Therefore, like other developments that profess to be 'gender neutral', tourism runs the risk of disadvantaging and marginalizing women particularly in decision-making (Lenao & Basupi, 2016; Scheyvens, 2000). Female leadership in tourism across the private and public sectors is higher than the average but women remain substantially underrepresented as leaders (World Tourism Organization, 2019). However, there are several factors that influence women empowerment, particularly in political dimension. The literature outlines several strategies to empower women, including giving them a leadership role in management (Moswete & Lacey, 2015; Pleno, 2006). By becoming leaders, women can progress from passive involvement to active participation in tourism activities, in the process developing pride and self-esteem which then enhanced women's empowerment in economic and psychological empowerment (Moswete & Lacey, 2015).

Several factors that hinder women empowerment particularly in political dimension including discriminatory laws and institutions, low education level and community culture (i.e., a patriarchal culture) (Annes & Wright, 2015; Iwuagwu et al., 2015; Moswete & Lacey, 2015; Rachmawati, 2018; World Tourism Organization, 2019). As reminded by Kabeer et al. (2008, 2) that informal institutions, such as family, kinship and community is important when analysing gender equality. In some cases, these institutions are more influential in explaining gender equality in particular contexts than formal ones. This means formal institutions that produce policies and legislation should not be considered the sole factors in the explanation of and search for gender equality.

The study was conducted at Namo Sialang village is one of village that its community initiate tourism development at their area as an alternative livelihood. Community has been involved since planning process and supported by various stakeholders, namely central government and NGOs. As indicated by Moswete and Lacey (2015) community-based tourism could be a tool to enhance women empowerment in tourism development. Therefore this study is aim to identify whether the bottom-up approach implemented in the village really could enhance women empowerment, particularly in the political dimension. This study will also identify the factors that could enhance or inhibit women empowerment in political dimension.

3. Research methodology

Research Setting

The research was conducted at Namo Sialang village, North Sumatra, Indonesia. The village is chosen because it has tourism destination (i.e., Tangkahan) which is famous for being managed by the local community and has received recognition from national and/or international institutions as destinations that have successfully involved the community in tourism development.

One stakeholder that play important role in Tangkahan tourism development is the tourism organization (LPT). LPT is an official caretaker, which is responsible to organize and has a role as a decision maker in tourism development process at Tangkahan area. The organization, which consist of local community, works collaboratively with Gunung Leuser National Park manager in manage and organize tourism development in the area. Tourism organization board are consist of local community from two villages (Namo Sialang and Sei Serdang village) that usually selected based on agreement ("*musyawarah*"). This organization, through its board, manage and organize tourism acitivites in this area, including planning, organizing and monitoring activities. The board of tourism members generally came from the same ethnic group, which is Karonese, or people who already "integrate" to this ethnic group (usually connected by married) (Rachmawati, 2018). Tourism organization who's manage the tourism activities and also has a role in decision maker is consist of local community. When they conduct the meeting, they usually invite the village official (head of the village and its staff) and also the community representatives namely head of the hamlets and ask them to bring several community representative. The village official also often conduct a meeting to discuss the tourism development process in their area, and they usually invite the tourism organization and the local community representatives. This invitation gives them opportunity to voice opinion and/or ask question. This procedures reflects the 'bottom up' nature of tourism development in this community.

Data Collection

This study employed a case study and a household questionnaire survey. For the household survey questionnaire, the sample size for participants was calculated using The Research Advisors (2006) table. The number of samples is 278 respondents (142 male and 136 female), which is considered large enough to enable statistical parameters to be estimated (with sample confidence level 95% and margin of error 5%). The survey participants was selected by using a cluster sampling technique to ensure that the sample was drawn from all the different hamlets in the village. The village is administratively divided into 18 sub-villages (Ginting, Dharmawan, & Soehartini, 2010). The survey was designed to identify the respondents' demographic characteristics, their involvement in decision-making process, and their perception related to political empowerment in tourism development context. The perception statements framed in terms of Scheyvens' framework.

The researcher also conducted participatory and field observations to observe community activities. Through passive participatory observation, the researcher attended and listened to conversations at local community meetings, tourism organisation meetings, and training activities. The purpose of attending these meetings was to understand how the community makes decisions about aspects of tourism development and to better understand community involvement in decision-making. The information gained from participatory observation was used to verify data obtained from other sources and to complement the survey.

Data analysis

The survey data was analysed using descriptive statistical analysis (frequency distribution, cross tabulation) and chi-square analysis with SPSS statistical package (version 23, Lincoln University License). This type of data analysis has been used in previous studies to analyse community empowerment outcomes in tourism development (Aghazamani & Hunt, 2017; Boley et al., 2015; Chiang & Hsieh, 2012; Kara, 2012; Kundu, 2012; Maruyama, Woosnam, & Boley, 2016). A frequency distribution is employed to examine the distribution of each variable (Michael, 2001; Veal, 2017). The cross tabulation is done to look for relationships between two or more variables. In this study, cross-tabulation was used to identify the relationships between respondents' characteristics (gender) with the political empowerment indicators. Chi-square analysis tests the significance of the relationship between variables (Babbie, 2007; Veal, 2017). Chi-square analysis is frequently used as a test of significance in social science. It is based on the null hypothesis; the assumption that there is no relationship between the two variables in the total population (Babbie, 2007).

4. Results and discussions

4.1. Women involvement in tourism decision making process

The study indicates that men are more likely to involve in tourism decision-making process than women (14.8% cf. 2.9%; p. < 0.01). Several activities regarding tourism decision-making process that they involved for example attend meeting related to conservation issue; discussion about tourism development planning; attend tourism organization congress and tourism organization election of the board, meeting and discussion in the village office etc.

Few women who involve in tourism decision-making process are those who works in the village government office or has a husband who work there, so she could attend the meeting. Factor indicated hinder women involvement of in tourism decision-making process is the norm applied in the village. The norm regulate that the male is the one who has the role as a decision maker and do the activity outside the household. Which means, all the activity related to decision-making is man responsibility, while women responsibility to take care their household. The lack of women involvement in the decision-making process, furthermore seems to affect women empowerment in political dimension since they do not have many opportunity and/or outlet to voice their opinion.

4.2. Women and Political empowerment in Tourism Context

Political empowerment is a condition where community voices and concerns, including women, youths and other socially disadvantaged groups, are included in tourism development process (Boley & McGehee, 2014; Scheyvens, 1999). The study results indicates that women, in this village are less empowered in political dimension in tourism development context (Table 1). Kinship indicated has an important role in shaping women political empowerment.

Table 1. Respondents perception of political empowerment dimension in tourism development context

Indicators	Agree		Neutral		Disagree	
	M	F	M	F	M	F
1. I have an opportunity to voice my opinions about tourism development in my village	56.3%	22.8%	12.0%	30.9%	31.7 %	46.3%
2. Tourism decision-makers would ignore my opinion about tourism development in this village.	28.9%	24.3%	48.6%	67.6%	22.5 %	8.1%
3. My needs and interest are considered in the tourism development process (p = 0.000)	33.8%	8.1%	40.8%	56.6%	25.4 %	35.3%
4. I can ask questions relating to the tourism development process in the village (p = 0.000)	54.2%	21.3%	21.1%	39.0%	24.6 %	39.7%

Men were more likely to feel that they could voice an opinion than women (56.3% cf. 22.8%; p. < 0.01).

Due to the culture limitation, women do not have much opportunity to voice their opinion, particularly in front of men. The men sometimes ask women's opinion, but the women are often reluctant to voice their opinion. The reluctance is caused by worry, afraid or cautions. Based on informal conversation, the women worry or afraid if their opinions will differ or opposed the men opinion. If their opinion is not the same as (or is opposed to) man or elderly it usually will cause an uncomfortable atmosphere. Therefore, to keep things comfortable and peaceful, they chose not to share their opinions. Few of women respondents who said that they could voice their opinion are the women who has close relation with community leader (s) or has a husband who has a high position in the village government (ex. as a head of village or head of hamlet). This result indicated that kinship have important role in improving women opportunity to voice their opinion in the decision-making process.

The first indicator seems to relate with the fourth indicator. Since the women feel that they has less opportunity to voice their opinion which lead to the less opportunity to ask questions relating tourism development process. The study result also showed that women feel that ask questions related to tourism development (54.2% cf. 21.3%; p. < 0.01). Similar with raising opinion indicator, those who feel could ask question(s) are the respondents who has close relation with the community leader(s) or those who the husband attend the meeting. This situation indicate that, again, culture affect this condition.

However, even though few of the women feel that they can voice their opinion and ask question regarding tourism development, but majority of them choose neutral about whether the tourism decision makers would hear their opinion and whether their needs and interest are considered in tourism development process (67.6% and 56.6%). Those who feel that the tourism decision makers would considers their opinion about tourism development process are those who has family involve in tourism industry and/or development process, which means the kinship has a role in the empowerment process. Related to need and interest, the percentage of those who agree with the statement are smaller than those who feel have opportunity to raise opinion or ask question. The percentage indicated that even though the women could give their opinion, but they do not know whether their opinion is considered by the tourism decision maker.

The level of women involvement in the decision-making process is still in the lowest level of community involvement (Informed) (Thomas & Middleton, 2003)(Thomas & Middleton, 2003) or similar with imposed development or the lowest level in degree of empowerment (Timothy, 2007). In this level, the planning process is done and carried out by the tourism organization, which is the representative of the community. The women often only receives information about the program. The decision maker rarely involves the women in the decision-making process, so they do not have opportunities to voice their view and often exclude them from benefiting from tourism development.

Factor Inhibit Political Empowerment for Women in Tourism Development Context

The study's findings indicate that the community cultural values, coupled with a lack of strong local leadership and the existence of elite domination has resulted in the marginalization of women. Even though the organization that manages and organizes tourism activities in the village is the local community organization, because of community culture, the opportunities to be empowered in the political dimension do not reach certain community groups, such as women. This result is in line with literature suggestions that women's empowerment often depends on context, or is culturally determined (Boley, Ayscue, Maruyama, & Woosnam, 2017). Scholar also noted that women face various socio-cultural constraints that pose challenges to optimum realization of their political capacities (Nimble, 2019). The women face some constraints such as gendered and casteised with a historicity of marginalization and spatial discrimination (Nimble, 2019).

Indonesian culture, the cultural norms and values in the case study area, clearly influenced women's opportunities to be involved in tourism planning. This findings is similar with others scholars result (Duffy, Kline, Mowatt, & Chancellor, 2015; Ferguson & Alarcón, 2015; Nunkoo & Ramkissoon, 2010). In the study area communities, the women role is identified with role in the domestic space (e.g., cooking, washing, cleaning the house, taking care of children, taking care of husband and others). While men are identified with the work in public spaces such as making a living (working outside the home), making decisions, the head of the family, and others (br Purba, 2015).

The results show that women most likely choose a neutral answer in the political empowerment dimension. Although occasionally asked for their opinion, in practice, the women's view will always follow the men because it would be considered rude if there were contrary to the men's ideas. Reasons provided by the participants of this research are that they are reluctant to voice their opinion or ask questions in front of the men and that it is not the main part of their role as a housewife. The Indonesian community is a community that holds what Reisinger and Turner (2003) call "formal cultures" values that in a Karonese community affects the interactions between men and women, which further influences their opportunities and intentions to talk or voice opinions in meetings or to join in activities that mix women and men. This study is reinforce Cole (2006) finding. Cole found that patrimonial system applied in Ngadha, Indonesia, which based on a patron–client relationship in which the patron is the father, the client is deferential and obedient, and confrontation avoided, caused the wider community reluctant to voice their opinion and interest. The Indonesian community is a community that holds what Reisinger and Turner (2003) call 'formal cultural' values that in a Karonese community affects the interactions between men and women, which further influences their opportunities and intentions to talk or voice opinions in meetings or to join in activities that involve both women and men.

The women in the village reluctant to voice their opinion related tourism development. The condition is similar with (Thammajinda, 2013; Tosun, 2000) finding. In developing countries, the poorer or inferior groups, such as women, have least influential and seldom able to express their views (Thammajinda, 2013). Their powerlessness is often interpreted as passivity and indifference, but the real problem is lack of opportunity for their direct involvement (Midgley,1986 as cited at Tosun & Timothy, 2003). They are noted that cultural limits include limited capacity and desire of poor people, apathy by some residents, traditions of power, and low levels of awareness, cultural and political traditions (Thammajinda, 2013; Tosun, 2000).

Because of the community's gender-role perception, leaders rarely invite women to attend important meetings, thus diminishing the opportunities for women's to voice their opinions and influence tourism planning. In fact, despite the community perception, the community leader has the authority to determine who can be invited to attend the meeting, including inviting representatives from women's groups. In this case, the leader did not show a strong capability to lead the community to achieve community empowerment. Literature has noted that, as a good leader, local leaders should be able to provide opportunities for all community members to be able to express their opinions or to ask questions related to tourism development in their area (McGehee, Knollenberg, & Komorowski, 2015; Moscardo, 2005). If a certain group is afraid or worried about expressing opinions or questions in a meeting that also involves many other people, then the local leader should provide opportunities in other forms. For example, by writing, or by holding meetings that only invite these women.

The village implemented "bottom-up approach in their tourism development process. Scholar has suggested that when 'bottom-up approach' is applied, the community will need of effective local leadership (Garrod, 2003). Leadership become an important factor since they are a foundation for all other parts of tourism development process (Moscardo, 2005)

The village located in the rural area which also make the need for local leadership is increase. As indicated by some scholar that for community at rural area, local leader should has strong ability to build network, such as bridging and bonding network (Hwang & Stewart, 2016; McGehee et al., 2015). A good leaders should had knowledge about, and enthusiasm for, tourism, strong community networks, and the ability to include a wide range of people in tourism decisions (McGehee et al., 2015; Moscardo, 2005). In this women empowerment case, the local leader should have ability to build a bonding network. The local leader should have ability to increase community participation in tourism development by reaching out and learning from the members, particularly those who are isolated or less central within community network (Hwang & Stewart, 2016; McGehee et al., 2015). Leader also should has ability to reconcile conflicting views and desires, and gain villagers trust by demonstrating a willingness to advance community interests as a whole (Kontogeorgopoulos, Churyen, & Duangsaeng, 2014).

A lack of strong local leadership in each village has exacerbated the issue of domination by the elites. The existence of elite domination in both villages have limited the opportunities for certain groups in the community to be involved in tourism and its planning. This situation has also noted by other scholars (Bookbinder, Dinerstein, Rijal, Cauley, & Rajouria, 1998; Charnley, 2005; Coria & Calfucura, 2012; He et al., 2008; Narayanan, 2003; Tosun, 2000; Walpole & Goodwin, 2000). In this village, the stakeholders who have more power and resources or who become elite in tourism development, are members of the tourism organization, which is dominate by men. In this way, the organisation have the power to shape the opportunity to involve for other community members.

Elite domination or 'power over' by the tourism organisation seems to limit the wider community's involvement in tourism development. The result similar with Knight and Cottrell (2016) who find that power over could inhibit community empowerment. The existence of elite domination in both villages could inhibit women empowerment. For example, the LPT, as an elite organisation, decides who can be involved in training, meetings and discussions related to tourism conducted by external stakeholders. While involvement is consider an important factor for women empowerment (Bookbinder et al., 1998; Byrd, 2007; Coria & Calfucura, 2012; Garrod, 2003; He et al., 2008; Li & Hunter, 2015; Moscardo, Schurmann, Konovalov, & McGehee, 2013; Park & Kim, 2016; Rasoolimanesh, Ringle, Jaafar, & Ramayah, 2017; Scheyvens, 1999; Thomas & Middleton, 2003; Timothy, 2007; Tosun, 2000; Wall & Mathieson, 2006), the elite groups in these villages limit tourism involvement of certain community groups (e.g., women).

5. Conclusion

The study result indicated that Local power structures play an important role in shaping the opportunities for the women to be empowered by tourism development. Despite the bottom-up approach implemented in the area, the empowerment outcome for women do not achieve the expected outcome. Furthermore, this study emphasize the need of local leadership to enhance women empowerment in the local level. A strong and good leader is needed to enhance the opportunity for women to involve in the tourism decision-making process, despite the existence of local community culture that make women become marginalized group.

This study also indicated the need of a particular forum beside the tourism organization. In tourism development at local level, the community generally a need a forum as a media in decision-making process. This forum could in the form of an existing traditional, government institution, or a specially formed grouping such as a tourism committee, to act on behalf of the community and express whole community interest (Scheyvens, 2002). Ideally, this forum should consist of the representation of all diverse interest groups within the community, including women and youths and other disadvantaged groups, to ensure that the interest represents the whole community (Scheyvens, 1999). Weng and Peng (2014) has noted that one of the paths to increase community empowerment is by addressing villagers needs according to different types, rather than generalizing a community as a whole since they will have different abilities, resources, and demands which influence their feelings and/sense toward empowerment.

Limitation and study forward

This study examines the communities' perceptions of political empowerment using a quantitative approach. which cannot gain a deeper understanding of the communities' perceptions. Therefore, there is a need to examine community members' perceptions of empowerment and what it means to them to use a qualitative approach to gain more understanding of the women community empowerment processes and outcomes.

The communities at study sites consist of ethnic groups, Karonese and Javanese, that have similar value, which is patriarchy system. It means the culture construct existing in both villages is similar. The Indonesian community consists of over 300 ethnicities with different cultural constructs (for community values and norms). Therefore, to reinforce the findings of this study or to identify another factors that influence women empowerment, there is a need to conduct a similar study with a different ethnic group or in a community with a different ethnic composition. In addition, culture has other forms and dimensions aside from cultural values and norms. Therefore, it would be interesting to explore another cultural construct (e.g., social interaction, perception) in relation to women empowerment from tourism development.

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ROLE OF SOCIAL CAPITAL OF THE SAGARAHIANG VILLAGE COMMUNITY IN TOURISM DEVELOPMENT CONTEXT

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Abstract

Purpose: This study aims to identify the social capital of the Sagarahiang Village community, identify the relationship between respondent characteristics and elements of social capital to the Sagarahiang Village community's social capital, and analyze the welfare based on the social capital of the Sagarahiang Village community.

Methodology: The research method used is quantitative (survey), field observation, and literature study. Data analysis is using Statistics Program for Social Science (SPSS 25.0). Correlation analysis is using the Spearman Correlation Coefficient.

Findings: The results showed that the people of Sagarahiang Village have a high level of social capital, which means that Sagarahiang Village people have good social potential to manage the existing tourism potential in Sagarahiang Village. The elements of trust and norms are social capital elements that have a healthy relationship in determining social capital in the Sagarahiang village community. These two elements can then be used as a focus to support improving the welfare of the people of Sagarahiang Village so that they can support the survival of the TNGC area.

Limitation: The method mainly used the quantitative method, while social capital and social welfare would need a deeper understanding of the qualitative approach.

Contribution: In planning and management of community participation in tourism development.

Keywords: *community participation, environmental, network, norm, trust,*

1. Introduction

A conservation area buffer zone is an area directly adjacent to a conservation area that functions to protect the area from all forms of disturbance originating from outside or within the area, resulting in changes to the integrity and function of the area (PP No. 28 of 2011). Management of the buffer zone is directed at realizing two things: the integrity of the conservation area and the surrounding community's welfare (Qodriyatun 2019). The community's welfare around the buffer zone is essential because it can reduce disturbances to preserving the conservation area (Garjita et al., 2013).

The Final Performance Report of the Directorate General of PHKA in 2014 states that there are 3,746 villages located in buffer areas around conservation forest areas in Indonesia. Regrettably, many people are still around the conservation area who are not yet prosperous

(Farhan & Novra, 2009). Alternative management of the buffer zone in improving the welfare of the buffer village community is needed to realize the buffer zone's function, which can be done through tourism development (Supriadi 2015). Tourism has been proven to improve the welfare of communities around conservation areas (Ristianasari et al. 2013; Rouf et al. 2018).

Mount Ciremai National Park (TNGC) is a conservation forest established based on the Decree of the Minister of Forestry Number 424 / MenhutII / 2004 dated 19 October 2004. Ninety-seven communities are holding IUPJWA from 39 TNGC natural tourism objects (BTNGC Statistics 2017). A large number of IUPJWA holders can indicate that the community is interested in organizing tours in the TNGC area. A different thing happened in Sagarahiang Village, a TNGC buffer village. Sagarahiang Village has the potential for tourism objects in religious sites and natural tourism potential and has been permitted to manage these objects. However, the community has a low desire for the management of tourism objects in Sagarahiang Village (TNGC extension, 24 May, 2019, personal communication).

The public's desire for tourism management will affect community participation in participating in tourism development (Ade Jafar Sidiq & Risna Resnawaty 2017). Community participation in tourism development is influenced by social capital (Kusuma and Darwanto, 2015). Social capital is a picture of internal attachment to society, which will provide benefits and cohesiveness to society (Adler and Kwon 2002). Social capital consists of many elements. This study uses social capital elements in the form of trust, networks, norms, and proactive environmental behavior because they are thought to have a relationship with social welfare conditions.

Therefore, to get optimal management, it is necessary to identify the social capital of the Sagarahiang Village community to achieve the welfare of the Sagarahiang Village community as a TNGC buffer village. This study aims to identify the social capital of the Sagarahiang Village community, identify the relationship between respondent characteristics and elements of social capital to the Sagarahiang Village community's social capital, and analyze the welfare based on the social capital of the Sagarahiang Village community.

2. Literature review and hypotheses development

The first step that must be considered in community-based tourism (CBT) is the community's readiness or preparation. Furthermore, this is influenced by the social capital owned by the community. Social capital is very influential in the development of tourism in general, especially tourism, which involves the community and the management from, by, and for the CBT community. Community involvement in every CBT development activity is influenced by the drive that makes the community achieve common goals. This is obtained based on social capital. Social capital in society determines community participation in collective action both in stages planning, implementing, enjoying the results, and evaluating tourism activities (Kamilah, 2018). Ngurah and Utama (2018) mentioned several social capital indicators, namely norms, trust, and networks, can increase the CBT indicator. The community has the potential for adequate social capital in line with the successful development of CBT.

Norm

is what people in some group believe to be normal in the group, that is, believed to be a typic al action, an appropriate action, or both (Paluck, Ball, Poynton, & Sieloff, 2010). Trust between community and stakeholder could create a respectful relationship that enables the local people to be receptive to certain idea (Kubo & Supriyanto, 2010).

The network is often divided into several forms, such as bonding, bridging, and linking (Claridge, 2020). **Bonding** is social ties between individuals within the same social group or those primarily like them. **A bridging network refers to** a social network that links people together with others across a cleavage that typically divides society (e.g., race, class, or religion). While l**inking define as** a social connection (often a bridging social network) to those with power that provides one with the capacity to gain access to resources, ideas, and information from formal institutions beyond the community. Network formed within community or relationships between community members, in social capital context (bonding social capital) facilitates tourism-related information circulation within community and allows the information to be quickly shared among members (Hwang & Stewart, 2016). Network give opportunity for community to get support, including new information related tourism development (Hwang & Stewart, 2016; Zahra & McGehee, 2013).

As another example of social capital owned by the people of Jodipan Village, Blimbing District, Malang City, can have a good impact in the development of "Jodipan Colorful Village" with CBT, so that people's welfare in the economic aspect can be realized (Wibowo, 2018). The influence of social capital in the development of CBT also presents opportunities and challenges in realizing sustainable tourism. Networks in social capital can lead to sustainable principles but also not. Another example is the failure to develop CBT in the Tourism Village in Kampung Sereh, Jawa Pura, due to the strengthening of social capital and the mechanisms for managing social potential that did not happen well. So, triggers are needed to mobilize the people involved to use their social capital to develop CBT (Kriswibowo, 2018).

3. Research methodology

Research Setting

Sagarahiang Village is located in Darma Subdistrict, Kuningan Regency, West Java, founded in 1372. The area of Sagarahiang Village is 934.26 Ha, consisting of 6 hamlets. Sagarahiang Village is bordered by three other villages, namely Puncak Village, Karangsari Village, and Sukadana Village. The western part of the village is directly adjacent to Mount Ciremai National Park. Sagarahiang Village has a village typology of upland. Sagarahiang Village is classified as an agricultural village with commodities in lowland rice, corn, green onions, cabbage, large chilies, cayenne pepper, and ginger. The leading commodity based on land area is vegetables, while the leading commodity based on economic value is green onions. Sagarahiang Village has historical sites that are important sites for Buddhist teachings in Lingga and Sangiang Sites, which are included in the religious zone in the management of Mount Ciremai National Park. Sagarahiang Village is a fostered village in the Mount Ciremai National Park buffer area (KLHK 2017).

Data Collection

This research was conducted in July 2019 in Sagarahiang Village, Kuningan Regency, West Java, which borders Karangsari Village, Puncak Village, Cisukadana Village, and Mount Ciremai National Park. Sagarahiang Village is administratively located in Kuningan Regency, West Java. The research method used is quantitative (survey), field observation, and literature study. The tools used in the research were voice recorders, digital cameras, computers with Microsoft Excel applications, and the Statistics Program for Social Science (SPSS 25.0), and the instruments used were questionnaire and Likert scale statements. Respondents were selected using a simple random sampling approach. The number of respondents selected was 30 people. Based on Cresswell (2014), the selection of 30 respondents can fulfil the need for statistical analysis to analyse the relationship between one variable and another. Respondents were selected in the adult age range. Other supporting data were obtained from literature studies that were sourced from online and printed reading materials. Besides, field observations were carried out to determine the community's daily activities and determine the general condition of the village.

The types of data, data collection methods, and data analysis in the research conducted are presented in Table 1.

Table 1 Types of data collected

Variable	Types of data collected				Data sources	Methods
Trust	1	Trust in people	a	Towards community leaders	Community member	Survey and observation
			b	Towards the surrounding community		
			c	Against the object manager		
	2	Trust in system	a	Against the national park management system		
			b	Against the village government system		
	3	Trust in institutions	a	Against the national park		
			b	Towards local government agencies		
Networking	1	Formal bonding			Community members	Survey and observation
	2	General bond				
	3	Cooperation network between peers				
	4	Openness in social networks with other people				
	5	Motivation for social networking				
	6	Activeness in resolving conflicts				
	7	Activeness in maintaining and developing social networks				
Norm	1	Social norms / politeness in the community			Community members	Survey and observation
	2	Obedience to religious norms				
	3	Adherence to customary norms				
	4	Obedience to the norms of decency				
	5	Adherence to government regulations				
Environmental Proactive Behavior	1	Use of chemicals in agriculture.			Community members	Survey and observation
	2	Importance of forests				
	3	Environmental Hygiene				
	4	Forest Sustainability				

Data Analysis

Social Capital Analysis

The data obtained was assessed based on the value in the modified Social Capital Assessment Tool (SCAT) and then categorized into 3 (three) levels of social capital, namely high, medium, and low social capital, with an average value interval (Oktadiyani, Muntasib, & Sunkar, 2016):

$$\text{Value Range} = \frac{X\ max\ - X\ min}{N}$$

Description:

X max: Maximum value
X min: Minimum value
N : Number of level categories (3: low, medium, and high)

The class category for each social capital element with the maximum and minimum values is presented in Table 2.

Table 2 Value interval for each element of social capital

No	Elemen	Min	Max	Category		
				Low	Medium	High
1	Trust	240	1200	240-560	561-880	880-1200
2	Network	180	900	180-420	421-660	661-900
3	Norm	150	750	150-350	351-550	551750
4	Proactive behavior towards the environment	120	600	120-280	281-440	441-600
5	Social capital	720	3600	720-1680	1681-2840	2641-3600

Analysis of the Relationship between the Elements of Capital and Social Capital

The relationship between social capital and social capital elements in this study will be tested using the correlation test. Correlation analysis is using the Spearman Correlation Coefficient. The Spearman correlation coefficient will be calculated using SPSS 25.0 software. The hypothesis used to see the relationship between elements of social capital owned by the community is

H0: there is no relationship between the elements of social capital.
H1: there is a relationship between elements of social capital.

4. Results and discussions

Respondent Characteristics

Respondent characteristics are needed in this study because different characteristics can affect the respondent's assessment. Characteristics of respondents based on age, 47% were in the 45-64 - age group, 43% in the 30-44 - age group, and 0.1% in the> 64 age group. Based on gender, 57% were female, and 43% were male. Most of the respondents have no education (63%), 0.27% are tertiary institutions, 0.1% have a junior high school education, and 0.03% have a high school education and a high school education. For jobs, the majority of them are Civil Servants (0.23%), then Farmers (0.4%), Housewives (0.13%), Farm Workers (0.1%), Entrepreneurs (0.07%) and Others (0.03%).

Sagarahiang Village residents' occupation is dominated by workers in the agricultural sector (50%) with low formal education (63.3%). Zuhriana (2012) stated that the conditions of education and employment of most of the people in the buffer zone of Mount Ciremai National Park (TNGC) have their livelihoods as farmers and farm laborers with a level of primary school completion. This can be because, according to Winata and Yuliana (2012), farmers are not armed with formal education. However, they are armed with a farming experience that has been practiced since a young age, so that formal education is not considered the primary need. The majority of respondents were aged 45-64 years. Based on Badan Pusat Statisik (2018), horticultural farming in Indonesia is mostly managed by farmers over 45 years of age.

The location of Sagarahiang Village borders TNGC, making Sagarahiang Village one of the TNGC buffer villages. The cooperative relationship between Sagarahiang Village and TNGC has been established with the appointment of Sagarahiang Village to become the TNGC target village in 2017 in the management of the Lingga Site Tourism Attraction Object (Direktorat Jenderal KSDAE, 2018). The appointment was made by considering the potential that exists in Sagarahiang Village.

Social Capital of Sagarahiang Village Community

The social capital calculation is assessed by looking at the elements forming social capital, namely trust, networks, norms, and proactive behavior towards the environment. This element was chosen because, in developing a potential that exists in a society, it is determined by the community's beliefs and norms (Abdullah, 2016). The network element will facilitate mutually beneficial collective action to achieve the same goal (Rosyida & Nasdian, 2011), while the environmental proactive behavior element was chosen because it will measure community awareness of the environment considering that Sagarahiang Village is a TNGC buffer village.

Trust is the basis for building cooperation in people's lives to achieve national development goals, including achieving prosperity (Syafar, 2017). The people of Sagarahiang Village have a relatively high trust (Table 3). This shows that the people of Sagarahiang Village can build good cooperation, both among residents of Sagarahiang Village and other people who come from outside the Sagarahiang Village environment.

Table 3 The trust assessment result

Element	Indicators	Score	Category	Total Score	Overall Category
Trust	Inter-Citizen Trust	139	high	995	high
	Trust in Site Managers	124	high		
	Trust in the Village Head	145	high		
	Trust in the Government	126	high		
	Belief in Religious Figures	142	high		
	Trust in Customary Figures	80	medium		
	Trust in TNGC	99	medium		
	Trust in Outsiders	140	high		

Internal trust between community members, Sangiang Site managers, village heads, and religious leaders are categorized high, but trust in traditional leaders and national park manager is still moderate. This is because the respondents considered that traditional leaders had no role in decision making in the village. Most people believe that Sagarahiang Village no longer has an authoritative figure in the community. Research by Uchrowi, Tjitropranoto, and Swastika (2018) states that informal figures in the TNGC farming community are indeed low in society in moving the community and making decisions because they feel they cannot provide a solution to the farmers' problems around TNGC. This can be the cause of low trust in traditional leaders who are included as informal leaders in the community of Sagarahiang Village.

The people of Sagarahiang Village have high trust in people from outside the village. This is reflected in the fact that the community feels happy when Sagarahiang Village is used as a place for workshops from several universities and when tourists visit the Sangiang Site. This can be an adequate capital in the development of the Sangiang Site because the acceptance of this local community will encourage small-scale tourism businesses to develop (Muhamad 2015).

The aspect of trust in Mount Ciremai National Park (TNGC) has a moderate level. Respondents thought that the existence of the National Park had no impact on their lives. The low level of public trust in national park management can potentially conflict (Chiwuzulum Odozi & Uwaifo Oyelere, 2019; Nurhaedah & Purwanti, 2013). Conflicts that can result in a lack of good community relations can affect economic, social, and health welfare (Chiwuzulum Odozi & Uwaifo Oyelere, 2019). Efforts should be made to increase trust in the national park to prevent potential conflicts from occurring. Increasing trust in the national park can be done by socializing the program and seeking more intensive communication formally and informally (Aulia, Sarwoprasodjo, & Satria, 2015).

Networking

Network elements will facilitate mutually beneficial collective action to achieve the same goal (Rosyida & Nasdian, 2011), including achieving prosperity. The results (Table 4) show that the network in the Sagarahiang Village community is in the moderate category. This is due to several aspects that are still low in the Sagarahiang Village community's existing network. A strong network score was only obtained on the diversity network, while other network aspects showed moderate and low categories. This indicates the need for better network development in the Sagarahiang village community.

Table 4. The assessment result of community networking

Element	Indicators	Score	Category	Total Score	Category
Networking	Network with TNGC	58	Low	446	Medium
	Network with Local Government	69	Low		
	Formal Networking	65	Low		
	Non-formal Network	105	Medium		
	Religious Network	117	High		
	Motivation for joining the Formal Network	52	Low		

The religious network aspect has the highest level among all measured aspects. This is shown by the number of recurring religious events held and most of the villagers' active participation. The mushrooming of religious events in the community can be caused by the fact that the entire community of Sagarahiang Village adheres to the same belief, namely Islam (Badan Pusat Statisik, 2018). Diversity networks can play a role in increasing knowledge and building solidarity (Susilowati, 2019). Research by (Hafidhuddin, 1987) states that the recitation group can also potentially conduct outreach to village communities. The existence of a good religious network can become a forum for counselling on welfare improvement programs.

People have low motivation to join formal networks. Motivation to join a network is needed so that people are willing to be actively involved in the organization because it will be difficult to achieve common goals to improve welfare (King, 2008). This low motivation can be caused by the fact that people feel the lack of benefits they receive when formally joining an organization. Syahyuti (2011) states that farming communities tend to be reluctant to join formal organizations because they are deemed less beneficial. The majority of the Sagarahiang Village residents are agricultural people who live from farming.

The formal network in Sagarahiang Village is still categorized as low. Formal networks are assessed based on the community's willingness to participate in organizational activities that are formal institutions such as farmer groups, youth groups, and women groups. The majority of the people of Sagarahiang Village do not join any formal groups. So we need another networking forum that is more attractive and desirable according to the community's conditions in facilitating social relations.

Another aspect of the low network belongs to the community network with Mount Ciremai National Park. This is assessed by the community's willingness and experience to participate in extension activities and other collaborations with TNGC. Several collaborative activities, such as in the TNGC management and Sangiang Site management, have been carried out. However, the community feels that they have never been involved in managing the object. This can be a cause of the low public perception of the existing network with TNGC. Community involvement in decision-making and planning is needed in larger network formation ones (Setyadi et al., 2006). TNGC can do this to improve the network with the Sagarahiang village community.

Norm

The norms owned by the Sagarahiang Village community's social capital have a high level (Table 5). This can be caused by rural communities exercising social control using norms in their environment so that the community's norms tend to be stronger and can be maintained. Social norms in society, such as cooperation carried out by residents for the common interest. Norms upheld in a community can minimize conflict and support collaboration (Wihardja, 2016).

Table 5. The assessment result of norm element

Element	Indicators	Score	Category	Total Score	Category
Norm	Forest management norms	137	High	669	tinggi
	Organizational regulations	117	High		
	Legals norm	137	High		
	Courtesy norms	145	High		
	Customary norms	133	High		

Norms of decency, norms of law, religious, and environmental norms have a high category. The norm of politeness is measured by looking at the village's communication patterns that emphasize the use of polite speech when communicating. Legal norms are included in the high category because people feel they have to obey all legal regulations because they know that there will be sanctions for violating these norms. Religious norms can be seen in the obedience of practicing the religion they adhere to (Ariston, 2018). This can be seen in the many recitation rituals that exist in the people of Sagarahiang Village. Norms will affect environmental sustainability. The Sagarahiang village people know that entering and carrying out activities in the Sangiang Forest should not be done carelessly, which causes the elements of environmental norms in Sagarahiang Village to be categorized as high.

Environmental Proactive Behavior

Environmental proactive behaviour is used to measure public awareness of the importance of preserving the surrounding environment, as presented in Table 6. This is necessary because environmental management based on preservation is needed to support welfare (Undang-Undang Year 1982). Besides, considering the village location, which is directly adjacent to TNGC, it is hoped that it will have high environmental awareness to ensure a sustainable conservation area.

Table 6. The assessment result of environmental proactive behaviour

Element	Indicators	Score	Category	Total Score	Category
Environmental proactive behaviour	Forest Sustainability	145	High	505	High
	Environmental Hygiene	146	High		
	Importance of Forests	141	High		
	Use of Chemicals in Agriculture	73	Medium		

The community understands the importance of sustainability and the importance of forest areas, which will affect community agriculture. This is because the irrigation source for agriculture comes from springs from the forest around the village. The community understands that when the environment is damaged, and excessive development will impact existing water sources. Using chemicals in community agriculture is low because people use chemical fertilizers and drugs more than natural ingredients. This is because chemicals have a faster and more effective use of nourishing plants.

Relationship between Social Capital Elements and Social Capital

The correlation test between the elements of social capital and social capital was carried out to determine the types of social capital elements that would affect the social capital conditions of the Sagarahiang Village community. The Spearman test results (Table 7) show that trust and network elements have a social relationship with a correlation coefficient of 0.789 and 0.815. This shows that the elements of trust and network elements have a strong relationship with the condition of the Sagarahiang Village community's social capital. The norms and elements of proactive environmental behavior have a weak relationship with social capital with correlation coefficients of 0.217 and 0.146.

Table 7 Spearman's test for the relation between elements of social capital and social capital

Relation	Correlation coefficient
Trust with Social capital	0.789**

Network with social capital	0.815**
Norms with social capital	0.217*
Proactive environmental behavior with social capital	0.146*

Note: ** (strongly correlated), * (weakly correlated)

All elements of social capital have a positive correlation coefficient. This means that the level of trust, networks, norms, and proactive behavior towards the environment can be increased so that the community's level of social capital can also be increased. Therefore, the benefit of increasing and managing existing social capital elements that are strongly correlated can be made the main focus in management. social capital.

Relation between Social Capital and Tourism Development in Sagarahiang Village

High social capital indicates that the people of Sagarahiang Village have good social potential in the community. The potential for social capital can be a strength in the management of Sagarahiang Village as a TNGC buffer village. Puspaningrum and Agustina (2014) state that strengthening and managing social capital can help achieve social welfare. In its implementation, community welfare can be improved through community-based tourism development. Tourism activities can increase conservation action for residents by showing critical natural areas and generating income from tourists. As such, tourism is a representative source of employment and income opportunities for the surrounding community, which serves as an incentive to prevent destructive practices (Hayati 2013). Tourism has been shown to improve people's welfare (Rouf et al. 2018).

The community's welfare can be improved and maintained by managing the existing social capital by collaborating with the existing potential of Sagarahiang Village. Strengthening and managing social capital can help achieve community welfare (Puspaningrum & Agustina, 2014). However, in its implementation, it is necessary to have supporters who can manage these resources' potential. Besides, these beliefs, norms, and social networks are substantial social capital to manage natural resources in a sustainable manner (Ekawati & Nurrochmat, 2014). This is in line with the objectives of buffer zone management and the establishment of conservation areas, namely preserving the area and improving the community's welfare around the conservation area.

Tourism development at Sagarahiang village is not as developed as the development in other villages around the TNGC area despite the high level of community social capital. Based on interview results, not many community members would involve in tourism development in the area. Several aspects that cause it is the lack of trust between the leader and TNGC manager. In contrast, trust is one crucial factor that could influence community support in tourism development and biodiversity conservation. Nunkoo and Ramkissoon (2012) research result indicates that community support is determined by residents' trust in government actors and perceived benefits. The lack of trust in the TNGC manager might cause a lack of village members' involvement in tourism development.

5. Conclusion

The people of Sagarahiang Village have a high level of social capital, which means that Sagarahiang Village people have satisfactory social potential to manage the existing tourism potential in Sagarahiang Village. The elements of trust and norms are social capital elements that have a healthy relationship in determining social capital in the Sagarahiang village community. These two elements can then be used to support improving the welfare of the people of Sagarahiang Village to support the survival of the TNGC area. The study result also indicates several elements that could hinder tourism development in the village, such as lack of trust in village leaders and lack of networking. At the same time, those two factors are crucial to creating sustainable tourism.

Limitation and study forward

The method mainly used the quantitative method, while social capital and social welfare would need a deeper understanding of the qualitative approach. Therefore there is a need to deeper understanding of the issue by using qualitative approach.

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KEY INDICATORS OF COMMUNITY INVOLVEMENT IN ECOTOURISM MANAGEMENT

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Abstract

Purpose: This research tries to find key indicators of community involvement in ecotourism management that can ensure that local communities are involved and take part in ecotourism activities must uphold the values of ecotourism, minimize negative impacts; build awareness and appreciation of ecosystems and culture; provide positive opportunities for visitors and hosts; provide direct financial benefits for conservation; provide monetary benefits and empowerment for local residents and increase the hospitality of rural communities.

Methodology: This study uses a desk research method with data and information search techniques online, secondary sources, and other sources of scientific publications. Meanwhile, the analysis technique used is a descriptive qualitative analysis technique, analogy, and comparison of several research results and other scientific publications related to ecotourism management problems.

Findings: The ecotourism which is directly adjacent to the conservation forest be able to measure the success based on community participation that namely the MOA method which consists of Motivation, Opportunity, and Ability can be used. The ecotourism which is located in the middle of a village or village settlement can be measured by first that ecotourism can integrate nature and tourism so that (1) a unique tourist attraction that is completely different from other types of tourism, (2) optimally maintains nature according to its main function, (3) can encourage the community's economy as a whole, both the community, investors, and local governments, (4) integrating nature and the tourism system to form attractive tourist attractions in the future. The second conclusion is that ecotourism as an opportunity for local workers and attracts government interest (1) can involve local workers as personnel in its operations, (2) attracts government attention to building public facilities, (3) attracts government attention to providing public transportation, terminals, systems passenger safety, information systems.

Limitation: This study uses only a desk research method with data and information search techniques online, secondary sources, and other sources of scientific publications.

Contribution: Key Indicators of Community Involvement in Ecotourism Management for ecotourism which is directly adjacent to the conservation forest, and ecotourism which is located in the village settlement.

Keywords: *Ecotourism, Community Participation, Motivation, Opportunities, Capabilities.*

1. Introduction

Before the Covid-19 pandemic, the tourism industry was recognized as one of the fastest-growing sectors leading to the main source of economic income in most developing countries. The tourism sector looks increasingly diversified towards a new form of tourism. People travel to enjoy nature (ecotourism), engage in various cultures (cultural tourism), explore the past and locations (heritage tourism), enjoy the climate, residents, and tourists (green tourism), or get appropriate medical care and facilities (health / medical tourism) (Tang, 2014).

In comparison, the most common and popular part of tourism is the ecotourism industry. Ecotourism is generally recognized as one of the components under the tourism industry that represents the nature of environmental prudence and local involvement also stated that ecotourism has become one of the fastest-growing sectors in global tourism since 1990 after the International Ecotourism Society (TIES) was formed (Yu, et al., 2016). Since then, the ecotourism industry has become an industry that has attracted a lot of attention from rural communities, especially in developing countries, to get involved. Basically, this industry is an alternative for people to improve their quality of life by utilizing existing resources such as nature and culture (Zolfani, et al., 2015).

In accordance with Montes and Kafley (2019), it is explained that ecotourism has been actively marketed as an effective environmental resource and an opportunity to have a meaningful influence on the climate for rural communities. They noted that ecotourism has always had the ability to increase biodiversity and culture. Besides that, ecotourism also preserves the habitat of wild animals. Apart from that, ecotourism also improves the economic conditions of the host country (Zolfani et al. 2015). Activities in ecotourism are usually small in scale so they are quite easy to make. Primarily because it is village-based and requires local involvement, the attractiveness of ecotourism that is strategically designed and managed can offer direct benefits that can reduce the burden on other non-productive businesses that require the use of cultural and natural capital. However, to ensure the right direction for ecotourism, there are some basic principles that must be followed. According to Cobinnah (2015), there are many principles put forward by various researchers, but the most common principles put forward by The International Ecotourism Society (TIES). According to TIES, Ecotourism is about bringing biodiversity, culture, and sustainable tourism together.

According to TIES (2015), ecotourism is characterized as responsible travel to natural areas that protect ecosystems, sustain the welfare of local communities, and require understanding and education. Participation The community must include different types of stakeholders at all levels of the cycle including preparation, discussion, consultation, dissemination, and decision making on the progress of the ecotourism market (Sanjeev & Birdie, 2019). While participating in discussions local activities are always able to communicate their views and exchange ideas and expertise with others. This requires the efforts and cooperation of the local community. According to Stone, & Duffy (2015), community-based ecotourism is a type of ecotourism that aims to involve local communities and communities in the management of natural resources with the aim of preserving economic, cultural, and environmental diversity. The main objective of community-based ecotourism is to encourage local communities by involving them in these ecotourism activities and at the same time empowering them to secure their place of residence. Good ecotourism should be based on Motivation, Opportunity, and Ability (MOA) (Sonjai, et al., 2018).

This research tries to find key indicators of community involvement in ecotourism management that can ensure that local communities who are involved and take part in ecotourism activities must uphold the values of ecotourism, minimize negative impacts; build awareness and appreciation of ecosystems and culture; provide positive opportunities for visitors and hosts; provide direct financial benefits for conservation; provide monetary benefits and empowerment for local residents and increase the hospitality of rural communities (Utama, 2020).

2. Literature review and hypotheses development

2.1 The Evolution of Ecotourism

The concept of ecotourism existed long before the 80s, but the expression ecotourism openly began to appear in tourism papers in the late 1980s. Initially, ecotourism has been shown to provide environmental and economic benefits for all stakeholders of this form of tourism, but it is debatable how these goals can be achieved. (Backman & Munanura, 2017). The expression in the late 1980s was a clear product of the appreciation of fair communities and global ecological activities and is considered one of the most popular concepts of ecotourism: "traveling to relatively undisturbed or undisturbed natural areas with a specific purpose of studying, admiring, and enjoy the scenery and wild plants and animals, as well as existing cultural manifestations (both past and present) that are found in this area " (Lisiak, et al., 2016). Since ecotourism has become more prominent, its meaning has expanded to include the notion of ecotourism accountability, environmentally responsible destination management, and sustainable growth of local human populations. Ecotourism has been defined from multiple perspectives by policymakers tasked with developing ecotourism destinations, tour operators, tourism organizations, or even academics who wish to contribute to creating a multiplicity of definitions surrounding the word ecotourism (Conway, & Cawley, 2016).

2.2 Ecotourism Currently

Ecotourism has been around for several years but nevertheless, the exact concept of ecotourism has been discussed in a vague way. There are also challenges in describing ecotourism without paying attention to basic metaphysical and ethical concepts. However, the most common ecotourism concept is put forward by TIES. In today's world, the term ecotourism has been referred to in various terms such as sustainable tourism, nature tourism, cultural tourism, heritage tourism (Chandel & Mishra 2016). However, there is still debate among authors regarding the characteristics of the term alternative ecotourism (Chandel & Mishra 2016; Masron, et al., 2016).

Although there are differences of opinion among researchers about the characteristics of ecotourism, the current tourism trends should not be ignored in order to grow an eco-tourism business that is in line with the modern world. Most of the theories and concepts of ecotourism in the world are considered outdated as the world moves towards the modernization era. Therefore, scholars put forward three main criticisms of the modernization theory being extended to ecotourism as a form of sustainable development. Regmi and Walter (2016) suggest the first modernization theory to support a false distinction between 'new' and 'traditional'. In this way, the ideals, traditions, and behavior of rural and aboriginal peoples are relics of ancient activities that must be discarded in order to become new and therefore gain a more advanced status. The second hypothesis involves a spreading agenda that assumes that the direction and pace of the transition that has taken place in Western countries are the only path to growth and that this route is slowly occurring at some point. Thus, to be stable and democratic, non-Western countries must follow the same general pattern of development or 'one production paradigm' (Jenkins 2015). The new modernization theory has been criticized for its ethnocentric orientation (Cohen & Cohen 2015). Things that sound strange and bizarre in non-Western countries that are socially marginalized are treated as conservative and orthodox, and as such will be focused on ontological values and perceptions of Western society. However, in the face of such old criticism, a modernist approach to development continues to dominate policy and practice in the South internationally.

2.3 Ecotourism Business

It is a common fact that ecotourism has three dimensions, namely being managed in a sustainable manner, environmentally sound, and based on nature. The concept of sustainability is based on two principles (i) to support conservation and (ii) to support the local economy (D'Souza. et. al 2019). Therefore, ecotourism and sustainable tourism may be compared; in a way that ecotourism encapsulates sustainable tourism. Ecotourism is a sub-component in the sustainable tourism sector that seeks to promote sustainability by preparing and managing to promote its environmental and social goals. Ecotourism companies provide various kinds of commodity facilities, such as homestays, health, and wildlife (Mandiri, 2019).

2.3.1 Homestay

Homestays may not be considered to represent a new form of tourist accommodation, but they are likely to gain popularity in the scientific literature as a way to provide significant, complementary, or alternative income to local communities, promote local empowerment, eradicate poverty, attract tourists, showcasing local cultural and natural heritage (Bhalla, Coghlan & Bhattacharya 2015). International tourists also find homestays attractive in search of local lifestyle experiences, tailored service, and real or genuine social experiences with the host, preferring local forms of hospitality, especially in small and sometimes remote rural communities. . Homestay programs are often integrated with other community-based tourism activities, such as trekking, camping, bird watching, showcasing traditional cultures and festivals, and so on, to provide a decent income for local communities and to create rich and rewarding interpersonal and cultural experiences for tourists (Bhalla, Coghlan & Bhattacharya 2015).

2.3.2 Food / Culinary

Food is a core component of almost all tourism encounters. However, the significance of food in the tourist experience and its meaning varies based on the wishes and desires of each visitor. Food, in general, can be seen as satisfying individual needs, whether someone is on a trip or not, or it may be the main driving force in motivating tourists to visit certain destinations (Fennell & Markwell 2015). The increasing demand for new cuisines has supported a sizable expansion of food as niche or special-interest tourism. In this situation, food is an attraction, so there is a lot of literature on partnerships like this one between tourism and health. Traditional cuisine is most often used as a foundation for sustainable community growth, with an increasing increase in farmers' markets, green restaurants, organic food projects, and social initiatives such as food fairs (Shani, 2014). The meaning and importance of conventional food are very complex and highly subjective in multicultural and transcultural cultures. On the social stage, food is always the object of various important activities and gatherings and is closely related to the traditional concept of hospitality. Food can represent ownership and can be a uniting and dividing force. Food is used to define a sense of community identity based on interests, ethnicity, religion, locality, and nationality (Barbosa, 2017). For example, Australia is known for its abundance of fresh seafood. Therefore, tour operators will take advantage of these culinary characteristics when marketing their products, especially if most of the businesses are located in coastal areas or near the coast. Some hosts even offer some exotic food and wine (Fennell & Markwell 2015). Examples of exotic animal species being eaten in Australia as a traditional diet are kangaroos, crocodiles, and, to a lesser extent, promoted too.

2.3.3 Wildlife / Wildlife

Zee (2015) defines ecotourism as ethical travel to environmentally protected places, safeguard the welfare of local communities, and requires understanding and education. This term is particularly relevant to the wildlife ecotourism sector. On the other hand, this concept applies especially with respect to the impact of ecotourism on biodiversity (Buckley, Morrison, & Castley 2016). Ecotourism and biodiversity are related or in conflict with the economic sector (Zanamwe, et, al., 2018). Globally, scientific research has shown that the demand for ecotourism-based goods continues to increase. Ecotourism revenues will also be used to finance biodiversity protection and socio-economic growth to support local communities (Bello, Lovelock, & Carr, 2017). According to Gutierrez, et. Al., (2019), in Costa Rica, ecotourism provides a large part of the income for research, captivity, and conservation efforts of endangered species, such as the black-and-white ruffed lemur and many species of sea turtles. This type of service is capable of generating 50 times more income than the economic losses caused by human-wildlife conflict. The economic, biological, and behavioral effects of ecotourism on biodiversity have been documented, with less promising findings (Blumstein, et, al., 2017).

Gutierrez et. al (2019) found that ecological and behavioral disturbances caused by feeding animals, littering, collecting artifacts, erosion affecting species survival, distribution, reproductive success, or ecological community structures are caused by the impact of visitors on natural areas. On the other hand, Geffroy et. al (2015) proposed that ecotourism could establish 'human protection' with detrimental effects on wildlife. Under these hostile screens, the animals are accustomed to the perception of the visitor, which may lead to behavioral adjustments, which ultimately makes them more vulnerable to abuse and predation. Meanwhile, the experimental results of Fitzgerald & Stronza (2016) provide strong observations that suggest that mass or inappropriately controlled tourism impacts wildlife species and their ecosystems at several different levels. However, these findings are rarely based on ecotourism activities and implications alone, especially with regard to current ecotourism concepts (Fennell 2014). Blumstein et al. (2017) is a perfect illustration of this claim, demonstrating the detrimental consequences of birds, penguins, aquatic species, oceans and, in general, on the biodiversity resulting from a large number of visitor impacts, thus using the term 'ecotourism' indiscriminately to include them all.

3. Research methodology

This study uses a desk research method with data and information search techniques online, secondary sources, and other sources of scientific publications. Meanwhile, the analysis technique used is a descriptive qualitative analysis technique, analogy, and comparison of several research results and other scientific publications related to ecotourism management problems. This study can be divided into two types, namely ecotourism which is directly adjacent to a conservation forest, and ecotourism which is located in the middle of a village or village settlement.

4. Results and discussions: Key Factors for the Success of Ecotourism

4.1 Community-Based Participation in Ecotourism

Community-based ecotourism (CBE) is part of the tourism industry activities that are recently practiced by rural communities in developing countries (Afenyo & Amuquandoh 2014). The criteria for community-based ecotourism are based on the different perspectives of many authors. First, it is known as an efficient tool to increase community empowerment in tourism services. Second, community-based ecotourism activities are managed by the community for their livelihood interests. Third, educate the public to appreciate and manage the natural and cultural resources around them.

According to Pornprasit and Rurkkhum (2017), community-based ecotourism is one type of ecotourism that aims to involve local communities and communities in managing their natural resources in order to preserve economic, cultural, and biological diversity, and this type of ecotourism management is a growing pattern. The ecotourism tradition has shaped community-based ecotourism in the last two decades. The development of community-based ecotourism is considered to have the potential to positively change people's perceptions about the use of natural and cultural resources. Community-based ecotourism makes people value and manages natural and cultural resources more after knowing the benefits they get (De Urioste-Stone, et al., 2015).

4.2 The Role of Ecotourism

Various reports have shown the impact of community involvement in ecotourism on local people and the climate. Various studies on community-based ecotourism projects have verified the possible benefits to communities, in special "commercially based" projects.

4.2.1 Increase community participation

Community participation is an important element of community-based ecotourism (CBE) especially for sustainable tourism development (Towner. 2015; Batu 2015). Sustainable tourism according to Stone (2015) is defined as tourism that can maintain its feasibility for an unpredictable period of time and does not disturb humans and the physical environment in which they are located. The drivers of sustainable tourism development emphasized by Stone (2015) are community participation, ownership, and empowerment through the rubric of community-based natural resource management. As emphasized by Stone (2015) that ownership is important for the sustainable development of community-based ecotourism, Chirenje, Giliba, & Musamba (2013) have verified that community participation will be less successful if local people feel they lack ownership. In his research, local communities are excluded from the crucial decision-making process, namely project planning and budgeting, so that the community is less involved because they feel they do not own the project. As mentioned above, community participation is the key to sustainable tourism development and is also an important component in ensuring the successful implementation of community-based ecotourism. According to Bhalla, Coghlan, & Bhattacharya (2016), community participation can be increased through the homestay program. Homestay activities include the involvement of all villagers who contribute explicitly and indirectly to the ecotourism project by providing property for homestay construction and manual labor. To provide food for tourists, farmers supply locally produced crops, dairy products from pets. They can also hold musical activities, tell storytelling, and show local traditions to meet visitor demands. Finally, the aspects of maintenance and security are also taken care of by the local community. The profits from this program are shared equally among the villagers, thus motivating them to work more. In the end, the community bonding became stronger, thus increasing community participation.

4.2.2 Job creation

Another benefit that is recognized as a community-based ecotourism product is based on employment (Gupta & Rout 2016). Afenyo and Amuquandoh (2014) explored the gleaned from a project obtained from an ecotourism project in Tafi Atome, a rural community in Ghana. Based on the results of his research, before the development of tourist destinations in Tafi Atome, farming was the main income that contributed to the community's economy. Following the establishment of the Monkey Sanctuary as a tourist attraction, a significant alternative source of employment has been created for the local population. It said the Tafi Atome Monkey Sanctuary had employed a total of 10 local residents to become members of the local tourism council for two years, during which incentives would be given to others. There are also job possibilities for five area tour guides, two receptionists, and two assistants. In fact, the neighborhood homestay service offers additional income for households participating in the program. Community cultural groups and central storytellers are also regularly involved to attract visitors.

4.2.3 Helping environmental conservation

Some literature shows ecotourism assistance in efforts to conserve animal protection (Afenyo & Amuquandoh 2014; Vanelli, et, al., 2019). Vanelli, et, al., (2019) stated that ecotourism can integrate wildlife conservation with human welfare. For example, researchers studied the relationship between wildlife conservation and ecotourism in Ladakh, India. The latter found that Ladakh has a species of snow leopard and according to the World Wildlife Fund (2019), snow leopards are experiencing a decline in population due to poaching. Vanelli et. al's (2019) research found that tourists willingly travel to Ladakh to see snow leopards. Therefore, a local village in Ladakh took this opportunity to build a homestay program where visitors can stay and see snow leopards. This has indirectly prevented the snow leopard from falling prey to poachers so as to conserve the snow leopard population (Edgell, 2019).

4.3 A Case Study of Community Based Tourism Implementation in Jatiluwih, Bali, Indonesia

The village of Jatiluwih is located in Penebel District, Tabanan Regency, Bali. This village is located at an altitude of 500-1500 meters above sea level and has an average rainfall of 2500 mm/year. The air temperature ranges from 26^0-29^0C so the air is relatively cool. The topography of this village is hilly with a slope of up to 600 so that the rice fields as the mainland for people's livelihoods must be terraced. Rice terraces are made in addition to fulfilling its main function as a regulator of rice field irrigation; it is also a reflection of the survival of local culture, particularly the survival of livelihood systems in agriculture Benge & Neef, 2018; Singgalen, et al, 2019). Based on the CBT indicator developed by Hunter (1997), the application of Community Based Tourism to the tourist attraction of Jatiluwih Tabanan Bali can be seen from the following five indicators.

4.3.1 First, a healthy economic indicator

The results of the interview show that the transparency of the management of Jatiluwih's Tourism Attraction starts from daily to monthly income until it is finally reported and distributed to various parties. Funds are obtained every day from entrance tickets, parking fees, and deposits from the homestay manager. Judging from the chart, the operational management of the Jatiluwih Village Tourism Attraction is under the Regional Government with the General Chairperson of the Regent, the tourism office as the secretary or deputy. Homestay owners contribute to the Tourism Attraction manager for operations. All finances are supervised by the Tabanan Regency Audit Board. Funds obtained from the management of Jatiluwih Tourism

Attraction are used to support the preservation of Subak and activities in the Traditional Village and the Jatiluwih village (Widari, et al., 2019; Utama, 2020).

4.3.2 The Welfare of Local Communities

Second, indicators of the welfare of local communities are an inseparable part, because local people are in direct contact with tourism activities in their area. The management of Jatiluwih Tourism Attraction is completely left to the Jatiluwih Village community so that the management carried out has great benefits for the welfare of the Jatiluwih Traditional Village community and Gunung Sari Traditional Village which means self-help management by the Jatiluwih Village Community. Welfare as the impact of tourism felt by the village community is that the youth of Jatiluwih Village get jobs as employees in the management of Jatiluwih Tourism Attraction so that they get income to support the welfare of their families. Farmers can also sell their agricultural products in the form of brown rice, glutinous rice, and agricultural products directly to visitors (Widari, et al., 2019; Utama, 2020).

4.3.3 It does not change nature

Third, the indicator does not change nature, namely sustainable tourism, which is tourism that pays close attention to the quality of the natural environment for the sustainability of tourism itself. The management of Jatiluwih Tourism Attraction has paid attention to environmental aspects and is well maintained. The management carries out activities that maintain the environment, such as community service carried out every Sunday, planting shade trees, maintaining natural beauty, structuring the subak irrigation canals to achieve sustainable tourism (Widari, et al., 2019; Utama, 2020).

4.3.4 Healthy culture

Fourth, indicators of a healthy culture, namely the existence of sustainable tourism, the community's appreciation of cultural heritage are getting higher. The management of Jatiluwih Tourism Attraction contributes to the existing cultures in the village community by forming dance and tabuh studios. The groups or sekeha currently owned are the angklung, joged, dance, and gong groups. This is a characteristic of maintaining culture. The culture that develops in the community is used as a tourist attraction in order to support tourism activities at Jatiluwih Tourism Attraction. The culture that exists in the community is still alive and tourism activities are also running well and sustainably (Widari, et al., 2019; Utama, 2020).

4.3.5 Tourist satisfaction

Fifth, indicators of tourist satisfaction that cannot be separated, because tourist satisfaction is the result of the management of Tourism Attraction which cannot be measured in the material. The management of Jatiluwih Tourism Attraction seeks to create tourist satisfaction with the existing natural and cultural environment. The way this is done is by improving the infrastructure, using resources that are not destructive, but sustainable so that tourists do not feel bored visiting Jatiluwih Tourism Attraction (Widari, et al., 2019; Utama, 2020).

5. Conclusion

This conclusion can be divided into two types, namely ecotourism which is directly adjacent to the conservation forest, and ecotourism which is located in the middle of a village or village settlement.

The ecotourism which is directly adjacent to the conservation forest be able to measure the success based on community participation that namely the MOA method which consists of

Motivation, Opportunity, and Ability can be used. The motivation for ecotourism development can be measured by indicators (1) money motive, (2) knowledge motive, (3) optimism, (4) villagers mindset, (5) interest, (6) exposure, (7) income, (8) Other Commitments, (9) Fear of outside interference. The opportunity consists of (1) Facilities, (2) Awareness, (3) Beautiful Nature, (4) Training, (5) tourist arrivals, (6) infrastructure. Ability consists of (1) funding, (2) skills, (3) participation, (4) employment, (5) leadership, (6) youth support, (7) cooperation. While the measurement of the success of Community Based Tourism can be measured at least on five indicators, namely: (1) healthy economic indicators, namely a healthy economy, (2) indicators of the welfare of local communities, (3) natural preservation, (4) indicators of a healthy culture, (5) tourist satisfaction (Sigala, 2012; Leung & Bai, 2013; Rasoolimanesh & Jaafar, 2016).

The ecotourism which is located in the middle of a village or village settlement can be measured by first that ecotourism can integrate nature and tourism so that (1) a unique tourist attraction that is completely different from other types of tourism, (2) optimally maintains nature according to its main function, (3) can encourage the community's economy as a whole, both the community, investors, and local governments, (4) integrating nature and the tourism system to form attractive tourist attractions in the future. The second conclusion is that ecotourism as an opportunity for local workers and attracts government interest (1) can involve local workers as personnel in its operations, (2) attracts government attention to building public facilities, (3) attracts government attention to providing public transportation, terminals, systems passenger safety, information systems (Utama & Trimurti, 2019).

Limitation and study forward

This study uses only a desk research method with data and information search techniques online, secondary sources, and other sources of scientific publications. For the future researches are need confirmation of key indicators of community involvement in ecotourism management for ecotourism which is directly adjacent to the conservation forest, and ecotourism which is located in the village settlement by conducting field studies.

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SMART CITY PUBLIC SERVICE ANALYSIS IN CREATING GOOD GOVERNANCE IN KOTA KUPANG

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Abstract

Public service has been a bench mark for Government performance that can be directly examined by its residents. The objective of this research is to know the strategy of smart city public service in Kota Kupang in order to create Good Governance based on residents and Lurah's incomes comparation in Kota Kupang. There are two samples used in this research, those are recidents of Kota Kupang with criteria that they already aware about the smart city program and all Lurah in Kota Kupang. Analytical tool used in this research is to compare the SWOT analysis between Kota Kupang's residents and Camat Lurah. From the comparison of SWOT matrix result for Internal Strategic Factor Analisis Summary (IFAS) aspect, it is concluded that the implementation of smart city program in Kota Kupang has received formal legitimacy by all stake holders in Kota Kupang. Meanwhile, for the citizens of Kota Kupang, the implementation of smart city in Kota Kupang has received interest from the people of Kota Kupang to be able to access various public services with a smart city approach. However, both the Government and the citizens of Kota Kupang consider that the implementation of smart city in Kota Kupang has not touched all lines of public services. Based on the comparison of the SWOT matrix aspects of the External Strategic Factor Analysis Summary (EFAS), it is concluded that public services organized by the Kota Kupang Government are becoming more modern, effective and efficient due to the implementation of smart city. Meanwhile, for Kota Kupang residents, the implementation of smart city in Kota Kupang has an impact on the emergence and development of various online business activities. Or in other words, there is a change in business implementation from conventional business practices to online business. However, both the Government and residents of Kota Kupang consider that the implementation of a smart city in Kota Kupang still raises concerns that there is chance of cybercrime.

Keywords: strategy, public service, smart city, Kota Kupang, Good governance, SWOT.

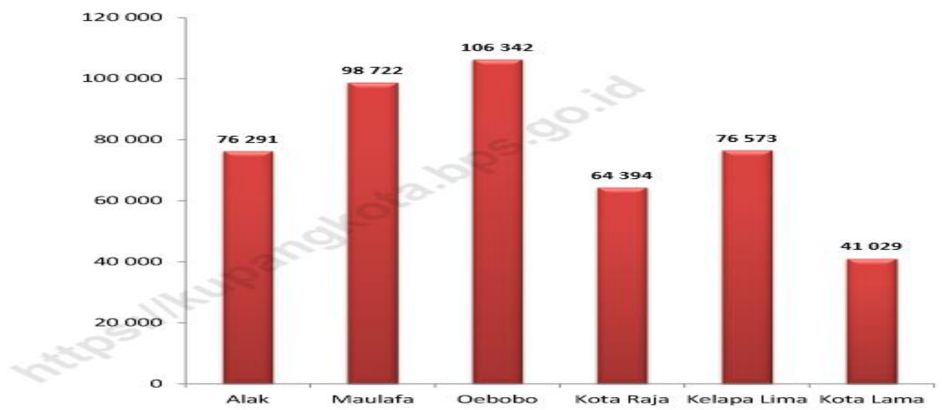
1. INTRODUCTION

Public service becomes a measure of Government performance that can be directly assessed by the public. In order to realize public services, it cannot be separated from the concept of good governance. The development of era is followed by technological advances. Technological advances have not failed to become a new breakthrough used by the city to provide the maximum possible public service for its residents, and that’s why the concept of smart city emerges.

The purpose of the smart city itself is to form a city that is comfortable, safe, and strengthens competitiveness in the economy. In many predictions based on research results, nearly 50% of the world's population will populate the city (Chourabi, et.al., 2012). As a result, cities are increasingly facing enormous and complex challenges related to the facilities provided to their citizens.

Kota Kupang is the capital of the Province of East Nusa Tenggara (NTT). Based on the results of population projections, it is estimated that the total population of Kota Kupang in 2019 will reach 463,351 people with a population density of 25,570.32 people per km2 (BPS Kota Kupang, 2020).

Picture 1. Kota Kupang population by district, 2019



Source: BPS Kota Kupang, 2020

The population in Kota Kupang is the second largest after Timor Tengah Selatan Regency (468,350 inhabitants). With such a large population, the city of Kupang is burdened with problems with the welfare of the population. The attractiveness of Kota Kupang as the center of government and business center makes this city "crowded" with job seekers. Based on the 2018 National Labor Force Survey (SAKERNAS) report, there are 18,408 people aged 15 years and over who are unemployed in Kota Kupang. The results of the National Socio-Economic Survey (SUSENAS) in 2018 shows that the poor population in Kota Kupang has reached 40,440 people. Based on data obtained from BPS Kota Kupang (2019), a total of 89.70% of Kota Kupang residents have cell phones (HP), amounting to 62.89%, who are active internet users. With this capital, the Smart city concept is expected to be able to reach all the people of Kota Kupang through various Smart city applications distributed by the Kota Kupang Government.

The Head of the Indonesian Ombudsman Representative for Nusa Tenggara Timur Province, Darius Beda Daton, said that the level of compliance with public service standards in the Kota Kupang Government is still in the red zone with a low compliance predicate. According to him, based on the results of the assessment of public service standards compliance with administrative service products in the Kota Kupang Government, the score was 46.02 percent or in the red zone (https://kupang.antaranews.com).

The low compliance of Regional Apparatus Organizations (OPD) to the implementation of Public Service Standards is the main obstacle to the quality of service in all Kota Kupang government agencies. The low compliance / implementation of Service Standards resulted in various types of subsequent maladministration dominated by apparatus behavior, such as unclear procedures, uncertainty of service tenure, illegal fees, corruption, uncertainty in investment licensing services, arbitrariness and at a macro level resulted in low quality of public services. This results in a high-cost economy, barriers to investment growth, and of course has an impact on decreasing public trust in the apparatus and government which has the potential to lead to public apathy. The result is corruption, bureaucratic inefficiency and low quality of public services. It is hoped that a smart city can bring solutions to the problems of Kota Kupang public services and provide benefits for the government and society, namely improving the quality of life. With the higher quality of life of the people, it is hoped that it will create good governance.

2. LITERATURE REVIEW

Public Service

According to Undang-Undang Nomor 25 Tahun 2009, public service is an activity or a series of activities in order to fulfill service needs in accordance with statutory regulations for every citizen and resident for goods, services and / or administrative services provided by public service providers. In this study, the Kota Kupang government provides a smart city program as a form of public service innovation that will facilitate access to all government services for the community.

According to article 5 of Undang-Undang Nomor 25 Tahun 2009 concerning Public Services, "The scope of public services includes services of public goods and public services as well as administrative services regulated in laws and regulations". Based on the description of the definition of public service, it can be concluded that public service is any service activity provided by the government to the community, both public goods and public services.

Smart City

One of the most important dimensions of a smart city is that the city should provide services that use the latest technology, and build smart infrastructure, so that it can provide effective and inexpensive services to all people living in the city. The following are some of the benefits of the Smart City concept:

1. Fixing problems in society
2. Improve public services
3. Creating a better government
4. Educating the community
5. Manage city potential and human resource potential

Picture 2. Smart City Components in Indonesia

Source: Minsitry of National Development Planning/ National Developmet Planning Body

Good Governance

The term good governance was initially popularized by two international league like World Bank and United Nation Development Program (UNDP). World Bank defined good governance as "*governance the way state power is used in managing economic and social resources for development society*".

The main key of understanding good governance is the understanding of its principles. The principles of good governance according to the State Administration (LAN) are: Participation, Law Enforcement, Transparency, Responsiveness, Consensus, Equality, Effectiveness and Efficiency, Accountability, Strategic Vision.

3. RESEARCH METHOD

This research is a descriptive study conducted with a quantitative approach. The data collection method used was through a questionnaire. The sample was selected using purposive sampling, namely the citizens of the city of Kupang who are aware of the smart city program and Camat Lurah in Kota Kupang.

The analysis used in this study is to compare the results of the SWOT analysis between the citizens of the city of Kupang and Camat Lurah Kota Kupang regarding the strategy of smart city public services in realizing good governance.

4. RESEARCH RESULT

Kota Kupang Lurah and Camat

Internal Factor Analysis

IFAS (Internal Strategic Fatctor Analysis Summary)

Table 1.Score, Rating and IFAS Score

Internal Factor Strategy (IFAS)	Score	Rating	Score = Score x Rating
STRENGTH (S)			
There is a regulation in the form of a local regulation on smart city	2,14	0,18	0,38
The establishment of a smart city council, implementation team and smart city forum to assist in the implementation and supervision of the implementation of smart city	1,99	0,17	0,33
The public has a high interest in smart city	1,93	0,16	0,31
Supports partner institutions in helping implement smart cities	2,00	0,17	0,34
The involvement of all parties in designing quickwins innovation by taking into account regional strategic problems contained in the RPJMD	1,86	0,16	0,29

Kota Kupang is the center of education in NTT which is very fast and responsive in responding to any changes including the smart city program	1,99	0,17	0,33
Total Strength			**1,99**
WEAKNESS (W)			
Lack of socialization from the government regarding smart city	-1,93	0,25	-0,49
Lack of government apparatus preparation for smart city implementation	-1,86	0,25	-0,46
Many people don't understand about smart city (clueless)	-1,84	0,24	-0,44
Not all public service areas are covered by the smart city program	-1,97	0,26	-0,51
Total Weakness			**-1,90**

Data source: primer, processed by the researchers, 2020

From Table 1 above, it can be explained that the highest strength value is in the item, there is a regulation in the form of a regional regulation on smart city with a score of 0.38 and a weight of 2.14, while the biggest weakness is that not all areas of public service are reached by the smart city program with a score of - 0.51 and a weight of -1.97. This means that the concept and implementation of a smart city in Kota Kupang has received formal legitimacy by stakeholders and has a clear legal umbrella, although not all public service lines in Kota Kupang are currently affordable.

External Factor Analysis

EFAS (External Strategic Factor Analysis Summary)

Tabel 2.Score, Rating and EFAS Score

External Factor Strategy (EFAS)	Score	Rating	Score= SxR
OPPORTUNITY (O)			
Smart city is an implementation of the vision and mission of the Kota Kupang government	3,39	0,18	0,60
Smart city budget percentage in APBD	3,12	0,16	0,51
Availability of third parties / partners that support smart city	3,11	0,16	0,51
Gradual infrastructure development to support smart city	2,71	0,14	0,39
The emergence of various business activities through the implementation of a smart city	3,23	0,17	0,55

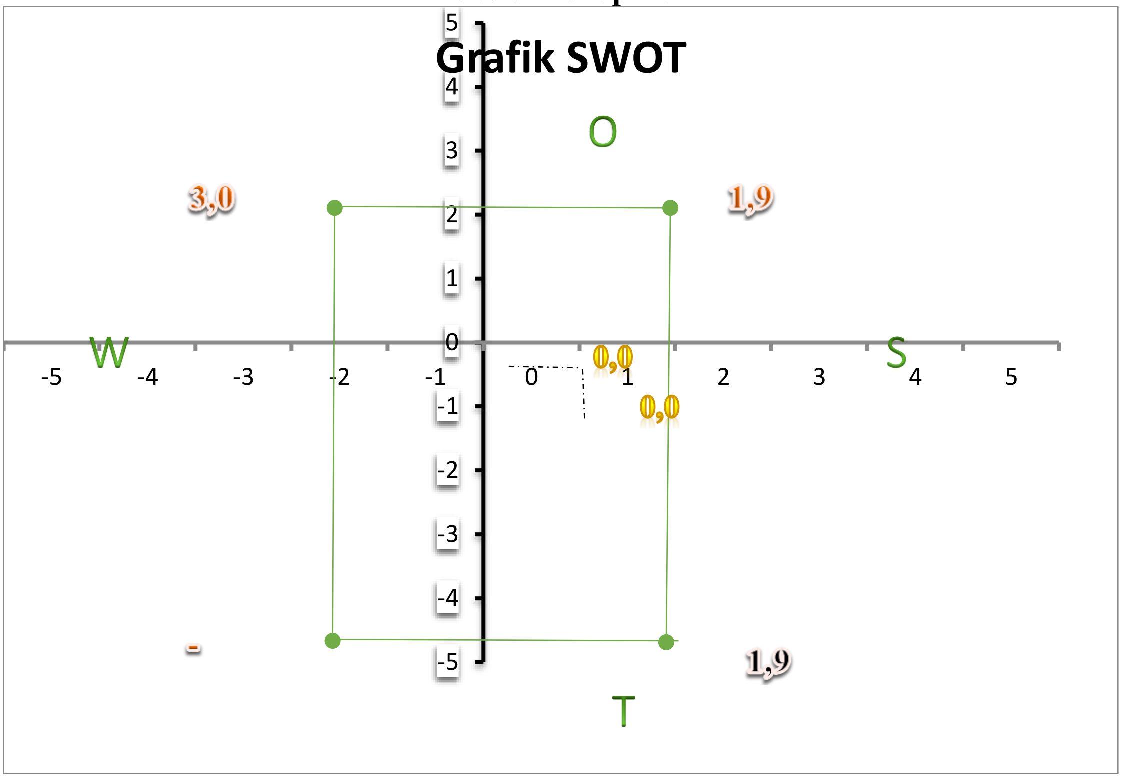
Increasing the quality of public services	3,52	0,18	0,65
Total Opportunity			**3,02**
THREAT (T)			
The level of security of personal and government data is still low	-3,29	0,38	-1,17
Hacking-prone software (*cybercrime*)	-3,33	0,34	-1,00
Monopoly on soft ware and hard ware technology by certain parties	-3,37	0,28	-0,84
Total Threat			**-3,01**

Data source: primer, processed by the researchers, 2020

From Table 2 above it can be explained that the highest opportunity value is in the item of increasing the quality of public services with a score of 0.65 and a weight of 3.52 which shows that the implementation of smart city has changed the conventional public service paradigm to be more modern, effective and efficient. Meanwhile, the biggest threat is in the item security level of personal and government data which is still low with a scale of -1.20 and a weight of -3.29.

According to the results of the IFAS table analysis above shows that the strength factor gets a score of 1.99 and weaknesses -1.90 with a difference in score (+) 0.09. This means that the strength factor is greater than the weakness factor. While the EFAS table shows that the opportunity factor gets a score of 3.19 and a threat of -.3.33 with a difference in score (+) 0.01. This means that the opportunities that exist in smart city implementation can be maximized to reduce existing threats. Graphically, the results of identification of internal and external factors can be explained in the figure and SWOT diagram below:

Picture 3.
SWOT Graphic



Source: Primer, processed by researchers, 2020

Discussion

To find out the strategy for developing smart city services in creating good governance in Kota Kupang, a SWOT matrix is needed which can show the strengths, weaknesses, opportunities, and threats that exist in Kota Kupang. Based on the SWOT matrix, it can clearly describe the results of the SWOT smart city analysis which can be explained as follows:

Table 3.Smart City SWOT Matrix

	Strenght (S)	**Weakness (W)**
IFAS	1. There is a regulation in the form of a local regulation on Smart City 2. The smart city council, implementation team and smart city forum to assist the implementation and supervision of the smart city implementation 3. The public has a high interest in smart city	1. Lack of socialization from the government regarding Smart City 2. Lack of government apparatus preparation in implementing Smart City 3. Many people do not understand about Smart City (clueless)

EFAS	4. Supporting partner institutions in assisting smart city implementation 5. Involving all parties in designing quickwins innovation by taking into account regional strategic issues contained in the RPJMD 6. Kota Kupang is the center of education in NTT which is very fast and responsive in responding to any changes including the smart city program	4. Not all public service areas are covered by the Smart City program
Oppurtunities (O)	**SO Strategy**	**WO Strategi**
1. Smart City is the implementation of the vision and mission of the Kota Kupang government 2. Smart city budget percentage in APBD 3. Availability of third parties / partners that support Smart City 4. Gradual infrastructure development to support Smart City 5. The emergence of various business activities through the implementation of Smart City 6. Increasing the quality of public services	1. There is a clear regulation on Smart City, namely PERDA with supporting variables, namely smart city budget allocation in APBD so that the strategy that can be formulated is a gradual synchronization of the budget to all Regional Apparatus Organizations in optimizing the smart city program 2. The community has a high interest in smart city which can be seen from the supporting variables, namely the emergence of various business activities carried out online by utilizing the smart city program so that the strategy that can be formulated is the formation of a formal organization / forum that shelters the community to facilitate coordination and budget assistance as well as training and supervision by the Koa Kupang government on community business	1. Lack of socialization from the government regarding Smart City has an impact on the public's ignorance of accessing public facilities that are integrated with a smart city, moreover, there are still people who do not understand smart cities (clueless) so that the strategy that can be formulated is collaboration between the government and third parties as partners. government work that helps socialize smart city to the lowest level of society. 2. Lack of preparation of government officials in implementing Smart City will also have an impact on public services where not all areas of public service can be reached with the Smart City program so

	activities that utilize smart cities.	that the strategy formulated is collaboration between the government and vendors and budget allocations in the APBD to prepare and improve the quality of resources apparatus in implementing smart city.
Treath (T)	**ST Strategy**	**WT Strategy**
1. The level of security of personal and government data is still low 2. Software that is prone to hacking (cybercrime) 3. Monopoly on software and hardware technology by certain parties	1. The involvement of all parties in designing quickwins innovation by taking into account the regional strategic problems contained in the RPJMD is a step forward in implementing smart cities but implementing smart cities with software (software) also has the potential for cybercrime. For this reason, a strategy that can be formulated is a partnership program between the government and third parties that can ensure the security of personal / public and government data so that it is not misused. 2. Kota Kupang is the center of education in NTT which is very fast and responsive in responding to any changes including the smart city program so that the strategy formulation is a partnership between the government and universities in Kota Kupang in developing smart city software and hard ware so that there are no parties certain that attempted to monopolize software and hard ware technology.	Not all areas of public service that are covered by the Smart City program with threatening variables are software that is prone to hacking (cybercrime). For this reason, a strategy that can be formulated is to build a collaboration network with third parties who have the capacity to ensure the security of the software and hard ware used in the implementation of smart city.

Source: Primer, processed by researchers, 2020

Conclusion and Recommendation

A. Conclusion

Based on the results of the SWOT analysis in this study, several things can be concluded as follows:

1) From Table 1, it is known that the highest strength value is in the item, there is a regulation in the form of a regional regulation on smart city with a score of 0.38 and a weight of 2.14, while the biggest weakness is that not all areas of public service are reached by the smart city program with a score of -0 , 51 and a weight of -1.97. This means that the concept and implementation of a smart city in Kota Kupang has received formal legitimacy by stakeholders and has a clear legal umbrella, although not all public service lines in Kota Kupang are currently affordable.
2) From Table 2 it can be explained that the highest opportunity value is in the item of increasing the quality of public services with a score of 0.65 and a weight of 3.52 which shows that the implementation of smart city has changed the paradigm of conventional public services to be more modern, effective and efficient. Meanwhile, the biggest threat is in the item security level of personal and government data which is still low with a scale of -1.20 and a weight of -3.29.

B. Suggestions/Strategic Recommendations

From the results of the IFAS and EFAS SWOT matrix, a strategy for the development of Smart City Kota Kupang can be recommended as follows:

1) SO Strategy (Strengths-Opportunities)

   Strategies take advantage of the internal strengths of the Smart City program to seize opportunities through policies:

   a. Gradually synchronizing the budget to all OPDs in Kota Kupang in optimizing the Smart City program
   b. Establishment of a formal organization / forum that shelters the community to facilitate budget coordination and assistance as well as training and supervision by the Kota Kupang Government on community business activities that utilize Smart City.

2) WO Strategy (Weaknesses-Opportunities)

Strategies to minimize various internal weaknesses of Smart City to be able to continue to take advantage of opportunities through policy formulation:

a. Collaboration between the Kota Kupang Government and third parties as government partners who help socialize Smart City to the lowest level of society.
b. Collaboration between the government and vendors and additional budget allocations in the Kota Kupang APBD to prepare and improve the quality of apparatus resources in implementing Smart City.

3) ST Strategy (Strengths-Threats)

Strategies to utilize the internal strengths of Smart City to overcome various threats originating from outside through policy formulations:

a. A partnership program between the government and third parties that can ensure the security of personal / community and government data so that it is not misused.
b. Partnership between government and universities in Kota Kupang in the development of Smart City software and hard ware so that no particular party tries to monopolize the software and hard ware technology

4) WT Stategy (Weaknesses-Threats)

Strategies to minimize the various internal weaknesses of Smart City and avoid various threats from outside through policy formulation, namely building a network of cooperation with third parties who have the capacity to ensure the security of software and hard ware used in implementing smart city in Kota Kupang

Kota Kupang Citizens

Internal Factor Analysis (Internal Strategic Factor Analysis Summary)

Table 4.Score, Rating, IFAS Score

Internal Strategic Factor (IFAS)	Score	Rating	Score=SxR
STRENGTH (S)			
There is a regulation in the form of PERDA on smart city	2,06	0,17	0,36
The establishment of a smart city council, implementation team and smart city forum to assist in the implementation and supervision of the implementation of smart city	1,98	0,17	0,33
The public has a high interest in smart city	2,08	0,18	0,36

Supports partner institutions in helping implement smart cities	1,91	0,16	0,31
Involving all parties in designing quickwins innovation by taking into account regional strategic problems contained in the RPJMD	1,88	0,16	0,30
Kota Kupang is the center of education in NTT which is very fast and responsive in responding to any changes including the smart city program	1,95	0,16	0,32
Total Strength			**1,98**
WEAKNESS (W)			
Lack of socialization from the government regarding smart city	-1,87	0,25	-0,47
Lack of government apparatus preparation for smart city implementation	-1,84	0,25	-0,46
Many people don't understand about smart city (clueless)	-1,76	0,24	-0,42
Not all public service areas are covered by the smart city program	-1,93	0,26	-0,50
Total Weakness			**-1,85**

Source: primer, processed by researchers, 2020

From Table 4 it can be explained that the highest strength value is found in the community item having a high interest in smart city with a score of 0.36 and a weight of 2.08, while the biggest weakness is that not all public service areas are reached by the smart city program with a score -0.50 and a weight of -1.93. This means that the concept and implementation of a smart city in Kota Kupang has received a wide response from the public through high interest in a smart city, although not all public service lines in Kota Kupang are currently affordable.

External Factor Analysisi

EFAS (External Strategic Factor Analysis Summary)

Tabel 5.Score, Rating, EFAS Score

External Factor Strategy (EFAS)	Score	Rating	Score (Sx R)
OPPORTUNITY (O)			
Smart City is an implementation of the vision and mission of the Kota Kupang government	3,07	0,17	0,53
Smart city budget percentage in APBD	2,94	0,17	0,49
Availability of third parties / partners that support smart city	2,87	0,16	0,47

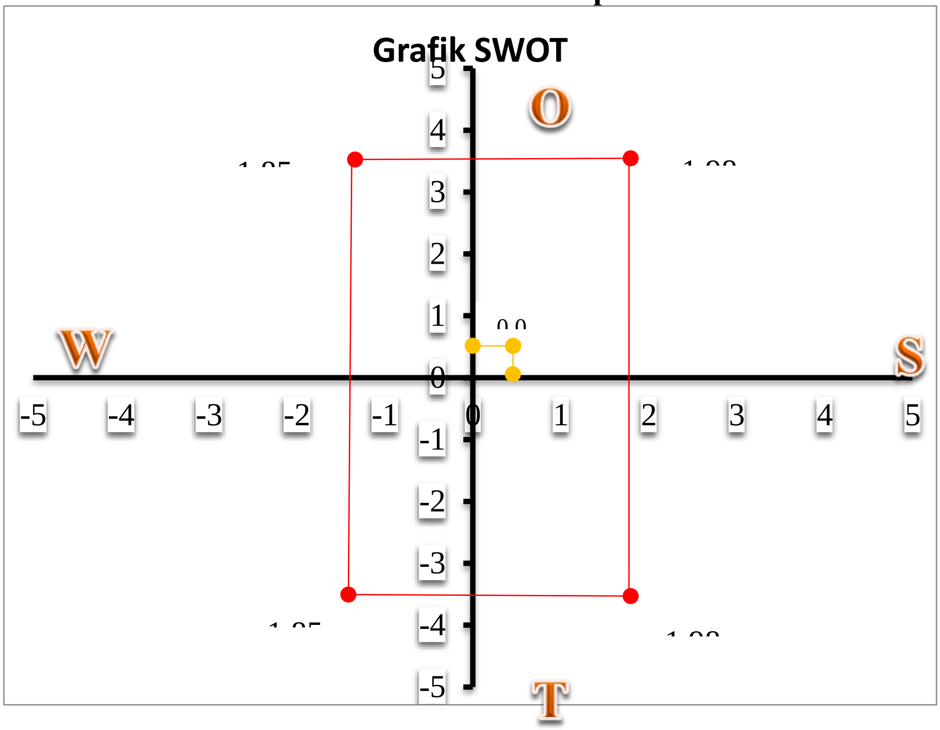
Gradual infrastructure development to support smart city	2,57	0,15	0,38
The emergence of various business activities through the implementation of a smart city	3,20	0,18	0,57
Increasing the quality of public services	3,08	0,17	0,53
Total Opportunity			**2,97**
THREAT (T)			
The level of security of personal and government data is still low	-2,84	0,35	-1,00
Software that is prone to hacking (cybercrime)	-3,01	0,35	-1,06
Monopoly on software and hard ware technology by certain parties	-2,88	0,30	-0,85
Total Threat			**-2,91**

Data source: primer, processed by researchers, 2020

From Table 5 above, it can be explained that the highest opportunity value is in the item of the emergence of various business activities through the implementation of a smart city with a score of 0.57 and a weight of 3.20 which shows that the implementation of smart city makes Kota Kupang residents raise and develop various business activities. online or in other words there has been a change in business implementation from a business that has been done conventionally to an online business. Meanwhile, the biggest threat is software items that are prone to hacking (cybercrime) with a scale of -1.06 and a weight of -3.01.

According to the results of the IFAS table analysis above shows that the strength factor gets a score of 1.98 and weaknesses -1.85 with a difference in score (+) of 0.12. This means that the strength factor is greater than the weakness factor. While the EFAS table shows that the opportunity factor gets a score of 2.97 and the threat is -2.91 with a difference in score (+) of 0.06. This means that the opportunities that exist in smart city implementation can be maximized to reduce existing threats. Graphically, the results of identification of internal and external factors can be explained in the figure and SWOT diagram below:

Picture 4.SWOT Graphic



Source: primer, processed by researchers, 2020

Discussion

To find out the strategy for developing smart city services in realizing good governance in Kota Kupang, a SWOT matrix is needed which can show the strengths, weaknesses, opportunities, and threats that exist in Kota Kupang. Based on the SWOT matrix, it can clearly describe the results of the SWOT Smart City analysis which can be explained as follows:

Table 6.Smart City SWOT Matrix

	Strenght (S)	**Weakness (W)**
IFAS	1. There is a regulation in the form of a local regulation on Smart City 2. The smart city council, implementation team and smart city forum to assist the implementation and supervision of the smart city implementation 3. The public has a high interest in smart city	1. Lack of socialization from the government regarding Smart City 2. Lack of government apparatus preparation in implementing Smart City 3. Many people do not understand about Smart City (clueless) 4. Not all public service areas are covered by

EFAS	4. Supporting partner institutions in assisting smart city implementation 5. Involvement of all parties in designing quickwins innovation by taking into account regional strategic issues contained in the RPJMD 6. Kota Kupang is the center of education in NTT which is very fast and responsive in responding to any changes including the smart city program	the Smart City program
Oppurtunities (O)	**SO Strategy**	**WO Strategy**
1. Smart City is the implementation of the vision and mission of the Kota Kupang government 2. Smart city budget percentage in APBD 3. Availability of third parties / partners that support Smart City 4. Gradual infrastructure development to support Smart City 5. The emergence of various business activities through the implementation of Smart City 6. Increasing the quality of public services	1. There is a clear regulation on Smart City, namely PERDA with supporting variables, namely smart city budget allocation in APBD so that the strategy that can be formulated is a gradual synchronization of the budget to all Regional Apparatus Organizations in optimizing the smart city program 2. The public has a high interest in smart cities which can be seen from the supporting variables, namely the emergence of various business activities carried out online by utilizing the smart city program so that the strategy that can be formulated is the formation of formal organizations / institutions that overshadow the community to facilitate coordination and budget	1. Lack of socialization from the government regarding Smart City has an impact on the public's ignorance of accessing public facilities that are integrated with a smart city, moreover there are still people who do not understand smart cities (clueless) so that the strategy that can be formulated is collaboration between the government and third parties as government partners who help socialize smart city to the lowest level of society. 2. Lack of preparation of government officials in implementing Smart City will also have an impact on public services where

	assistance as well as training and supervision by the Kota Kupang Government on community business activities that utilize smart cities.	not all areas of public service can be reached with the Smart City program so that the strategy formulated is collaboration between the government and vendors and budget allocations in the APBD to prepare and improve the quality of resources apparatus in implementing smart city.
Treath (T)	**ST Strategy**	**WT Strategy**
1. The level of security of personal and government data is still low 2. Software that is prone to hacking (cybercrime) 3. Monopoly on software and hard ware technology by certain parties	1. Involving all parties in designing quickwins innovation by taking into account the regional strategic problems contained in the RPJMD is a step forward in implementing smart cities but implementing smart cities with software (software) also has the potential for cybercrime. For this reason, a strategy that can be formulated is a partnership program between the government and third parties that can ensure the security of personal / public and government data so that it is not misused. 2. Kota Kupang is the center of education in NTT which is very fast and responsive in responding to any changes including the smart city program so that the strategy formulation is a partnership between the government and universities in Kota	Not all areas of public service that are covered by the Smart City program with threatening variables are software that is prone to hacking (cyber rime). For this reason, a strategy that can be formulated is to build a collaboration network with third parties who have the capacity to ensure the security of the software and hard ware used in the implementation of smart city.

Kupang in developing smart city software and hard ware so that there are no parties certain that attempted to monopolize software and hard ware technology.

Source: primer, processed by researchers, 2020

Conclusion and Recommendation

A. Conclusion

Based on the results of the SWOT analysis in this study, several things can be concluded as follows:

1) From Table 4 above, it can be explained that the highest strength value is found in the community item having a high interest in smart city with a score of 0.36 and a weight of 2.08, while the biggest weakness is that not all public service areas are reached by the smart program. city with a score of -0.50 and a weight of -1.93. This means that the concept and implementation of a smart city in Kota Kupang has received a wide response from the public through high interest in a smart city, although not all public service lines in Kota Kupang are currently affordable.
2) From Table 5 above, it can be explained that the highest opportunity value is in the item of the emergence of various business activities through the implementation of a smart city with a score of 0.57 and a weight of 3.20 which shows that the implementation of smart city makes Kota Kupang residents raise and develop various online business activities or in other words there has been a change in business implementation from a business that has been done conventionally to an online business. Meanwhile, the biggest threat is software items that are prone to hacking (cybercrime) with a scale of -1.06 and a weight of -3.01.

B. Suggestion/Strategic Recommendation

From the results of the IFAS and EFAS SWOT matrix, a strategy for the development of a Smart City in Kota Kupang can be recommended as follows:

1) SO Strategy (Strength-Opportunity)
   Starategi utilizes the internal strength of the Smart City program to maximize existing opportunities through the formulation of policies for the formation of a formal organization / forum that covers the people of Kota Kupang to facilitate coordination, consultation, budget assistance, training and supervision by the Government and partners on community business activities that utilize Smart City
2) WO Strategy (Weakness-Opportunity)
   Strategies for minimizing various internal weaknesses of Smart City to be able to continue to maximize opportunities through the following policy formulations:
   a. Collaboration between the Kota Kupang Government and third parties as government partners who help socialize Smart City to the lowest level of society.

b. Collaboration between the government and vendors and additional budget allocations in the Kota Kupang APBD to prepare and improve the quality of apparatus resources in implementing Smart City.

3) ST Strategy (Strength-Threat)
Strategies to utilize the internal strengths of Smart City to overcome various threats that come from outside through the following policy formulations:
    a. A partnership program between the government and third parties that can ensure the security of personal / public and government data so that it is not misused
    b. Partnership between government and universities in Kota Kupang in the development of Smart City software and hard ware so that no particular party tries to monopolize the software and hard ware technology

4) WT Strategy (Weakness-Threat)
Strategies to minimize various internal weaknesses of Smart City and avoid various threats that come from outside through policy formulation that allows cooperation with third parties who have the capacity to ensure the security of software and hard ware used in the implementation of smart city in Kota Kupang

SWOT COMPARISON RESULT ANALYSIS

Based on the data and SWOT analysis as well as the formulations of policies and / or development strategies above, it can be explained that the comparison of the results of the SWOT analysis with the data sources from the Head of Kota Kupang and Sub-District Heads with data sources from Kota Kupang residents includes aspects of IFAS and EFAS results, SWOT matrix aspects and Joint recommendations can be explained as follows:

a) Internal Strategic Factor Analysis Summary (IFAS) Aspect
For the results of data processing sourced from the Head of the District and Head of District Sekota Kupang or in this case the Government of the City of Kupang, it can be seen that the highest strength value is in the item, there is a regulation in the form of a regional regulation on smart city with a score of 0.38 and a weight of 2.14 while the biggest weakness is In the item, not all public service areas are covered by the smart city program with a score of -0.51 and a weight of -1.97. This means that the concept and implementation of a smart city in Kota Kupang has received formal legitimacy by stakeholders and has a clear legal umbrella, although not all public service lines in Kota Kupang are currently affordable.
While the results of data processing sourced from residents of Kota Kupang, it can be seen that the highest value of strength is in the community item that has a high interest in smart city with a score of 0.36 and a weight of 2.08, while the biggest weakness is in items not all public service areas are reached. with the smart city program with a score of -0.50 and a weight of -1.93. This means that the concept and implementation of a smart city in Kota Kupang has received a wide response from the public through high interest in a smart city, although not all public service lines in Kota Kupang are currently affordable.

Based on the results of IFAS analysis from the two data sources above, it can be concluded that the Government has a clear legal umbrella in implementing Smart City in Kota Kupang through a Regional Regulation (Perda) on Smart City. Or in other words, the implementation of smart city in Kota Kupang has received formal legitimacy by stakeholders in Kota Kupang. Meanwhile, for the citizens of Kota Kupang, the implementation of smart city in Kota Kupang has gained interest from the people of Kota Kupang to be able to access various public services with a smart city approach. However, both the Government and the citizens of Kota Kupang consider that the implementation of smart city in Kota Kupang has not touched all lines of public services.

b) External Strategic Factor Analysis Summary (EFAS) Aspect

For data sources originating from the Heads of the Head of the City and Sub-District Heads of the City of Kupang or in this case the City Government of Kupang, it can be explained that the highest opportunity value is in the item of increasing the quality of public services with a score of 0.65 and a weight of 3.52 which indicates that the implementation of smart city has changed the paradigm of conventional public services to be more modern, effective and efficient. Meanwhile, the biggest threat is in the item security level of personal and government data which is still low with a scale of -1.20 and a weight of -3.29.

While the data source originating from residents of Kota Kupang, it can be seen that the highest opportunity value is in the item of the emergence of various business activities through the implementation of a smart city with a score of 0.57 and a weight of 3.20 which shows that the implementation of smart city makes Kota Kupang residents emerge and develop various online business activities or in other words there is a change in business implementation from conventional business practices to online business. While the biggest threat is software items that are prone to hacking (cybercrime) with a scale of -1.06 and a weight of -3.01, which indicates that residents of Kota Kupang are still worried and afraid if at any time a cybercrime occurs against the device used. in carrying out their business activities.

Based on the results of the EFAS analysis from the two data sources above, it can be concluded that public services organized by the Kota Kupang Government have become more modern, effective and efficient due to the implementation of Smart City. Meanwhile, for residents of Kota Kupang, the implementation of smart city in Kota Kupang has an impact on the emergence and development of various online business activities. Or in other words, there is a change in business implementation from conventional business practices to online business. However, both the Government and residents of Kota Kupang consider that the implementation of a smart city in Kota Kupang still raises concerns that at any time harmful cybercrimes may occur.

c) Recommendations for joint development strategies

From the results of the Internal Strategic Factor Analysis Summary (IFAS) and External Strategic Factor Analysis Summary (EFAS) as well as the SWOT matrix results, both data sourced from the Kota Kupang Government and Kota Kupang residents, a joint development strategy can be recommended as follows:

1) Gradually synchronizing the budget to all Regional Government Organizations of Kota Kupang in optimizing the Smart City program
2) Strengthening the capacity of human resources in implementing smart city in Kota Kupang
3) Establishment of a formal organization / forum that shelters the people of Kota Kupang in facilitating coordination, consultation, budget assistance, training and supervision by the Government and partners on community business activities that utilize Smart City
4) Collaboration between the Kota Kupang Government and third parties as Government partners who have the capacity to:
    a. Help socialize Smart City to the lowest level of society.
    b. Prepare government apparatus in implementing smart city
    c. Detect and prevent potential cybercrime as well as guarantee the confidentiality of data from the Government and residents of Kota Kupang as well as assist in the security of software and hard ware used in the implementation of smart city in Kota Kupang.

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RETREAT TOURISM PRODUCTS IN SOCIETY 5.0

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Abstract

Society 5.0 places humans once again as the basis for various aspects of life. Hence, Bali tourism has developed retreats, which provide an opportunity to build meaning in life through spiritual exercises. This research aims to reveal the products of retreat tourism 5.0 through qualitative analysis. Meanwhile, the data was collected through observation and interviews, as well as approached with destination and product planning theory. The result showed that inbound tourists found the Bali retreat experience to provide tranquility, peace, confidence, and self-satisfaction, which are the meanings of a better quality of life. Therefore, retreat tourism has a good opportunity to be developed in Society 5.0.

Keywords: Retreat Tourism, Product, Society 5.0

Introduction

Bali tourism became more varied as the year 2000 began, and in 2004, a spiritual and healing conference, which built a spiritual tourism network, was held in the region. Several hotels in Ubud provide places for yoga and meditation, and because these locations collaborate with health goals, they possess spiritual and healing themes (Mann, 2015). This is proven by the establishment of special hotels providing related programs known as retreats, for durations of 3-5 days, such as Om Ham Retreat.

Currently, in the year 2020, these establishments have expanded to Sidemen, Buleleng, and other regions, and in 2019, Book Yoga Retreat listed 696 retreat places in Bali, consisting of hotels, villas, and ashrams. Retreat hotels are usually booked by the practitioner for a specific period in different locations. Conversely, villas and ashrams are special places for retreats that are partly owned by spiritual teachers, such as Villa Being Sattva in Ubud, which belongs to an Indian teacher that lives in Singapore.

Retreat tourism, which concentrates on the meaning of life corresponds with the development of society 5.0, which focuses on quality. Therefore, it can be predicted that the role of retreat tourism in this society is significant in improving the quality of life through enhancing the meaning. This article aims to reveal retreat tourism products and their relevance in Society 5.0 by applying the product planning and destination theory approaches. It is based on qualitative research, and the data was collected through observations and in-depth interviews.

Retreat Tourism

Retreat tourism is new in Indonesia and is unmentioned by Regulation No.10 of 2009 on Tourism, as well as the Bali Provincial Regulation No. 2/2012, which only mentions spiritual tourism. Norman (2014) states that this program is part of spiritual tourism, which is defined as spiritual activities performed for a certain period by tourists that are away from crowds.

Based on this definition, the keywords for retreat tourism are ‘activity away from the crowd’ and ‘spirituality.’ These activities are of various types, such as yoga and meditation thus, retreat tourism is the development of the *wanaprastha* concept, which is the third stage of the Hindu part of life in the tourism area. The first stage is the *Brahmacari*, which is a period of studying, while the second is the *grehasta*, meaning family life. Meanwhile, the third and fourth stages are *wanaprastha* and *sanyasin*, which are the periods of seclusion and departure from worldly life, respectively. These four stages of Hindu life are called *catur ashrama* (Subrata, 2019; Widgery, 1930).

The spread of the *wanaprastha* concept to Europe and America corresponds with the propagation of yoga by Indian teachers (Bhavanani, 2017), and it was modified into a retreat using paid facilities that were prepared for it. Therefore, it has developed into retreat tourism, which involves staying away from the crowd to perform spiritual activities. The factors that encourage tourists to participate are an escape, the need for relaxation, and transcendence, which entails a dimension that is connected to spiritual tourism, as well as physicality, fun, reward, and newness (Ashton, 2018).

Based on these explanations, retreat tourism is defined as a trip made by a person or group of people from their place of residence to a destination to stay temporarily in a facility away from crowds to perform spiritual activities. The exclusion of crowds and the performance of spiritual activities are the most important points of retreat tours.

Society 5.0

Society has experienced continuous development, from the period of nomadic life to the use of high technology. During the 4.0 revolution, the smart society, which uses technology, and builds individuals' tendencies so that people tend to be in the virtual world rather than in reality, was created. Therefore, the Japanese government formed the concept of society 5.0, which balances the human position in both the virtual, where information is stored, and the real worlds (Faruqi, 2019).

There must be a good integration when balancing these two worlds as the result of this rests on the human need to become more qualified. Therefore, the improvement of the quality of humans is the foundation of the 5.0 society. Also, the occurrence or emergence of sustainability, as well as harmony with the environment and nature are measures of this quality (Faruqi, 2019; Silva, Rojas, & Rincón, 2020).

Based on this explanation, tourism 5.0 is oriented towards human quality, and the technology involved makes it easier for humans to achieve their goals. Seeing as happiness is the aim of human quality and goals, tourism 5.0 focuses on an awareness framework to build a balance that allows the government, tourists, and local communities to work together to enhance the quality of life (Silva *et al*., 2020).

Discussion

Tourism is a human effort to improve the quality of life, and retreats seek to do this for people that may either have problems or are happy. Retreat tourism is related to spiritual and religious tourism, and studies on these topics show the experiences of tourists that found happiness during the programs. Some examples include programs in Rome (Kim & Sam Kim, 2019), as well as the Vipassana retreat in Israel and America (Pagis, 2015).

Although many studies related to spiritual tourism in Bali have been performed (Sutama, 2013; Sutarya, 2019), none have examined retreats. Therefore, this is novel research to discover tourism products that suit Society 5.0.

Previous studies (Pagis, 2015) show that retreats help tourists find happiness. Meanwhile, the elements of happiness are determined based on positive emotions expressed in psychology, such as satisfaction, feelings of pleasure, pride, and inner peace (Seligman, 2002). These expressions are further adapted to the positive emotions mentioned in the Hindu scriptures, Brihadaranyaka Upanisad, namely *svastir*, *shantir*, *purnam*, and *manggalam*, which mean calmness or serenity, peace, self-satisfaction, and self-confidence, respectively. Therefore, these emotions, which were experienced by some tourists, are used as a basis for observing the achievement of retreat destinations.

A German outbound tourist, Sven Stefano Schafer, aged 31, stated that "Bali has magical values and is full of serenity." The tourist felt this way after staying at Ashram Pakse Bali and then Villa Subak Tabola for three months each. Furthermore, Neiber, aged 38 years old from the United States, commented that "Bali has a history, and is a spiritual and beautiful place to support the achievement of tranquility, peace, self-satisfaction, and confidence when having a retreat."

The comments from inbound tourists on Trip Adviser (2020) also state that Bali is a peaceful and relaxed place with a natural spiritual allure. Torres, a French outbound tourist supported this by stating that "the history and culture of Bali support the realization of positive feelings for inbound tourists." Ni Gusti Ayu Suciani, the 48-year old manager of Villa Cepik commented that "the location of this village has history and myths about hermits that help inbound tourists achieve positive emotions."

Furthermore, the manager of Subak Tabola Villa in Sidemen, 52-year old Ni Ketut Sukarmiati, stated that "the myth of Subak Tabola as a holy area supports the experiences of inbound tourists." I Dewa Nyoman Tirta Arta, manager of Villa BeingSattvaa, Ubud, also said that "the carrying capacity of the villa environment builds a calm atmosphere for foreigners." Finally, Ketut Susana, the 50-year old manager of OmUnityBali in Sudaji, Buleleng, commented that "the village builds an atmosphere of peace and calm for foreign tourists."

Based on these interviews, the environment and culture are believed to build feelings of peace and calm for inbound tourists. Meanwhile, feelings of self-satisfaction and confidence are built from the instructor's training program through physical exercise and counseling. Therefore, every retreat has a spiritual teacher to build this feeling. In Cepik and Subak Tabola Villas, the managers are the spiritual instructors, while the Singapore-based owner of BeingSattvaa Villa is the teacher there.

This study of retreat tourism in Bali shows the achievement of positive emotional experiences by foreign tourists, such as research in Israel and America showed. The study retreat tours in Israel and America (Pagis, 2015) rely on teachers, Vipassana, which is the Buddhist spiritual practice, as well as programs, facilities, and the natural environment to support this attainment. Furthermore, Bali adds history and myths, which Schafer, Neiber, and Torres admitted to build the acceleration of positive emotional experiences. "Bali is magical, calm, and a support to me" (Schafer, interview 1 August 2020).

Suciani stated that "these positive emotions helped inbound tourists increase their productivity at work." Tourists are capable of building good relationships, and appreciation for the environment is the basis for this. This appreciation is a form of positive feelings (Lomas and Tim, 2019) thus, these statements indicate that the retreat outcomes have beneficial effects on community development 5.0, which is oriented towards the quality of life.

The standards of a life of quality are sustainability, efficiency, knowledge, technology, and improved ease of living (Salgues, 2018). Based on these standards, retreats can be predicted to become the form of tourism in Society 5.0, as it exhibits all these aspects.

Retreat tourism should be sustainability-based because the activities are centered on the environment, and the destinations are meant to be far from crowds. Therefore, a green environment and natural scenery are required. A retreat in Ubud, for example, is located in the crowd of tourists but is shifted about five (5) km to the north, particularly in Banjar Junjungan, Tegallalang District, Gianyar. Furthermore, the program location in Sidemen is in a rice field, specifically in Subak Tabola, and OmUnityBali has also built retreats far from the village, on the riverbank. These examples provide a strong indication that retreat tourism requires a clean and healthy environment.

Efficiency is another basis for retreat tourism. Ida Rsi Putra Manuaba, the owner of the Bali Pakse Ashram said that “the adequate use of natural resources should be emphasized, for instance, drinking water and eating in moderation.” This owner regularly quotes the Isa Upanisad, stating that “nature is sufficient for all life.” Additionally, Neiber claims that “although ashram has plenty of healthy vegetables, such as moringa leaves, the efficient use of these natural resources was considerably learned at the program.”

The 50-year old owner of Omham Retreat, I Ketut Arsana, stated that “retreat tourism has an ancient knowledge base that is needed by mankind, which is living as one with nature so that a harmonious culture is built.” This culture is reflected in rural practices in Bali through the use of sufficient water resources and a simple lifestyle. Meanwhile, a yoga system known as “Yama” originated from this ancient knowledge, which Arsana emphasized to already exist in Balinese society. This owner also admitted that “this knowledge can also be used in the contemporary era, for example, with the language of diet.”

Arsana and Sukarmiati started using technology for the ease of tourists. Arsana designed a distance retreat program, while Sukarmiati also incorporated digital strategies in the rituals, as these technologies create togetherness in building positive feelings. Furthermore, the Subak Tabola manager stated that “although this digital ritual appeared during the pandemic, it is great to continue building a network with tourists that have visited the Villa.”

Based on the experiences of Neiber, Schafer, and Torres, retreats help tourists to build positive emotions, such as calmness, peace, self-satisfaction, and confidence. These emotions become a motivation for tourists to go about their daily lives, even when they face problems in the family or work relationships. With calmness, these problems are easy to handle.

> Because when you use God for protection, you are using another dimension that common people cannot utilize (Interview with Torres, June 16, 2020).

Table 1
Relevance of Retreat Tourism in the Society 5.0

Retreat Tourism	Society 5.0	Relevance
Based Environment	Sustainability	V
Simple life	Efficiency	V
Ancient-based knowledge	Based knowledge	V
Use digital technology	Based technology	V
Develop mood in routine life	Life easier	V

Sources: (Research, 2020), (Salgues, 2018)

Based on studies in Rome, retreat tourism brings happiness and self-satisfaction (Kim & Sam Kim, 2019) and results in personal health, so that the goal of the program, which is holistic health, is formulated (Norman & Pokorny, 2017). These emotions arise from the support of the natural environment in the form of glaciers (Purdie, 2013), in the case of New Zealand, or from Vipassana teachers, programs, and facilities in Israel and America (Pagis, 2015). However, Bali uniquely provides a culture of myths about retreat places, which are supported by a history related to the life of hermits in the past.

The uniqueness of Bali corresponds with the spiritual tourism destinations in Asia, such as Thailand, Nepal, and India (Aggarwal, Guglani, & Goel, 2008; Kunwar, 2020; Sirirat, 2019). Until 2020, Bali had the advantage in terms of accommodation facilities. I Wayan Duarta, aged 47, said that "hotel and villa facilities in Bali are included in world standards and are more pleasing to tourists. Therefore, the island more accessible to tourists and is likely to be chosen."

Based on the destination theory (Cooper, 2012), Bali already has four elements, which are attractions, amenities, accessibility, and ancillary services. The superiority in the attractions are history and myth, and it also has excellent and international standard facilities, as well as easy accessibility. Furthermore, the government and tourism organizations fully encourage retreat tourism activities by providing various supports.

From these four elements, the products of retreat tourism in Bali can be compiled based on the theory of product planning (Seaton, 1993). The core product of these activities is health, the tangible equivalent is a program and training ground, while the augmented product is the history and myths of Balinese people. The superiority in historical and mythical attraction is an additional service for marketing retreat tourism as it is absent in similar products elsewhere.

Meanwhile, the augmented product is relevant to the knowledge-based 5.0 Society, which favors the sustainability of the natural environment. This is because history and myth are oriented towards the protection of cultural sites that must be supported by this environment. A case in point is the Retreat Tour in Subak Tabola, Sidemen, which is a cultural site that must be protected by preserving the environment. Consequently, retreat tourism similar to this corresponds with Society 5.0.

Conclusion

Bali is a tourist retreat destination because it has four elements, which are attractions, amenities, accessibility, and ancillary facilities. The tourism products have a health core, tangibility in the form of programs and training sites, as well the Balinese history and myths as augmented products. The augmented products are still alive and meaningful and correspond with Society 5.0, which is oriented towards improving the quality of human life.

Meanwhile, the standards of quality of life, which are sustainability, efficiency, knowledge, technology, and ease, are met by retreat tourism. The support of the natural environment is relevant to the sustainability of this tourism, while a simple program promotes efficiency. Furthermore, exercises based on ancient knowledge are significant, the use of technology supplies creativity to distance programs, and so, the results of the retreats are relevant to the easing of human life.

This article compiled and explains the relevance and advantages of retreat tourism products of Society 5.0, and also provides a prediction towards this community. Therefore, further research to test this prediction is needed for Tourists 5.0, who are to appear after the COVID-19 pandemic. This will change the culture of tourists, especially concerning a healthy product orientation and strong knowledge.

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THE ECONOMIC, SOCIO-CULTURAL, AND ENVIRONMENTAL IMPACTS IN THE DEVELOPMENT OF PAKSEBALI TOURIST VILLAGE, KLUNGKUNG REGENCY

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Abstract

The purpose of this study was to analyze the impacts of Paksebali tourism village development on the economy, socio-culture, and the local environment. The data were collected through observation, interviews, and Focus Group Discussion. The data were analyzed using qualitative descriptive analysis techniques. The findings of this study showed that the development of a tourist village had direct impacts on the local community. The village-owned enterprises (*BUMDes*) Paksebali received quite good revenue which could be distributed to the community. It provided workplace for the community members, who work as waiters, cooks, cleaners, security guards, cashiers, administration staff. In addition, the communities could run businesses such as coffee shops, selling souvenirs, making traditional umbrellas. From the socio-cultural aspects, the community became more aware of the preservation of their own culture since they were used as attractions in the management of tourist villages. The community were more motivated to perform the attractions and until now they never had any conflict with the visitors. The impacts on the environment was also very positive, as the community became aware of environmental preservation. This research was expected to provide feedbacks and self-evaluations on the management and the development of Paksebali as a tourism village in the Klungkung regency.

Keywords: economic impact, environmental impact, socio-cultural impact, tourism village development

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1. Introduction

The tourism sector is a driving force for the community's economy, which is expected to run sustainably through the development of populist tourism. To realize the development of community-based sustainable tourism, it is necessary to diversify tourist attractions that are oriented towards improving community welfare, preserving cultural arts, and developing eco-friendly tourism. Such tourism development is now also known as 'pro-people tourism' (Putra and Pitana, 2010).

Community-based tourism development is increasingly being considered as a sustainable tourism alternative because it emphasizes the active involvement of local communities in tourism development. Community-Based Tourism (CBT) is tourism that takes into account environmental, social, and cultural sustainability aspects. CBT is a tool for community development and environmental conservation or in other words, CBT is a tool for sustainable tourism development (Suansri, 2003; Putra ed. 2016). One representation of community-based tourism development is the development of a tourist village. The development of tourist villages today continues to be encouraged by the Indonesian government, including in Bali.

In line with the Tourism Village Development Acceleration Program implemented by the government through the Ministry of Tourism in synergy with the Ministry of Villages for Development of Underdeveloped Regions and Transmigration to create 2000 tourist villages, the Klungkung Regency Government has issued Regent Regulation No.2 of 2017 concerning the designation of tourist villages, one of which is the Paksebali village.

The tourist village of Paksebali has started operating as a tourist village since it was established as a tourist village on January 1st, 2017, until now, under the management of the Village Owned Enterprise of Paksebali Village. Paksebali Village is one of 12 villages in Dawan District and is located in the east of Semarapura City which is 1 Km away. Paksebali Village is also one of the supporters of the Adipura winner. Paksebali Village consists of 5 Banjar Dinas, namely Banjar Dinas Kanginan, Banjar Dinas Kawan, Banjar Dinas Peninjoan, Banjar Dinas Bucu, and Banjar Dinas Timbrah and is divided into 8 Banjars / Pesamuan, namely Banjar Kanginan, Banjar Kawan, Banjar Peninjoan, Banjar Timbrah, Banjar Bucu, Pesamuan Puri Satria Kawan, Pesamuan Puri Satria Kaleran, and Pesamuan Puri Satria Kanginan. Territorial boundaries are as follows: In the North (Loka Sari Village, Sidemen District, Karangasem Regency), In the East (Sulang Village), In the South (Sampalan Tengah Village), In the West (Kali Unda River).

Tourist attractions that become a mainstay are (1) Natural tourism, including: (a) Unda River that stretches wide and a dam is built by forming a giant curtain, in addition to being used for selfie and prewedding, the Unda river is also used for rafting (b) The hills of Paksebali Village, is a row of hills that stretches across Paksebali Village from the west to the east, these hills are usually used for tracking, selfie and photo facilities (c) Seganing Park, is a place of eternal holy water (*tirta*) by Hindus or the community commonly used as a place to purify oneself or as spiritual tourism (2) Cultural tourism, among others: (a) *Dewa Masraman*, this activity is carried out by the people of Paksebali Village every six months, to be precise on *Kuningan* holidays, this culture has been known to foreign countries; (b) *Lente* dance, is a sacred dance that is usually danced during piodalan at the Panti Timbrah Temple, to be precise at the time of the Piodalan pahing. This dance is danced by local young women; (c). *Malukat geni* or fire war, this activity is carried out by the community of Desa Paksebali, in this case the congregation / br. Puri Satria Kawan coincides with *Pengerupukan* holidays the day before Nyepi and is carried out annually; (d) *Barong* Dance performance, this activity is carried out if there is a request from visitors or guests who want to see this performance, usually during pre-wedding activities on the Unda river tour. (3) Community social tourism in the form of various handicrafts, Paksebali Village has various kinds of handicrafts that are in great demand by local and foreign guests, e.g. handicrafts of *endek* weaving, velvet *prada*, *alang-alang* roofs, *gambelan*, traditional umbrellas, glass painting, and many others.

It is very easy to access the tourist village of Paksebali. Located approximately 2 kilometers to the center of the city of Semarapura, it is close to other tourist destinations such as Besakih Temple, Kertagosa, and Taman Ujung. The accessibility includes the main road which connects the city of Semarapura to Karangasem Regency in good condition and is close to the By-Pass Prof. Ida Bagus Mantra.

Amenities (Amenities or facilities) owned by Paksebali Tourism Village include Kali Unda Restaurant, Lodging, Tracking Tracks, Public Toilets, Parking Lot Ancillary services (tourism support services), others available in the form of the provision of motorized vehicle rental both two-wheeled and four-wheeled by Public

As we know, starting in March 2020 in Bali the Covid 19 pandemic has spread, which has a huge impact on businesses in the world, especially the tourism business. Since March the tourist village of Paksebali has closed its operations and has opened operations since November 2020 with the implementation of health protocols.

Since the operation of the tourist village, until now there has never been a study of the impacts economically, socio-culture, and environment, therefore this study aimed to analyze the economic, socio-cultural, and environmental impacts of the community from the development of the Paksebali tourism village.

2. Literature review and hypotheses development

2.1 Tourism Village Development Concept

Tourism Village is a community or community consisting of residents of a limited area who can interact with each other directly under management and have the care and awareness to play together according to their respective skills and abilities to empower potential conducive to the growth and development of tourism and the realization of security. Tourism Village consists of a whole rural experience, natural attractions, traditions, unique elements that as a whole can attract tourists (Pantiyasa et al, 2018). Another opinion states that a tourist village is a form of integration between attractions, accommodation, and supporting facilities that are presented in a structure of community life that is integrated with the prevailing customs and traditions. A tourism village has a unique attraction (it can be in the form of a unique physical environment in the rural area, as well as the socio-cultural life of its people) which is packaged naturally and attractively so that rural attractions can drive tourist visits to the village (Ministry of Culture and Tourism, 2011: 1).

According to Priasukmana & Mulyadi (2001), a tourist village is a rural area that offers an overall atmosphere that reflects the authenticity of the village, both from socio-economic life, socio-culture, customs, daily life, having a typical building architecture and village spatial structure, or economic activity. which is unique and interesting and has the potential to develop various components of tourism, such as attractions, accommodation, food and beverages, souvenirs, and other tourism needs. This is also confirmed by the Law of the Republic of Indonesia No. 10 of 2009 concerning Tourism, which states that tourism potential is anything that has uniqueness, beauty, and value in the form of a diversity of natural, cultural and man-made wealth that is the target or purpose of tourist visits.

According to Putra and Pitana (2010), tourism development will directly touch and involve the community, so that it has various impacts on the local community, both positive and negative impacts. For the community, tourism development has enormous potential benefits for the economy, socio-culture, and the environment. However, sometimes the wrong tourism development occurs, it brings many losses to the local community itself. The existence of various benefits and challenges illustrates that tourism development is like managing a fire, where managers can use it for the benefit of the community but on the one hand it can cause losses if management is not effective. For this reason, research on economic impacts is considered indispensable as an evaluation step and a preventive step in determining the next development step, because the development of a tourist village has a multisectoral character of the activity. The implementation of tourism development must be planned in an integrated manner with considerations especially on the economic and socio-cultural aspects of local communities (Goeldner, 2000). At each stage of the development, tourism actors should be able to minimize as much as possible the negative impacts that will arise and are closely related to the economic and socio-cultural development of the local community.

2.2 Positive and Negative Impacts of Tourism

According to Inskeep (1991) and Page et al (2001), tourism development in an area may have a positive impact as well as a negative impact. Tourism development which is carried out in a certain well-planned area can have a positive impact on the environment (Page et al, 2001). According to Godfrey et al (2000), various tourism activities have multiple impacts on the environment. Godfrey illustrates this impact in the following image:

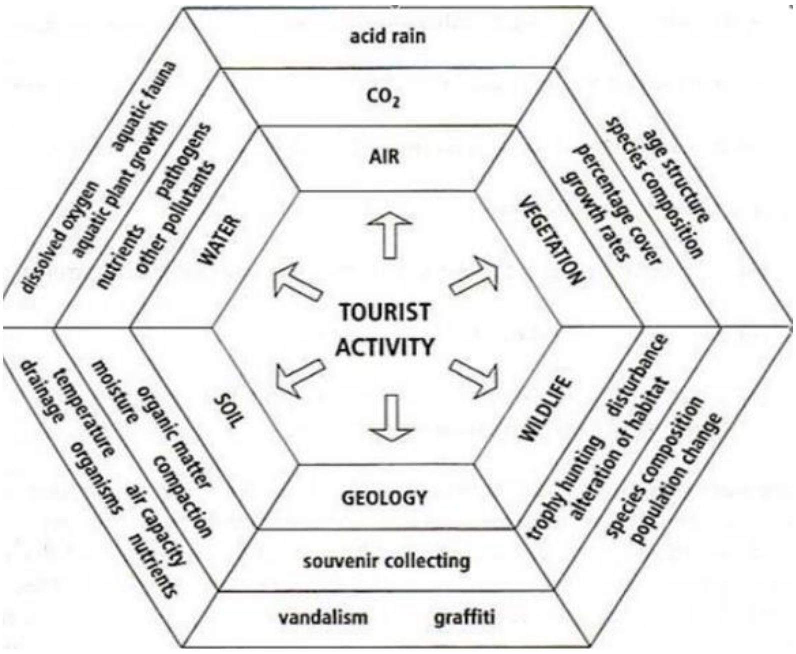

Figure 1. Multiple Impacts of Tourism Activities (Godfrey and Clarke, 2020)

Positive Impact of Tourism Development

Various positive impacts arising from tourism development according to Page et al (2001) are the conservation of historical buildings for various alternative uses, strengthening the local environment, and protection of wildlife, while according to Inskeep (1991) the positive impact of planned tourism development is the conservation of natural areas. which is very important, conservation of historical and archaeological sites and architecture, improvement of the environment and environmental quality, improvement of infrastructure, and increasing public awareness of the environment.

Negative Impacts of Tourism Development

Tourism development that is not well planned might bring various negative impacts, (Page et al, 2001; Inskeep, 1991). These impacts include; water pollution, air pollution, crowd pollution, vision pollution, waste disposal problems, ecological disturbances, environmental hazards, damage to historical and archaeological sites, and land-use problems.

2.3 The Impact of Tourism Village Development

The development of a tourism village will certainly result in changes, especially in the local community where tourist villages are developed. Several studies on the impact of developing tourist villages were mentioned as follows.

Hermawan (2016) researched the impact of the development of the Nglanggeran tourism village on the economy of the local community. The results showed that the development of a tourist village had a positive impact on the economic development of local communities in Nglanggeran village, including increased community income; increased employment and business opportunities; increasing ownership and control of local communities; and increased government revenue through tourist fees. Meanwhile, there is no indication of a negative impact on the local economy in the form of an increase in the price of goods.

Choiriyah (2017) studied the delta fishing in Sidoarjo and its socio-economic impact on local communities. The results showed that the social impact of tourism activities on the local community, among others, the types of community work have more variations, development and improvement in the education level of the local community, as well as increasing community participation and concern in maintaining the Sidoarjo delta fishing tourism area. Meanwhile, the economic impact of tourism activities includes changes in the level of income of the community which are quite significant in employment and entrepreneurship opportunities for local communities.

Shantika and Mahaggangga (2018) observed the impact of tourism development on the socio-economic conditions of people on the island of Nusa Lembongan The study showed that tourism had an impact on the community and government on the island of Nusa Lembongan from eight aspects, including the impact of increased foreign exchange, an impact on local people's income which increased before tourism, had an impact on prices that were higher than real prices, had an impact on employment for opportunities for local communities, ownership, and control of tourism accommodation, sharing of benefits and benefits to customary villages, general development seen from the 4A of tourism and government tax revenue in terms of PHR. They also suggested the government and businessmen and tourism services on the island of Nusa Lembongan to improve the facilities and infrastructure to support tourism, reinforce the rules regarding the distribution of proceeds against traditional villages, increase access and employment for local communities on the island of Nusa Lembongan.

Rendra and Fadhilah, (2017) analysed the impact of Lakkang tourism village development on the economic growth of the community. The results of this study indicated that the impact of developing a tourist village on the economic growth of the Lakkang community was very positive because it had opened many jobs for the community, many business opportunities for the local community so that community’s income increased. Meanwhile, the factors that supported the economic development of the people of Lakkang village were the potential tourist attractions in the village of Lakkang which attracted tourists. Even though there were many positive impacts on the community, many people were still not aware of the natural potentials did not make use of them.

3. Research methodology

Data collection was carried out by field observations, and in-depth interviews. 28 respondents were selected through purposive sampling (Pantiyasa, 2019). i.e. the residents of the five *Banjars* (neighborhoods) in Paksebali village area, the *Kelian Banjar* (head of the neighborhood), the managers of tourism village, and Bumdes, the village Head, and his staff. Data collection was also carried out by studying documents through files, documents in the form of photos of tourism village activities, online media regarding the Paksebali tourism village. In the next stage, a Focused Group discussion (FGD) was held at the Kali Unda

Restaurant on October 15, 2020, which was attended by Heads of the Environment / Kelian Banjar, BUMDES Administrators, Tourism Village Managers, Head of Youth Organization, Village Supervisory Babin, Village Heads and village secretary, head of village section totaling 30 people. The FGD was conducted to obtain data on the impact of developing a tourist village from an economic, socio-cultural and environmental perspective. The data analysis technique used is descriptive qualitative based on qualitative data analysis concept guidelines from Miles and Huberman (1992), data analysis was carried out by (1) data reduction, namely the selection of all data obtained related to the conditions of tourism village management, including adding field data or looking for new data if deemed insufficient, (2) presenting selected data which is done descriptively and narrative, and (3) conclusions from all previous data presentations and analyzes.

4. Results and discussions

4.1 Economic Aspects

Paksebali Tourism Village development has provided direct and indirect economic benefits to the community. The direct benefits that have been felt by the local community (host community) include community members being able to work in the management of a tourist village as waiters, cooks, administrative staff, and cashiers. Direct income from management of tourist villages by BUMDes from 2017, 2018, and 2019 is as follows:


Per Unit Th 2017

No	Unit	Modal	R/L	Omset	Aset
1	Air	1.166.168.439	(14.081.264)	330.087.538	1.350.587.175
2	GSM	890.935.321	46.642.120	130.324.393	940.577.441
3	Umum	26.823.501	19.097.305	98.519.600	1.016.594.705
4	Sampah	33.073.876	(38.611.052)	79.205.784	377.361.824
5	Wisata	791.842.680	26.303.469	458.573.434	823.146.149
6	Pasar	636.033.000	3.349.686	85.269.704	660.882.686
7	Gabung	3.544.876.817	45.700.264	1.181.980.453	5.169.149.980

Figure 2 Bumdes Financial Report 2017
Source Bumdes Paksebali

From the data above, it can be seen that the tourism village in 2017 can contribute to the Paksebali BUMDES of Rp. 26,303,469. Of the total profits of 45,700,264. If you look at it as a whole, it turns out that water and waste management has suffered a considerable loss. So the management of a tourism village can contribute 57.56%.

Per Unit Th 2018

No	Unit	Modal	R/L	Omset	Aset
1	Air	1.152.087.174	(4.695.934)	331.236.299	1.352.891.241
2	GSM	918.784.805	31.920.796	89.509.621	950.705.601
3	Umum	34.691.614	(12.807.514)	99.802.760	973.908.870
4	Sampah	439.126	(62.101.084)	92.384.473	452.654.740
5	Wisata	743.805.108	29.870.110	797.236.713	1.114.783.837
6	Pasar	708.439.761	37.639.566	191.487.470	833.856.769
7	Gabung	3.558.247.589	19.825.940	1.601.657.336	5.678.801.058

Figure 3. Paksebali BUMDes Financial Report 2018.
Source: Paksebali BUMDes.

In 2018 the profit from managing a tourist village was Rp. 29,870,100. When compared to 2017, the benefits of managing a tourism village increased by 11.94% and contributed 150.66%. In other words, the benefits of managing a tourism village can cover the losses experienced in other parts, namely water, and waste management.

Per Unit Th 2019

No	Unit	Modal	R/L	Omset	Aset
1	Air	1.147.391.241	(31.468.323)	312.520.765	1.339.041.918
2	GSM	945.329.361	21.216.299	106.851.999	966.545.660
3	Umum	125.484.100	6.938.379	126.711.806	1.048.276.627
4	Sampah	439.126	(71.415.569)	81.810.021	471.617.671
5	Wisata	760.214.184	36.770.877	653.239.571	1.206.158.822
6	Pasar	713.542.980	12.454.519	186.363.636	907.870.414
7	Gabung	3.692.400.992	(25.503.818)	1.467.497.798	5.939.511.112

Figure 4. Paksebali BUMDes Financial Report 2019.
Source: Paksebali BUMDes.

In 2019, the profit from managing a tourist village is Rp. 36,770,877, an increase of 18.77% from the previous year's profit. However, the Paksebali BUMDes in 2019 experienced considerable losses from water, public, and waste management. So that BUMDes suffered a loss of Rp. 25,503,818. Until now, there is no comprehensive financial report of the income from tourism village management, as can be seen in Table 1.

As it is known, since March 26, 2020, the tourist attraction and restaurant of Kali Unda were closed due to the Covid-19 pandemic so that the main source of income for the tourist village and BUMDes Paksebali has decreased drastically. The economic benefits that are indirectly felt by the community include the development of local craftsman businesses, such as weaving, Hindu religious ceremonies (traditional umbrellas, wastra, temple decorations), as well as food and snack stalls.

Table 1. Financial report of BUMDes in Paksebali 2020. Source: Paksebali BUMDes

No.	Period	Income (IDR)	Notes
1.	January	48.490.454	
2.	February	40.478.161	
3.	March	29.168.468	Since March 26th, the restaurant in Unda river was closed due to Covid-19 Pandemic
4.	April	0	
5.	May	0	
6.	June	0	
7.	July	0	
8.	August	0	
9.	September	0	
10.	October	0	

4.2 Socio-cultural aspects

The socio-cultural life of the people in Paksebali Tourism Village is still very strong, this is proven by the enthusiasm of the local community to carry out various kinds of religious ceremonies such as; piodalan, pecupdate, pamungkahan melukat geni, god mesraman ceremony and others. In the case of religious ceremonies at temples, the implementation is fully carried out by members (krama) of traditional villages and the costs are obtained from local traditional villages and donations from BUMDES.

The people of Paksebali had no problem if the holy places (temples) in the tourist area are also used as tourist objects as long as they still fulfill or comply with the applicable regulations (*awig-awig*). The local community did not expect money or donations for their use as tourist performances during religious ceremonies. But if there are tourists who want to donate, the donation is entered or received by the traditional village.

The social life of the Paksebali community is going well and there are no indications of conflicts of interest between residents because the management of a tourist village is managed by a Village-Owned Enterprise and a temple is used as a tourist attraction. Ten percents of temples in Paksebali Village are categorized as public temples that are occupied by the entire community such as *Pura Dalem Kahyangan*, *Pura Bale Agung*, *Pura Puseh* and special temple status for the clan such as the *Timbrah Panti* Temple which is taken care by Timbrah residents who come from Karangasem. In this temple, a unique ceremony is held, namely the *Dewa Mesraman*. Pura Bujangga which is specifically for Bujangga residents.

Basically, the Paksebali community received it well and felt proud that their village became one of the tourist villages in Bali. The community agreed that the Tourism Village at least contributed to their village even though the direct impact had not been evenly spread throughout the community.

The local people of Paksebali expected to preserve tourism assets so that they remain natural, beautiful and have the uniqueness that differentiates them from other tourist objects. With this particularity, it is hoped that it will be able to attract tourists to visit this tourist attraction. Local people also expect infrastructure improvements such as roads, parking lots, street lighting, procurement of trash bins and construction of trekking routes. local communities can be directly involved and have a more role in the development of the Paksebali Tourism Village

With the development of a tourist village, the village community is increasingly aware of the preservation of arts and culture that is owned and inherited by their ancestors such as the lente dance (a traditional dance that only exists in Paksebali village) which is staged during the odalan at the temple, a ceremony of god Mesraman ceremony that only exists in the village of Paksebali. , the preservation of other dance arts such as lente dance, barong dance and other dance arts.

4.3 Environmental aspects

Tourism development in the Tourism Village of Paksebali does not result in negative impacts on the environment and a decrease in the quality of land or agricultural land, both agricultural and rice fields. Preservation of the hill is still well preserved. The community jointly and agreed to preserve the Mandean hill which is in the north of Paksebali village. The local community has been aware of the need for environmental preservation. In Paksebali

Village, a waste processing center for KSM Nangun Resik has been established (see fig.5). Not found any sewage treatment system that comes from livestock manure such as; cows, pigs, and chickens. Cattle and pig manure is used directly by the local community as an organic fertilizer. The River Unda river is preserved and the community is prohibited from dumping waste into the river.

Figure 5. Paksebali Village Waste Processing Site

5. Conclusion

The development of Paksebali tourism village brought positive impacts on the local communities. Economically, the Bumdes gained high revenue, and provided job vacancies for the community members, i.e. waiters, cooks, cleaners, security officers, cashiers, and administration staff, while others can make businesses such as coffee shops, selling souvenirs, and making traditional umbrellas. Socio-culturally, the community became more aware of their own unique culture, such as *Lente* dance, *Dewa masraman* processions, and Melukat Geni ceremonies. Environmentally, the community become more aware of environmental preservation. In the past, Mandean hills were neglected, many trees were cut down, now many trees have been planted and arranged more neatly. The Unda river, where the people used to bath and dispose plastic waste, now is carefully maintained. It is expected that the development of Paksebali tourism village will be more sustained and supported by the government and the community.

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THE EFFECT OF LEADERSHIP ON EMPLOYEE WORK MOTIVATION SEMINYAK BEACH IN HOTEL INDIGO BALI

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ABSTRACT

Human resources are the most important part in the continuity of a service company or hotel. Human resources are the most valuable investment and the most solid foundation to support the success of a service company or hotel. Human resources are a serious concern when it comes to work motivation issues. Factors that influence work motivation problems are the form of transactional leadership that is applied. The results of this study indicate that the transactional leadership variable has an average value of 4.08 which is in the good category. The work motivation variable has a value of 4.12 which is also included in the good category. In addition, this study shows that transactional leadership has a positive and significant effect on work motivation with a significance level of 0.000 and a regression coefficient value of 1.434. The percentage of transactional leadership has an effect of 59.9% on work motivation and the remaining 40.1% is influenced by variables not examined in this study such as training and compensation.

The transactional leadership that has been implemented is good enough but the advice that can be given is that the leader is expected to guide employees who are currently undergoing leader acting programs as well as other employees who are not participating in the program. Without good guidance from the leader, employees will not have good motivation at work, if so, leaders and employees will find it difficult to achieve common company goals.

Purpose: This is to find out whether the transactional leadership that is applied has a positive effect on the work motivation of the employees of the Indigo Bali Seminyak Beach Hotel.

Methodology: This research was conducted to determine the effect of transactional leadership on work motivation. The research was conducted at a hotel located in the Seminyak area, namely Hotel Indigo Bali Seminyak Beach. This type of research is a quantitative study with a total sample of 76 respondents using the stratified random sampling method. The data was collected by distributing questionnaires using a 5-point Likert scale which were then analyzed using simple linear regression analysis and the data were processed using SPSS version 25.0.

Findings: Transactional leadership has a positive and significant effect on work motivation

Limitation: In order to adapt this research to the existing problems, this research is limited to the transactional leadership and its effect on employee motivation at the Hotel Indigo Bali Seminyak Beach.

Contribution: The leader in Hotel Indigo Bali Seminyak Beach is expected to guide employees who are currently undergoing leader acting programs as well as other employees who are not participating in the program. Without good guidance from the leader, employees will not have good motivation at work, if so, leaders and employees will find it difficult to achieve common company goals.

Keywords: *Transactional Leadership, Work Motivation, Employee, Hotel.*

1. Introduction

Foundations or other contributions such as facilities and systems may be the same as other service companies or hotels, but when talking about human resources, this is something unique, special, and has the ability to differentiate one service company from another (Mangkunegara, 2017: 87). The company or hotel will look for potential quality and high competency human resources so that it can support the performance of service companies or hotels in the future to provide the best services to every guest who comes to stay at the service company or hotel (Triastuti, 2018: 1).

Fazrien, et al (2014) states that leaders carry out their roles well so as to achieve better employee performance. Pramudyo (2013) states that leaders have strong character to carry out leadership principles in carrying out their duties to achieve organizational goals. Motivation is an important concept in individual work studies (Winardi, 2010: 2). Work productivity is influenced by several factors, including education and training (Ukkas, 2017), compensation (Abdussamad, 2014), work facilities (Rino, 2015), and work-life balance (Tinuke, 2014). Based on several factors that affect work productivity, the most visible factor causing problems with the work productivity of housekeeping employees at The Royal Beach Seminyak Bali is the work-life balance factor. This is supported by several phenomena that occur at The Royal Beach Seminyak Bali.

Motivation is an important concept in individual work studies (Winardi, 2010: 2). Leaders must understand each different behavior of their subordinates in Anoraga (Edy Sutrisno, 2011: 214). Sudarwan (2014: 81) argues that leadership is a human factor that binds groups together and gives them motivation towards certain goals, both in the short and long term, this means that leadership and motivation have a strong bond.

This research is supported by previous research which shows a link in the influence of leadership on employee work motivation. Ningsih (2016) shows that leadership has a positive effect on work motivation. Another study, Kurniawan (2018), shows that leadership has a significant effect on work motivation. Mahendra (2014) research shows that leadership has a positive and significant effect on work motivation.

The following is some evidence showing the occurrence of human resource problem phenomena in hotels.

Tablel 1.1 *Late Report Human Resources* Hotel Indigo Bali Seminyak Beach 2019-2020

No.	Month	Departmen	Total	Persentation
1.	August	1. S&M : 3 people 2. Finance : 6 people 3. Sugar Sand : 3 people 4. QCI : 2 people 5. Café & Bar : 3 people 6. Recreation : 2 people 7. Culinary : 4 people 8. Engineering : 4 people 9. Spa : 4 people 10. Guest Service : 4people	35 employee	11.1%
2.	September	1. S&M : 5 people 2. Finance : 5 people 3. Sugar Sand : 5 people 4. Café & Bar : 6 people 5. Housekeeping : 6 people 6. Guest Service : 6 people 7. Engineering : 5 people 8. Revenue : 2 people	40 employee	12.7%
3.	October	1. Finance : 5 people 2. Sugar Sand : 6 people 3. Café & Bar : 4 people 4. Housekeeping : 4 people 5. A & G : 1 people 6. Engineering : 4 people 7. Security : 3 people 8. Revenue : 2 people 9. Culinary : 5 people 10. S&M : 5 people	39 employee	12.4%
4.	November	1. S&M : 7 people 2. Finance : 2 people 3. Guest Service : 6 people 4. Café & Bar : 7 people 5. Housekeeping : 4 people 6. A& G : 2 people 7. Security : 2 people 8. Engineering : 5 people 9. IT : 2 people 10. Culinary : 8 people	45 employee	14.3%

No.	Month	Departmen	Total	Persentation
5.	Desember	1. S&M : 6 people 2. Finance : 7 people 3. Guest Service : 8 people 4. Café & Bar : 8 people 5. Housekeeping : 7 people 6. Sugar Sand : 6 people 7. Engineering : 5 people 8. Security : 2 people 9. IT : 1 people 10. Engineering : 3 people 11. HRD : 1 people	48 employee	15.2%
6.	Januari	1. S&M : 7 people 2. Finance : 8 people	45 employee	14.3%
		3. Guest Service : 8 people 4. Housekeeping : 7 people 5. Sugar Sand : 6 people 6. Security : 2 people 7. IT : 1 people 8. Recreation : 1 people 9. Culinary : 5 people		

Source: Human Resources Department Hotel Indigo Bali Seminyak Beach 2019-2020

Table 1.1 is a table that describes the tardiness of employees who came to work at Hotel Indigo Bali Seminyak Beach for the last 6 months. The number is quite large and occurs repeatedly. The hotel only tolerates 32 people or about (10%) of the delays per month from all departments and it is hoped that it will not occur repeatedly.

Based on interviews that have been conducted with several employees, delays like this occur due to back office employees having to take care of company administration such as taking care of health insurance (BPJS) & employee insurance to the post office and BPJS office. However, the Head of Department (HOD) does not tolerate tardiness even though its employees are working on tasks outside of working hours.

Table 2. Overtime Break Report Hotel Indigo Bali Seminyak Beach 2020

No.	Department	Employee Initials	Start Hours and End Hours	Amount of Time Delay
1.	Housekeeping	1. PA 2. AS 3. HE 4. LE	11.00-12.30 14.00-15.50 16.00-17.58 11.00-12.45	1 hour 30 minute 1 hour 50 minute 1 hour 58 minute 1 hour 45 minute
2.	Café & Bar	1. BU 2. AR 3. TA 4. TO 5. AS	16.00-18.00 16.00-18.00 16.00-18.00 11.00-12.40 11.00-12.40	2 hour 2 hour 2 hour 1 hour 40 minute 1 hour 40 minute
3.	Recreation	1. SU	14.00-16.00	2 hour

Source: *Housekeeping,Café & Bar*, *dan Recreation* Departemen Hotel Indigo Bali Seminyak Beach 2020.

Table 1.2 explains that Hotel Indigo Bali Seminyak Beach employees take a longer break than the specified time, which is 1 hour. This data is an overtime break report taken for 1 month from several departments where employees have detected taking breaks for more than 1 hour. Table 1.2 shows the excess rest time performed by employees ranging from 30 minutes to 2 hours.

Based on interviews that have been conducted, employees take breaks for more than 1 hour because the HOD of the three departments above often takes employee breaks. Employees are asked to return to work even though they have only taken a break for 20-30 minutes and work conditions are normal (guests are not crowded and there are still other employees who are in charge). This is what makes these employees take more breaks on other occasions, instead of the breaks that the previous HOD took.

Based on interviews that have been conducted with several employees, they do not come to work without clear reasons because employees have asked for days off when employees have important events such as religious events from a long time ago. Unfortunately, HOD still does not provide the employee with the day off even though at this time again working conditions are normal (guests are not crowded and many other employees are in charge). This is what makes employees forced to truancy at certain times.

Over time and delays are evidence that employees are not motivated to work, which is thought to be due to the attitude of the leader towards them. The undisciplined attitude of employees also shows that employees do not have a good responsibility for the work they have, so it can be said that employees are not motivated to work (Hardjo, 2017: 1). This is in accordance with Herzberg's theory which states that motivational and hygiene factors also concern the responsibility a person has for their work.

2. Literature Review and hypotheses development

2.1 Leadership

According to Sutrisno (2010: 213), leadership is a process of one's activities to move others by leading, guiding, influencing others, to do something in order to achieve the expected results. Kartono (2010: 153) states that leadership is the ability to give constructive influence to others to make a cooperative effort to achieve the goals that have been planned. George R. Terry in (Miftha Thoha, 2010: 5), says that leadership is an activity to influence people directed to achieve organizational goals.

2.2 Transactional Leadership

Bass in (Yukl, 2010: 260) states that the relationship between transactional leaders and employees is reflected in three things, namely the leader knows what employees want and explains what they will get if their work is in line with expectations.

Bass (2015: 10), explains the indicators of transactional leadership as follows:

1). The leader promises a reward in kind

The leader who knows that if there are subordinates doing work for the benefit of the organization, the leader will promise the reward in kind to them.

2.) The leader actively monitors the implementation of the job duties of his subordinates.

The leader closely monitors the implementation of the job duties of his subordinates so as not to make mistakes or failures. The leader also ensures (in the event of a failure or error), the mistakes and failures can be immediately identified and then corrected.

3.) Leaders only intervene when work standards are not met or something goes wrong. New leaders act after a failure in the process of achieving goals, or after serious problems actually arise.
4.) Leaders give confidence in the responsibilities they have under them.
The leader allows his subordinates to do their job without any supervision from him. The quality and results of the work are entirely the responsibility of his subordinates. The view of a leader in this regard treats subordinates as responsible people, adults, loyal people, and so on. Appropriate value in a superior-subordinate relationship is one based on a great deal of mutual trust.

2.3 Motivation

Motivation generally comes from the word motive which means encouragement, the cause or reason for someone doing something (Nawawi, 2015: 351). Motivation is formed from the attitude of employees in dealing with work situations in the company (Mangkunegara, 2017: 61). Hasibuan (2016: 141) says that motivation is what causes, channels, and supports human behavior so that they are willing to work hard and enthusiastically to achieve optimal results. The existence of motivation from leaders to subordinates, this will also have an impact on employee performance
According to Saydam (in Kadarisman, 2012: 275), motivation is the whole process of giving encouragement or stimulation to employees so that they are willing to work willingly without being forced. Apart from being influenced by leadership, motivation can also be influenced by other factors such as training and compensation (Yuwara, 2019: 90).

2.4 Hypotheses development

Ha: Transactional leadership has a positive effect on employee work motivation at Hotel Indigo Bali Seminyak Beach.
Ho: Transactional leadership has no positive effect on employee work motivation at Hotel Indigo Bali Seminyak Beach.

3. Research Methodology

This research is classified as associative research (influence), which examines the effect of transactional leadership on employee work motivation at Hotel Indigo Bali Seminyak Beach. The population in this study were 314 employees at The Royal Beach Seminyak Bali. The sampling technique used in this study was the Stratified Random Sampling technique. Data collection methods used in this study were questionnaires, interviews and documentation studies. The analysis technique used is the validity test, reliability test, simple linear regression analysis, T-test and the coefficient of determination test.

4. Results and Discussion

Based on the results of the calculation of gender characteristics, it can be seen that there were more male respondents than female respondents, as many as 48 people (63.2%). The number of female respondents was less than male respondents, as many as 28 people (38.6%). The small number of women who became respondents in this study was because at the Hotel Indigo Bali Seminyak Beach the number of female employees overall was indeed less than male employees.
Based on the results of the calculation of the age characteristics of the respondents, it can be stated that the characteristics of the most respondents are aged 28-37 years, 39 people (51.3%)

and the lowest is > 47 years old as many as 2 people (2.6%). This shows that the employees of the Indigo Bali Seminyak Beach Hotel are in the productive or prime age range (BPS, 2019: 4). One of the factors that have an influence on a person's productivity and work motivation is the age factor (Tanto, 2012: 69).

Based on the results of the calculation of the latest educational characteristics, it can be seen that the characteristics of the respondents based on the last education level were dominated by the Diploma 1/2/3 level, namely 46 people (60.5%). The highest education level is S2, with only 2 people (2.7%). The small number of postgraduate employees who filled out the questionnaire at the Indigo Bali Seminyak Beach hotel was because in total there were only 5 employees who had a master degree. The level of education is one of the factors that influence work motivation and leadership in a company (Hasibuan, 2010: 96). The higher the education that employees have, the more trusted an employee is to become the next leader and is considered more capable of motivating subordinates (Winardi, 2011: 47).

Based on the respondent's assessment of the leadership variable, based on table 4.6, it can be seen that the average score of 7 leadership statements is 4.08 which is in the good interval class. The highest average score is in the statement that the leader always directs employees to work in accordance with procedures and the statement of the leader gives sanctions for each violation, with an average value of 4.16 which is in the good interval range. In accordance with Bass' opinion (2015: 10) which states that in addition to providing contingent rewards and full trust and responsibility (laissez faire) to employees, the application of transactional leadership is also reflected in the imposition of sanctions for every violation (management by exception passive) and the leader directs to work according to the established procedure (management by exception active). This means that the employees of Hotel Indigo Bali Seminyak Beach agreed that the leader had implemented transactional leadership well. In this study also found 15 people who disagreed about the statement of the leader giving awards in various forms to employees and the lowest average score was 3.69, but still this value was in the good interval range. This means that leaders are less able to apply one of the dimensions of transactional leadership properly, namely contingent reward. According to Bass in (Siswatiningsih, 2018: 148), transactional leadership motivates followers by exchanging rewards for work or tasks that have been completed, for example with awards.

Based on the respondents' assessment of employee work motivation, it can be seen that the average score of 14 statements regarding employee work motivation is 4.12 which is in the interval 3.41 - 4.20 which means good. This means that the work motivation of the employees who are respondents in this study is good. The highest average value is in the statement that employees have high enthusiasm in carrying out work. This happens because the majority of employees who fill out this questionnaire have high morale at work. The lowest average value is known to be in the statement of giving salary to motivate employees to carry out their work and statements of employees being guided by their superiors so that they are enthusiastic in working, namely 3.93. This proves that there are some employees who think that paying salaries has no effect on their performance and leaders are still unable to guide employees so that employees do not have motivation to work. In accordance with Afifuddin's opinion (2013: 16), salary is not the only motivation for employees to achieve. According to Maemonah (2016: 18), leaders should guide and direct employees in carrying out their work so that employees can be motivated and achieve common organizational goals.

In this study, based on the results of the t-test on the leadership variable (X), it shows that the t-value of 10.505 is greater than the t-table 1.6. The significant value is 0.000 <0.05 and is in the rejection area of Ho. This is in accordance with the opinion of Priyatno (2012: 78), if the significant value is less than 0.05, there is a significant effect. In accordance with the results of simple linear regression analysis, it shows a positive number. Based on the results of this analysis, it can be concluded that transactional leadership has a positive and significant effect on employee motivation. The coefficient of determination obtained is 59.9%, then, based on the coefficient of determination, it is at a moderate interval. This means that the variable X (leadership) has a moderate influence on the Y variable (work motivation), in other words, leadership has a weak and not strong influence. In accordance with research conducted by Meriana, et al. (2018), stated that the coefficient of determination of transactional leadership which is at moderate intervals (59.9%) has an effect on work motivation, the greater the leadership that is applied, the more employee work motivation will increase.

Based on the analysis that has been carried out, transactional leadership has a positive and significant influence on the work motivation of the employees of the Indigo Bali Seminyak Beach Hotel, where this is evidenced by the formula Y = a + bX, Y = 16,971 + 1,434X. It can be said to be positive because the resulting number is a positive number (not minus). The t-value of the leadership variable is 10.505 with a significant value of 0.000, less than 0.05, which indicates a significant effect. The transactional leadership variable contributed 59.9%, which means that employee work motivation was influenced by transactional leadership by 59.9%. The contribution of 59.9% is included in the medium interval in the correlation interpretation table.

5. Conclusion

The transactional leadership implemented at the Indigo Bali Seminyak Beach Hotel is already good. The leader expected to supervise the employees. Without good guidance from the leader, employees will not have good motivation to carry out their work. Without good motivation for employees, it will be difficult for leaders and employees to achieve company goals. Giving rewards in various forms to employees which should also be a new focus for leaders so that employees will be more motivated to work better. The fact that the application of transactional leadership has a positive and significant effect on employee motivation, so the application of this leadership must be maintained. Existing deficiencies such as leaders who are unable to help employees and reward employees in various forms must be considered and become the focus of leaders so that subordinates can be motivated at work, so that leaders and subordinates can achieve common company goals. This research is also supported by Elvandari, et al. (2018); Amalia (2016); and Cloud (2014), that shows that transactional leadership has an effect on work motivation.

Limitation and study forward

This study is only focused on examining the effect of transactional leadership on employee work motivation. As it’s well known, transactional leadership is also influenced by other things such as compensation and training. So, in future studies it is better to also examine these two things.

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VISITORS' PERCEPTION OF SAFETY AND SECURITY AT ZOO NEGARA, MALAYSIA

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ABSTRACT

Safety and security have become vital in tourism, as it has a part of motivation factors for tourist to decide a place to visit. Thus, it is synonym by fact regarding the main role of tourism destination in providing quality tourism together with the combination of safety and security as its fundamentals. Tourism sector comprised of a wide range of subtle areas such as high risk, vulnerable to fraud and manipulation, or excessive advertising fraud beyond the actual situation. Such places with these types of services include safari tours, elephant sanctuaries, petting zoos and more. Although the demand has skyrocketed, the supply and management to maintain and meet the demands may be underwhelming, causing a stir in visitor's perception to become negative, resulting in the drastic drop of ticket sales over the years. Recently, among complaints surfaced from social media, the most that garnered attention was the inadequate barrier space between the visitors and the animals, the animal cages are rusted and dirty and the mosaic tiles of the walkway are cracked and uneven to walk on. These complaints can frame Zoo Negara in a negative perception of visitors. This study focuses on visitors' perception of safety and security at Zoo Negara Malaysia. In addition, this study aimed to investigate the safety of animal's exhibits during visitors' visit in Zoo Negara and to measure visitor's awareness on safety instructions at Zoo Negara. Quantitative measures were used to collect data from visitors of Zoo Negara to fully understand the positive and negative perceptions of safety and security. The study's field is in Ampang, Kuala Lumpur, with the involvement of 382 random respondents who have visited the place. This study has concluded that awareness and action should be taken in order to attract and gain the trust of visitors based from their safety perception.

Keywords: *Safety, Safety & Security Tourism, Security, Tourism, Visitors, Wildlife Exhibits, Visitor's Behaviour, Wildlife Tourism, Zoo Negara Malaysia, Malaysia*

1 Introduction

1.1 Tourism

The continued growth in tourism industry has made it as one of the fastest growing economic sectors in the world (UNWTO, 2011). Through the diversity of economic resources in the world, tourism sector has dominated through the economy development. In an effort to encourage community involvement in the industry, homestay programme is one of the initiatives that opens up opportunities for the local community to earn extra income from tourism sector. This demand may be attributed to the global social and cultural changes in the interest of cultural heritage, lifestyles and concern for nature (DOT, 2012).

1.2 Tourism in Malaysia

For developing countries, tourism is a large capable sector that effectively triggering the development of economy. Malaysia, for example, started its tourism sector as an economic effort in the early 1960s. Although the growth was initially slow, it continued to grow steadily. Today, tourism in Malaysia has been a major contributor to being recognised as one of the 12 National Key Economic Areas (NKEAs) through the Tenth Malaysia Plan 2011-2015.
Through this plan, Malaysia aims to increase business tourism arrivals to 2.9 million by 2020, while contributing a RM3.9 billion increase in Gross National Income (IGN) and creating 16,700 additional jobs. More recently the outbreaks of viruses such as Swine Flu, Dengue, natural disasters, financial crises and violence worldwide are rampant. This has also affected the entire local and international economic sectors, including tourism industry. Therefore, in order to obtain a good image and trust among the public, tourism sector must emphasise on various aspects including security factors in providing quality services to the tourists and visitors (Musa & Thirumoorthi, 2016).

1.3 Safety and Security

. The prominent role played by tourism sector can be seen in the point of departure of "Lapland Travel Safety and Security System". The wide scope of organisations is an important factor in influencing and developing safety in tourism, as it is an important element in determining the quality of a sector. Safety has an important position in determining the quality of tourism. In practice, tourism entrepreneurs responsible to enhance safety and security level throughout the industry. Thus, companies, especially SMES and micro-enterprises play a role in determining and improving R&D levels, quality and safety. The Tourism Safety and Security System in Lapland covers a wide range of enterprises from a variety of travel destinations (Pekka, 2012).

1.4 Facilities

By definition, facilities are building, equipment, or service provided for a specific purpose. Tourism industry has been segmented into eight different sectors or areas. The following sectors cover accommodation, adventure tourism and recreation, attractions events and conferences, food and beverage, tourism services and transportation. Initially, tourism industry is an ever-changing field. Many of the concepts and innovations developed by the tourism industry have found them with opportunities to venture into other fields. Lodging and accommodation operations are an intrinsic part of hotel industry. Lodging facilities used for economic purposes have been built along the routes of transport where traveling parties would find it easy to make stops to their destinations. The inclusion of lodging facilities and tourism products under services provided by tourism industries had merged the management of these facilities as to be part of tourism industry management in Malaysia (Paniandi, et. Al., 2018; Razali, 2005).

1.5 Tourist Safety and Security

Safety and security are inter-related with the level of quality in tourism sector. As such, travel destinations need to serve their primary purpose in providing a quality tourism experience with a combination of safety and security as its fundamentals. This effort requires tourism officials at every level to collaborate with other government officials, tourism operational sector, media, non-governmental organisations and interested citizens' groups. Perception of risks varies among tourists, and the relationship between specific risks and their impact on the travel inclination is not always easy. War situations for example demand hundreds or thousands of lives around tourist destination, which made the location to be interesting and unique, but inevitably hurt at least one or a few individuals along the attainment. The risks involved in further geographical and cultural goals may have far greater consequences. Eventually, the travelling community became psychologically hardened to the trouble places like this (Albattat & Som, 2019).

With sustainable concerns on safety and security, the world of tourism must live normally. However, tourism sector should aware with a sensitive area that involves various perception and approaches to risk, and subjected to deviations, manipulation and exaggeration beyond the actual situation. Nonetheless, there are difficult and unreliable facts and standards about safety and security that easy to establish, and to which should be seen as disadvantages in tourism development for the better quality of life (George, 2003).

1.6 Zoo Negara Malaysia

Zoo Negara was established in 1963 and situated in Ampang, which is a town that 10-15 km away from Kuala Lumpur. It has about 5,500 animals from over 400 species. As one of popular attraction for the locals with small children especially during the weekends and public holidays, most of parents with young children will find zoo as one of educational place. Multi-Animal Show has been the main attraction of Zoo Negara, and it happens twice daily at 11am and 3pm. On Fridays, the morning and afternoon shows start at 11:00am and 3:30pm respectively. This show features many interesting performances from sea lions and other animals at the open-air amphitheater located near the Hornbill Centre. Historically in 1957, a mini zoo was opened by the Malayan Agri-Horticultural Association (MAHA). After that, the idea of proper zoo gradually gained its momentum, when the federal government decided to choose a spot in UluKlang, Selangor.. In the 1960s, UluKlang was known as an undeveloped green area. In 1963, the first Prime Minister of Malaya (now Malaysia) YTM Tunku Abdul Rahman officiated the zoo to the public, and was named as "Zoo in the Jungle" due to the greenery that surrounded the area.

The zoo welcomed million of its visitors on February 14, 1966, and the record happened just after three years of its opening. In 1986, the zoo welcomed more than 1 million visitors in a year. In terms of its surrounding, the area around the zoo was covered with dense vegetation until the late 1970s when Kuala Lumpur experienced an economic boom. Due to the close proximity of Ulu Klang to Kuala Lumpur, the area was opened for large-scale development as a residential area planned in the 1980s. It has grown in terms of population since then. This development has led to the changes of zoo's surrounding areas and increases the value of land where the zoo is located. In the late 1990s and early 2000s, there were plans to relocate the zoo to other locations in Selangor. However, the plans remain as plans as it seems to be an agenda by some developers to capitalise on the value of the zoo's large land. With support from the Ministry of Natural Resources and Environment and the Selangor State Government, the location of Zoo Negara remain until today.

1.7 Issues and Gaps

Safety and security have become a vital part in tourism as it also a part of motivation factors for tourist in deciding a place to visit. Thus, providing quality tourism that incorporates the fundamentals of safety and security are becoming an overriding objective of tourism destinations. The tourism sector should aware with the sensitive area involving varying perception and approaches to risks, and is subjected to distortion, manipulation and exaggeration beyond the actual situation. Nowadays, there is an increase in demand for tourists that are interested in getting up-close and personal with exotic animals. Such places with these types of services include safari tours, elephant sanctuaries, petting zoos and more. Although the demand has skyrocketed, the supply and management to maintain to meet demands may be underwhelming, causing a stir in visitor perception to become negative, resulting in the drastic drop in ticket sales over the years. Recently, among complaints surfaced from social media, the most that garnered attention was the inadequate barrier space between the visitors and the animals, the animal cages are rusted and dirty and the mosaic tiles of the walkway are cracked and uneven to walk on. These complaints can frame Zoo Negara in a negative perception of visitors.

Theoretically, accident or mishap are unexpected and unplanned event or circumstance, which often appear with lack of intention or necessity (Runyan et al, 2005). This usually implies results that might have been avoided had situations leading up to the accident were recognised, and acted upon, before they occurred. Basically, this research will be focusing on several safety and security aspects at Zoo Negara such as facilities, animals exhibits and instruction awareness and how the visitor's perception towards the aspects on it. The aims of this research are: To identify visitors safety perception towards facilities at Zoo Negara Malaysia; To investigate visitors safety perception towards animal exhibits at Zoo Negara Malaysia; To measure visitors' awareness on safety instructions in Zoo Negara.

2 Literature Review

2.1 Zoo Safety

According to Zoo Negara Deputy Director, Dr Muhammad Danial Felix, Malaysian zoos are safe, but visitors must behave diligent during the visit (Lai, 2011). Therefore, it is always important for visitors to be reminded to follow the guidelines in order to stay in safe. The guidelines include a vivid instructions on refraining from feeding the animals to avoid injury. The guidelines also clearly state to refrain from knocking on the fragile exhibit's glass walls. Dr Muhammad Danial also mentioned, as a precautionary measure, Zoo Negara has implemented security measures in order to prevent any security irregularities. Safety practices include checking the electric fence twice a day especially for enclosures with large carnivores such as tigers. Staffs that formed parks and gardens divisions were given the task of inspecting all tree branches as safety precaution move. The management also pays extra attention in order to avoid accidents during rainy season. Other safety measures would be the weekly refresher courses conducted for zookeepers in order to remind on the importance of maintaining safety standards. For new zookeepers, an annual training course on safety organised by the Malaysian Association of Zoological Parks and Aquaria is also available (Lai, 2011).

2.2 Facilities and Service

Zoos have become among popular recreational destinations for family and friends' gathering as it act as a venue of psychological comfort among people who want to enjoy the nature and interact with animals (Holzer, Scott, & Bixler, 1998; Ryan & Saward, 2004). Although entertainment has traditionally been considered as the main role of zoos (Turley, 1999), most modern zoos increasingly embrace conservation and research in their mission statements (Miller et al., 2004). In addition, zoos have become among the most important places for environmental education by fostering an appreciation of biodiversity and an awareness of management (Hunter-Jones & Haywood, 1998). Asian countries, including Korea are were influenced by the changes in perceptions and the roles of zoos in the West. Lately, public interest in animals' rights and welfare has increased in Korea. Therefore, Korean zoos began to develop and maintain their standards for environment, animal cages and animal welfare in their collections (Cho, Choe, Kim, Han, & Kim, 2009; Lim, 2012). Since the driven factors of visiting zoo are recreation and enjoyment (Puan & Zakaria, 2007; Sickler & Fraser, 2009), the quality of zoo services is needed in order to meet the current demands and expectations of visitors. Rivalry in leisure and entertainment industry continues to increase, which enable visitors to make selection based on the variety of attractions (Tomas, Crompton, & Scott, 2003). Recent dramatic changes in visitors' perceptions about the role of zoo and increasing interest in the welfare have put pressure for zoo to maintain high service standards and provide various educational programmes. But in reality, most of public zoos maintain its exhibitions of traditional menagerie style (e.g., closed and concreate enclosures) due to the issue of inadequate funds. These obsolete facilities and poor quality of zoo services lead to the failure to meet visitors' expectations and often deter people from having a re-visit. In recent years, public zoos have suffered financially due to a lack of funds from local governments and declination among zoo visitors. Since paying visitor has traditionally been the most common source of income for zoos (Davey, 2007; Hosey, 2008; Turley, 1998), zoos are required to put some effort in order to determine visitors' satisfaction and classify their demands by providing better service quality.

There are several studies that focus on satisfaction of zoo's physical attributes and available services (Karanikola, Tampakis, Tsantopoulos, & Digbasani, 2014; Vaní_cek, 2012; Pushpakumara, et al., 2019; Do, et al., 2019). For example, Herzberg's two-factor theory was applied by Jensen (2007) onto the realm of zoos and aquariums, and he suggested “hygiene” factors such as parking, eating, and toilet facilities as significant based on their capability to easily attain negative effect on visitors' overall perception of quality, which indirectly create discontented visitors. Meanwhile, according to Tomas and Saltmarsh (2012), visitors' observation and experience while spending time in a destination would influence their view of destination and determine the level of satisfaction during the visit. Pearson, Dorrian, and Litchfield (2013) found that satisfaction with orangutans’ activity and the size and features of the exhibition affected visitors' experience. Recently, various research methodologies have been applied in order to explore the fulfillment of zoo visitors. For example, Klenosky and Saunders (2008) introduced the laddering technique as a method of understanding the factors that influence people's decisions to do a visit to zoological park. Q methodology is a method used by Sickler and Fraser (2009) and it specifically intended to capture people's subjectivity by focusing on the construct of enjoyment rather than satisfaction.

2.3 Exhibition Visibility Aspect at Zoo Negara Malaysia

Visitors may be confused by natural documentaries that provide a focal point on exciting aspects of animal life, rather than the unattractive periods of animals’ resting, sleeping, which almost unnoticeable by the visitors who visit the exhibition (Van Linge, 1992). In addition, visitors may feel disappointed if each time they visit the zoo, they are not allowed to involve in animal activities such as feeding and playing. This applies if the animals are resting, sleeping, gazing, and not active as expected. Therefore, zoo management needs to ensure that animals are active and carry out their visibility. This is important in order to increase satisfaction among visitors. Kuhar et al (2010) believe that the lack of visibility of animals may spark dissatisfaction among visitors. Besides, it will reduce the opportunity for them to promote this recreational venue or share their positive experience to others. Visitors would have a tendency to rely more on exhibition spaces that offer a high number of animal’s visibility (Nakamichi, 2007). Other attributes, such as active animals, keystone species, dangerous animals, proximity to the visitors, and presence of animal infants also attract visitor to spend more time at the exhibits (Bitgood et al, 1988; Patterson and Bitgood, 1989; Fernandez et al., 2009; Moss and Esson, 2010). Since the interaction with the animals is a favourite thing to do, (Woods, 2002), interactive exhibit features such as being able to crawl through tunnels or playing tug of war with the animals positively impact visitor’s stay time (Bitgood et al, 1988; Patterson and Bitgood, 1989; Sandifer, 2003). High visitor density and congestion during the exhibition would make it possible for visitors to spend a short period of time to view the animals (Marcellini and Jenssen, 1988). This would definitely leave an unpleasant experience for visitors which might lead to the reluctant to have a re-visit in the future.

2.4 Safety Awareness

From Cambridge Dictionaries online (2015), awareness is defined as knowledge that exists or understanding of a situation or subject at the present time based on information or experience. In this study, the level of visitors' awareness was assessed and measured by the amount of knowledge gained and the understanding of security instructions while being at the Zoo Negara Malaysia.

2.5 Theoretical Framework

The theoretical framework is a guideline for the researcher to stay on the path of the study as it act as the basic structure that supports the theory of a research study. Plate 2.1 illustrates the research framework for the purposed of the study. For this study, the researchers focus on safety and security with the intention to identify the relationship between independent variables (IV) which are the facilities (H. S Lee, 2015), animal's exhibits (Kuhar et al, 2010) and instruction awareness (Nuraisah Mohamad Bahari, 2016) towards visitor safety and security perception at Zoo Negara. The dependent variable (DV) adapted by Maple (1988) focuses on people's perceptions of animals that influence zoo environment.

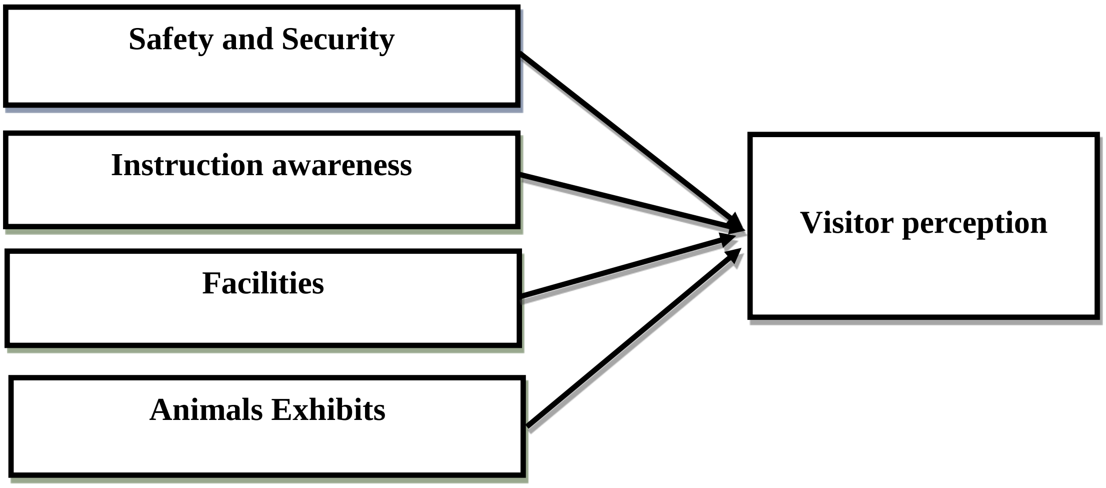

Figure1: Theoretical Framework

3 RESEARCH METHODOLOGY

3.2 RESEARCH DESIGN

This research used quantitative research methodology. The use of research design is intended to answer research questions and test the hypothesis of this study (Fisher, 2007; Trochim & Donnelly, 2001; Burns, 1997; De Vaus, 2002). The use of structured questions in quantitative research methods is important for obtaining accurate estimates of respondents' attitudes, behavior and demographic characteristics (Ghauri and Cateora, 2010). Zoo Negara received 360,719 visitors since its opening of Giant Panda Conversation Center on 25 June 2014. Therefore, based on Krejcie and Morgan (1970), they suggest that a minimum of 382 respondents will be enough to statically represent a population of 90 thousand visitors. The research instrument focused on the respondent's demographics; visitor experience and safety awareness; safety and security standard at zoo negara; awareness level on safety and security instructions at zoo negara. 400 questionnaires were distributed, and 382 completed questionnaires were collected. The data was coded and keyed in Statistical Package of Social Science (SPSS) for data analyses.

4 RESULTS AND ANALYSIS

4.1 Reliability Test

Reviewing the coefficient alpha for the perceptions of Zoo Negara visitors towards the facilities provided in the zoo produced .89 which is good in stature. Then, it followed by the perceptions of Zoo Negara's visitors towards animal exhibits that are displayed, and it has the reliability of .93 which can be classified as excellent. Meanwhile, the perceptions of Zoo Negara visitors' awareness towards the instructions provided in the zoo has reached a reliability of .89.

4.2 Respondent's Profile

The overall dimensions of respondents' profiles are highlighted in this section through descriptive statistics. Therefore, this section has presented the crucial information related with the visitor statistics studied in Zoo Negara and the areas around Kuala Lumpur. A total of four hundred (400) people in Zoo Negara participated as respondents with three hundred eighty-two (382) useful responses were obtained. Most respondents are of these studies were among the gender of female (63.4 percent), ages between 16 to 25 years old (47.9 %), Malay by ethnicity (43.2 %) and mostly students (42.4 %). Most of the respondents' reason for visiting Zoo Negara is family outing (35.9 %), they had visited the zoo 2 to 3 times (54.7 %) and most of them responded to "Yes" to the statement of having knowledge and/or information about any hazard and/or risk that exists in Zoo Negara (64.9 %). See Table 1 and 2 as below.

Table1: The Summary of Demographic of the Local Community in Zoo Negara

Demographic	**Level**	**Frequency**	**Percentage**
Gender	Male	140	36.6
	Female	242	63.4
Age	16 – 25	183	47.9
	26 – 35	98	25.7
	36 – 45	55	14.4
	45 – 65	33	8.6
	Over 65	13	3.4
Race	Malay	165	43.2
	Chinese	89	23.3
	Indian	88	23.0
	Others	40	10.5
Occupation	Student	162	42.4
	Employed	160	41.9

Retired	23	6.0
Self-Employed	28	7.3
Freelancer	9	2.4
Total	382	100

Table2: Visitors Experience & Safety Awareness

Visitors Experience & Safety Awareness	**Level**	**Frequency**	**Percentage**
What was your reason for visiting Zoo Negara?	Enjoy the Animal Shows	57	14.9
	Explore the Zoo Exhibitions	116	30.4
	School Trip	72	18.8
	Family Outing	137	35.9
How many times have you visited Zoo Negara?	1st Time	136	35.6
	2 – 3 Times	209	54.7
	4 Times	37	9.7
Do you have any knowledge or info about any hazard or risk that exist in Zoo Negara?	Yes	248	64.9
	No	134	35.1
	Total	382	100

4.3 Procedure of Analyses

The analyses are separated into two (2) sections with different types of procedures. The first section examines the perceptions of visitors of Zoo Negara on the topic of safety and security in zoo's facilities, animal exhibits and instruction awareness. The second section is the processing of the statistical numbers that have been acquired from the questionnaires. They were performed through the act of hardcopy handouts of the questionnaire to the visitors of Zoo Negara. Then, the numbers are processed through the Statistical Package for the Social Sciences (SPSS).

4.4 Analysis of Perception of Visitors Towards Safety and Security in Zoo Negara

This section represents the achieved mean score from descriptive statistic on the perceptions of visitors towards safety and security in Zoo Negara. This also reacts on the first research question in the study: Are the facilities provided by Zoo Negara considered safe for visitors? Mean scores computed to examine the visitor's perception towards safety and security on the impacts of facilities, animal exhibits and instruction awareness are shown. Based on the Table 4.5, the mean scores for facilities that are based on Cronbach's Alpha are in range between 3.59 till 3.84 which are considered Good from the perspective from the respondent. There are three questions that have the same mean scores that are the least among the rest. The questions with the scores 3.59 are "The emergency exits are accessible to the public", "The wheelchairs are safe to use" and "The floors of the restrooms are safe to walk on". The highest among the rest are 3.84 with the question of "Transportation provided inside Zoo Negara is safe to use E.g. Trams".

Besides, the mean score for animal exhibits that are based on Cronbach's Alpha are in the range between 3.81 till 3.99 which are considered as excellent from the perspective from respondent. The question with the least mean scores of 3.81 is "I feel secure when I enter the Savannah Walk" and the question with the highest mean scores of 3.99 is "I feel protected when I enter the Giant Panda Conservation Centre". Lastly, the mean scores for instruction awareness that are based on Cronbach's Alpha are in the range between 3.10 till 3.43, which are considered as good from the perspective from respondent. The question with the least mean scores of 3.10. is "Available First Aid Equipment" and the question with the highest mean scores of 3.43 is "Do Not Knock the Glass (Area to Observe Aquatic Animals).

Table3: The Summary of Mean Score for Visitor's Perception at Zoo Negara Malaysia

Component	**Items**	**Mean *(M)***	**Std. Deviation *(SD)***
	Facilities		
3.1	The outdoor pathways are in safe condition	3.67	.69199
3.2	The emergency exits are accessible to the public	3.59	.71744
3.3	The wheelchairs are safe to use	3.59	.75628
3.4	The floors of the restrooms are safe to walk on	3.59	.80401
3.5	The CCTVs around the area are fully functioning	3.63	.80095
3.6	The seating areas are safe to sit on	3.74	.72968
3.7	The animal cages are well maintained and safe to approach	3.74	.75967
3.8	The signage of rules and regulations are clear and easy to read and understand	3.75	.72339
3.9	The parking area are safe for visitors to park	3.77	.74707
3.10	Transportation provided inside Zoo Negara is safe to use. E.g.; Trams	3.84	.75514
	Animal Exhibits		

4.1	I feel secure when I enter the Savannah Walk	3.81	.77325
4.2	I feel safe in petting zoo areas	3.82	.72198
4.3	I feel secured during animals shows	3.90	.74280
4.4	I feel harmless to approach flying Lake Birds. E.g.; peacocks, flamingos, ducks etc.	3.85	.78550
4.5	I feel safe to be close to the Reptile House	3.83	.86327
4.6	I feel protected when I enter The Giant Panda Conservation Center	3.99	.72633
4.7	I'm free from danger when I walk into the Catwalk Exhibit	3.92	.72597
4.8	I feel guarded when I step into the Ape Centre Exhibit	3.91	.74765
4.9	I feel harmless when I enclose myself with elephants at Malaysia Elephants exhibits	3.93	.78639
4.10	Bear Complex is safe to visit	3.91	.86840
	Instruction Awareness		
5.1	Do not use flash photography (Area to Observe Animals)	3.3194	.68932
5.2	Observe Silence (Area to Observe Animals)	3.2408	.72424
5.3	No smoking zone (All areas)	3.4136	.68092
5.4	Available of first aid equipment	3.1047	.79667
5.5	Usage of railing (Area to Observe Animals)	3.2880	.68414
5.6	Directions of emergency exit	3.1466	.79992
5.7	Proper instructions for washing hands	3.2199	.76596
5.8	Available of fire extinguisher	3.1178	.84135
5.9	Do not knock the glass (Area to Observe Aquatic Animals)	3.4319	.66350

5 FINDINGS

The finding of this study is based on the following objectives:

What are the visitor's safety perceptions towards facilities in Zoo Negara, Malaysia?

While reviewing the data that has been gathered through-out the study, the researchers have observed that the visitors of Zoo Negara are fully aware of the safety and security protocols that has been provided by the establishment from the time it has been launched. Even before the visitors would enter the zoo, most of them are already ready with their perception of what the zoo will be like according to their past experiences. Visitors' perceptions towards the facilities however are claimed that they have agreed with it on some degree as according to the data that gathered, the data shows that most of the facilities were marked "Agree" as the mean scores from Table 4.5 are ranged from 3.63 – 3.84, hence it is deemed positive.

The facilities, according to the data, are stable and maintained thus far as the visitors are satisfied and accepting of the facilities that were provided to them by Zoo Negara. The facilities that were most agreed to is the transportation services that were provided inside Zoo Negara, though with the least number of mean scores are the emergency exits, wheelchair usage and restroom floors.

Beside them all, visitors had generally agreed to the state of facilities as per according to the data that gathered and by their honest response. It is important for the management of these facilities to leave a lasting impression as it has become an intrinsic part the tourism industry (Razali, 2005)

What are the visitor's safety perceptions towards animal's exhibits in Zoo Negara, Malaysia?

In reviewing this question into matter, visitors of Zoo Negara are fully aware of potential hazards that may come from the animal exhibits. Their safety perceptions are open minded with the thought of risk existing within the zoo between the visitors and the animals itself. Such potential dangers that may include would be the involvement with carnivorous animals, falling into the barriers between the walkways and the animal exhibits and more. The visitors are widely known for their curiosity for exotic animals and thus, with visiting these animals, they must aware with such hazards and risks that may occur. Visitors are fully aware of these potential risks that may befall upon them upon visiting the zoo's animal exhibits at any given time. Even before they had entered the zoo, they are mentally and physically ready to visit the zoo without doubting the safety and security that has been provided.

The mean scores were displayed according to the data gathered using the SPSS. The Table 4.5 has mean scores of 3.81 – 3.99 and the data is considered neutral. Visitors are mostly satisfied with the protection upon entering the Giant Panda Conservation Centre and the least number of mean scores are the security upon entering the Savannah Walk.

Are the visitors aware of safety instructions in Zoo Negara, Malaysia?

Yes, visitors of Zoo Negara are fully aware of the safety instructions that are provided and instructed by the Zoo Negara officials through the use of signage and posters placed on the walls for visitors to take in before participating and/or observing through their own free will. Safety instructions are crucial especially when it involves with visitors who participating in an activity organised by a company. Potential risks and dangers may occur without any given time and place to whomever it is. With this knowledge on hazardous risk and dangers, the visitors are aware of the signage and posters that were displayed in and around the area of Zoo Negara. Most signage and posters are fully written in both Malay and English so that both local and foreign visitors can understand the message written on them. Directions are also understandable according to the data that gathered and compiled into Table 4.5. The mean scores are ranging from 3.10 – 3. 43 and most of the respondents' answers are neutral as most of the mean scores are scored below 3.50. Visitors are also fully aware of the place and signage that are put together in one place. Signage has helped them navigate the zoo without getting lost or being in a hassle. This is evident when the signs are written clearly and big in size. Quality is reserved and highly prioritised after quantity as it will affect the establishment's status as a tourism attraction (George, 2003).

5 CONCLUSIONS

The findings of the study through the demographic and visitor patterns revealed the differences in awareness among visitors regarding safety at Zoo Negara. It is undeniable that the improvements in security aspect of visitor's management as the most important effort. Therefore, several suggestions have been proposed by the researchers through observations during data collection process. The first proposal was proposed by following the Giant Panda Conservation Center, which needed an emphasis on the convenience and safety of visitors. The provision of elevators, for example, enables visitors with disabilities to enjoy the experience and receive the information about bear and panda. In addition, on-duty staffs should be attentive and responsive when monitoring visitors' visit. However, the main entrance and the emergency door are too small to be used in two ways manner (entry and exit). Therefore, wheelchair users would have no choice but passing through the door with hassle with the crowd. Hence, the management needs to instill awareness towards these difficulties faced by such visitors with special needs. With this, it will increase more visitors of a kind to visit the zoo with more convenient facilities provided. Visitors would feel more comfortable and welcomed.

The management should clean all washable substrates and disinfectants regularly and rotting food and animal waste must be disposed from non-washable substrates as quickly as possible for safety, health and aesthetic purposes. Therefore, proper drainage systems in the animal enclosures should be installed and there should not be stagnant water in the enclosures after heavy rain. Visitors had noticed algae-infested floors on enclosures and food and water receptacles at the zoo. This creates a risk of contamination of food and water. Other than that, the signage for the availability of first aid equipment that is provided in Zoo Negara ought to be more clear and precise when it comes to the visitor's sight and perception. Based from the data of questionnaires gathered, the least amount for neutral perceptions is the one for first aid equipment. Therefore, it is evident that the visitors have difficulties in finding the first aid equipment for usage. The solution would be to display the signage of the first aid equipment to be visible for visitors to look for even from a far distance. This will also ensure the safety of Zoo Negara for the visitors.

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EVALUATING THE CULTURE OF LOCAL FOOTBALL CLUB SUPPORTERS: A CASE STUDY IN MALAYSIA

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ABSTRACT

The roles played by fans have a fundamental impact on the football team. Players are inspired by their fans' encouragement. It is difficult to expect that fans will fulfil all norms that have been set due to the large number of them in each football match. This study was conducted to investigate the hooliganism among local football fans, as well as their key role in football club achievement. The data was drawn from an in-depth semi structured interview through online survey at various local football fans Facebook pages. Based on the study outcomes, football club fans have a vital influence on the football club. The results verified that in order to become a successful and recognizable football ball club, one must have a good solid base of local fans.

Keywords: Football spectators; Ultras Malaya; Hooligans

INTRODUCTION

The Selangor Amateur Football League which was the first proper organization of football in Malaysia was established in 1905. (Malaysin Football, 2015). But the competition was limited only to leagues in the capital city. A national tournament was begun across all the states in Malaya sixteen years later in 1921. It must be noted that the Malaya Cup was chosen for the competition which later in 1963 renamed to the Malaysia Cup (Ramalingam, 2011). Except during the World War 2 (1941-45), this competition has been held continuously each year. In 1926, the Selangor Amateur Football League was formed. In 1936 the Football Association of Selangor was organized and arranged football tournaments in Selangor. In fact, this association provided a good opportunity for other states to follow demand (Soenarno, 1960). In 1920, the British battleship HMS Malaya visited county. The officers of HMS Malaya after attending local opposition in football and rugby decided to celebrate the matches by giving awards for annual competitions in both rugby and football. The Football Associations of Perak, Selangor, Negeri Sembilan, Malacca and the Singapore Amateur Football Association, came together in 1926 to establish the Malayan Football Association (MFA). The aim of this association was to field a Malayan team against an Australia team that visited Singapore that year (FAM, 2015). In 1933, the MFA was revived to form the Football Association of Malaya (FAM). It must be noted that the FAM is based on Singapore and is responsible for the running of the Malaya Cup competition (Aplin & Jong, 2002). The annual contest– played along interstate lines – was a massive success. The first president of FAM was Sir Andrew Caldecott followed by M.B. Shelley, Dr. J.S. Webster, S.D. Scott, R. Williamson, and Adrian Clark, who served up until 1940 – before Europe went on a full-scale war with Germany (FAM, 2015). It was the time when football in Malaysia entered to its next phase under the supervision of Tunku Abdul Rahman and more attention was given to the role of FAM. the FAM taking a rather than just being the backbone of the organization of the Malaysia Cup. In 1954, the FAM was initiated as one of 14 launching members of the Asian Football Confederation (AFC). It was two years later when it became a full-fledged member of FIF. Tunku Abdul Rahman's interest for the game was the main reason which led to the construction of the Merdeka Stadium. The stadium in 1957 became an auspicious ground for all Malaysians and was the selected venue to announce Malaysia's independence from Britain. It also emphasized the inception of the Merdeka Tournament (*Pestabola Merdeka*) that was the centre piece of the independence celebrations. The Merdeka Tournament was known as a considerable achievement which inspired tournaments like the Jakarta Anniversary tournament, the King’s Cup in Thailand, and President's Cup in South Korea. The launching tournament – then the first football competition in Asia – was won by Hong Kong (FAM, 2015).

Figure1: Malaysia team in 1958

However, Malaya kept the title for three years in a row from 1958 to 1960. It must be noted that in 1960, the title was sharing between Malaya and South Korea. The country succeeds and qualified for attending to the 1972 Summer Olympics in Munich and the 1980 Moscow Olympics (WikiVisually, 2015). Following the change in name to the Football Association of Malaysia in the early 1960s, Tunku Abdul Rahman played a cardinal role in the development of the various youth contests (Weinberg, 2012). After his leaving of the respected position in 1974, the control of the FAM was given to the Tun Abdul Razak, Malaysia's second Prime Minister, who held the position just one year. Later in 1976, Tan Sri Datuk Seri Setia Raja Hamzah Haji Abu Samah served the post. He was the Minister for Trade and Industry at the time (MFT, 2009). Various football activities were introduced under Tan Sri Datuk Seri Raja Hamzah’s leadership from 1976 to 1984. It was the time when football in Malaysia reached to the height in the international arena following his ordination as the AFC president (Maximus, 2014). More to point, when Sultan Haji Ahmad Shah, the Sultan of Pahang, took over the position, the FAM entered a new era of modernization and professionalism. His Royal Highness was perfect in the development of football in the new era with the introduction of the semi-pro league in 1989 before the game become fully professional several years later. There was some achievement in Malaysian football under His Royal Highness. Some instances to name are a) the successful hosting of the 1997 FIFA World Youth Championship, and b) the organization of the Premier League, which has been called the Malaysia League (M-League) since 2004 (FAM, 2015). During the honour days of Malaysian football in the 1970s and 80s, there were some names which made fear in teams all over Asia such as: Mokhtar Dahari, Santokh Singh and Soh Chin Aun (MFN, 2015).

Malaysia Super League

Figure 2: Malaysian Super League Logo

The Malaysia Super League (i.e. Liga Super Malaysia) is a professional football league for state football association (FA) teams and clubs. It is at the top level of the Malaysian League and under the supervision of Football Association of Malaysia (Nor & Mahmud, 2016). The league is competed between 12 teams and runs on a system of promotion to pass a set of requirements and verification process, primarily related to professionalism and infrastructure feasibility (Sumarjan et. al. 2013). The league was known as the Semi-Pro League from 1989 to 1993 and the Malaysian League (Liga-M) from 1993 to 2004 previously. The contest formed in 2004. In addition, the Football Association of Malaysia (FAM) made decision to privatize the league, but not fully privatized (Junid et. Al. 2013). As a result, to direct the marketing aspect of league, MSL Sendirian Berhad (or MSL Proprietary Limited) was set up. A total of 12 clubs have been nominated for crown champions of Malaysia's top tier football league since 1979. Moreover, six teams namely, Kedah (2 titles), Selangor (2), Kelantan (2), Pahang (1), Perlis (1), N. Sembilan (1), Lions XII, (1) and Johor DT, (1) have won the title since the inception of the Super League in 2004. The current champions are Johor DT, who won the title in 2014 (MSL, 2013). In 2010, The Football Association of Malaysia allocated a new logo for the 2011 season, which was finally replaced by another logo that merged the new league sponsor, Astro for the 2012 season (MFN, 2015).

First ever-Super League Logo

2011 Super League Logo

2012 Super League Logo

2013 Malaysia Super League

Figure 3: Super League Logo

The first ever-Super League Logo has been handled for the first 2004 Super League Malaysia until the 2010 season. More to point, the 2011 Super League Logo was used for the 2011 Malaysia Super League Season, the Super League Logo used for the 2012 Malaysia Super

League Season and the logo used from the 2013 Malaysia Super League Season until 2014. The aims of research are: 1) to identify the relevance of existing hooliganism culture in a football club, 2) to recognize the relevant of the ultras movement in a football club, 3) to determine the relationship between football fans and management of a football club,4) to examine the perception of Malaysia football fans towards the ultras and hooligans, and 5) to analyze the influence of improvement football club (Hodges, 2016; Dunning, 2000).

LITERATURE REVIEW

Review of Local Football Supporters

The term “Ultras” has been extracted from the Italy where for the first time was introduced to the world of football scene. This group of ultras propaganda has begun to spread into most of the European countries, such as Poland, Switzerland, France, Sweden, and Germany itself. This group of researchers also has been conducted by employing few types of research methods and dealt with them to understand their functional and motives involve in football scene particularly Ultra scene in Germany (schulzeug, 2014). The Ultra are active during the week and at the weekend and come to the stadium to encourage the players who plays for their beloved club by standing 90 minutes and chanting or singing vocals. The term ‘ultras” related to the sensational, emotional and committed fans refer to those who are attracted by the culture of firing up the team in southern countries and their task based on their own choice is to provide a better atmosphere in Germans stadium in an well-organized way. This is the real identity of being an ultra (Jack, 2013).

Ultras are not hooligans

Many of people have not enough information about ultras and hooligans. This usually occurs if people did not get involved with them. There are differences between ultras and hooligans. It needs to note that ultras are better than those hooligans in terms of behaviour. The reason is that hooligans are more extremist than ultras (Anstein, 2010). Basically, hooligans employ the violence to defend of their territory or showing pride to their rival hooligans. However, ultras and hooligans are not in the same group. Correspondingly, hooligans and ultras react to police in different ways. While hooligans feel themselves as recognized by the presence of police, even in deployment uniform – the ultras feel threatened and infuriated by just the presence of police and get into an offensive mood (Stejskal et al., 2015).

Behaviour among Football Spectators in Malaysia

Football is one of the most popular sports in the world not only because billions of people around the world are eager to watch it, but it is known for its vast number of followers or fans (Otto, 1999). It must be noted that fans’ support for team has indirectly major role on the performance of players and teams (Udriyah, et. al., 2019). In Malaysia, the roughness among football fans is becoming more common in recent years. Even though the Football Association of Malaysia (FAM) has imposed fines and penalties for violence and tumult, it is still inadequate control of the supporters’ behaviour. Some instances of improper behaviours performed by football supporters in Malaysia are throwing firecrackers, stones, light a flame, bottles burning stadium seat, instigation, fighting and disturbing public system. No matter the supporters are interest, dissatisfaction, provocation, retaliation by the performance of players or results, they should follow the rules and not break any rules set. Not only the violence behaviour such as fighting, destroying public property, and revolting are considered as deviant behaviour, but scolding and using indecent words are also treated as perverted behaviour in a society. Moreover, some football supporters blindly follow the deviant behaviour of other supporters (mob behaviour) without thinking the consequences of the act. These kinds of followers are easily impressed by the social environment and managed emotionally (Yusoff, 2015).

Meaning and importance of the match to supporters

According to followers and supporters, each game has its own value and meaning to them. Usually, hard-core supporters' expectation is the victory of their team in each game. The supporters always assumed that their favourite team is the best team compared to the opposing team (Van der Brug, 1994). When their team did not meet the expectation that has been set or lose the game, supporters will feel down, and disappointment will happen. The main reason is that each game is important for them. Not only followers spent money to buy tickets, but also, they allocated their time to watch the game. All above mentioned factors made the supporters always to have high expectation towards their favourite team and consider every match very meaningful to them (Sloane, 1971).

Composition/socio-demographic of supporters

A growing body of supporters with various socio-demographic background watch every match in the stadium. This matter to what extent contributes to a disaster involving supporters (Kleomanis, 2004). According to some researchers, majority of turbulent people in stadium are young people of 20-40 years old (Kleomanis, 2004; Spaiij, 2006 & Dunning, 2000). They are often associated with the 'bad-tempered behaviour or young blood' that is very difficult for them to accept the challenge or provocation. As a result, any provocation will always be replied, either verbally or physically (Tham, et. al., 2018).

Security system

According to FAM, serious tasks and various efforts have been needed to eliminate the incidence of 'football hooligans' in Malaysia. Penalties and fines are often given to the different state football associations for their failure to control the misbehaviour of their followers. Some followers and state football associations complained that the penalties and fines imposed are very high and not sensible. This also could affect the 'pocket' of the state football association. Arguably, according to FAM, they need to work closely with the Royal Malaysian Police (PDRM). This may assist to control supporters by applying an additional number of security personnel in stadiums, particularly those involving high-risk matches. Spaiij (2006) declared that not only the number of security personnel needs to be increased, but the security personnel should be trained. The reason is that the control of thousands of supporters at a time is very difficult and challenging task. Moreover, the number of closed circuit television (CCTV) systems in stadiums which are located at the correct position (main entrance, exit, access to toilets and changing rooms) should be increased so that any violence behaviour can be recorded, and the violator can be recognized, arrested and punished. In fact, by applying closed circuit television (CCTV), the supporters will also be more cautious in their behaviour because they know that they are being watched (Yusof, 2015).

METHODOLOGY

The quantitative research design was employed to conduct this study, targeting the normal football fans and the Ultras. The survey conducted through an online survey. Using stratified sampling method (Katukurunda, et. al., 2018), the survey link along with a message as instruction and identify the objective of the study was sent to various football fans Facebook pages (Teddlie & Yu, 2007). In the present study, there are three independent variables namely, the Ultras, the hooligans. The dependent variable is the spectator behaviour in professional football. It must be noted that the link of questionnaire randomly was distributed to the respondents from various football fans and from different Facebook pages and a total of 121 samples were selected through online survey. Data collected by the respondents was analysed using the SPSS20. The next section will discuss the findings of the study.

ANALYSIS AND DISCUSSION

Table1: Profile of the Respondents

Item	Frequency %	Item	Frequency %
		Gender	
Respondents	121	Male	90 (77.6%)
		Female	26 (22.4%)
Age		Marital Status	
18-23	26 (22.6%)	Single	58 (50.4%)
24-30	34 (29.6%)	Married	56 (48.7%)
31-50	46 (40%)	Widow	1 (0.9%)
51 and above	9 (7.8%)	Employment Status	
Race		Employed	70 (60.3%)
Malay	110 (96.5%)	Self Employed	15 (12.9%)
Indian	2 (1.8%)	Student	29 (25%)
Other	2 (1.8%)	Retired	2 (1.7%)

Table1 presents the general information about the respondents. In the case of age, majority of the respondents were in the age of 31-50 years old, the respondents with the age of 24-30 were the second highest with percentage of 29.6%. In the present study, male were 90 respondents, 77.6%, while female 26 respondents 22.4%. 96.5% of respondents were Malay and Indian. Approximately 50.4% of respondents were single, while 48% were married. As table 1 depicts, 60.3% of respondents were employed, 12.9% elf-employed, 25% student and 1.75% retired.

Table2: Respondents Analysis

No	Item	Answers			
1.	Who has influenced you to give support to JDT football club	Family	Friends	Media	Others
		26	25	19	42
2.	The supporters have bought JDT merchandising	Yes 66	A little 32	No 18	
3.	The type of social class that they believe attend matches at home and away	Upper class	Middle class	Lower class	Working class
		7	80	5	23
4.	Upgrading the facilities and giving lower price can help to attract new fans come to the stadium	Yes 93	A little 20	No 3	
5.	The relevant of involvement Ultras Johor in Johor Football Scene.	Yes 109	A little 6	No 0	

6.	The capabilities of "Boys of Straits" able to get attention from many football fans around the world into Johor Football Scene especially the other group of Ultras.	Yes 101	A little 12	No 3

Table 2 explains the culture of Johor football scene. Firstly, we asked about who influences them to support JDT football club. Based on the results, 42 respondents replied the option "other" which is the highest record followed by family (26 respondents), friends (25 respondents) and media (19 respondents). Next question was about if the supporters have bought JDT merchandising such as jersey, training kit, keychain, scarves, etc. JDT fans are very supportive 66 respondents answered "yes", 32 "a little", 8 "no" with percentage of 15.5%. Regarding to the type of social class, 80 of respondents belonged to the middle class followed by 23 working class, 7 upper class, and 5 lower class. Next question was about whether upgrading the facilities and giving lower price can help to attract new fans to come to the stadium or not. As results show, 80.2%, of respondents answered "yes" followed by 17.2% "a little", 2.6% "no". The relevant of involvement ultras Johor in Johor football scene, 109 agreed that JDT football club will be recognizable with attendance of Ultras Johor or they called themselves as "Boys of Straits" with 94.8%, 5.2% say "a little". About the capabilities of "Boys of Straits" able to get attention from many football fans around the world into Johor football scene, especially the other group of ultras 101 agreed, 12 "a little" and 3 "no".

Table3: Supporting spirit

No	Item	5	4	3	2	1
1.	I have a good level of knowledge about my football club	41	56	15	4	0
2.	I am a die-hard fan of my football club	52	39	22	2	1
3.	I have all the JDT products	10	22	42	24	16
4.	Hooliganism can bring a bad image to football club and country	45	22	27	8	14
5.	The football fans can help the team to become stronger	87	25	3	0	0
6.	The fans know their functionality as a football supporter	67	38	9	0	1
7.	I can get many benefits by joining Johor Ultras or Boys of Straits	29	34	41	6	4
8.	I have a good relationship with the community of Boys of Straits	19	27	47	9	13

In table 3, present the knowledge level of respondents about their football club. Based on the findings, 97 respondents agreed, and 15 were neutral. For die-hard fans, 91 respondents were die-hard fans, 22 were neutral with 19%. About hooliganism if they bring the image to football club, 45 strongly agreed, while football fans can help the team to become stronger 85 respondents strongly agreed (75.7%), 25 agree (21.7%). Regarding "The fans who know their functionality as a football supporter", 67 respondents know their functions (58.3%), 38 agreed (3%) and 9 were neutral. 29 respondents strongly agreed, saying that they could get many benefits by joining Johor ultras or Boys of Straits, 34 agreed and 41 were neutral.

CONCLUSION

To understand whether Johor football fans are truly supportive fans, this research identifies the factors contribute to visitor’s satisfaction on service quality and enhance peoples’ awareness about the importance of football fans to the club. Football bodies and fans should realize that they are very important as being player number 12 besides 11 players on the field. Their contribution to the football scene will help to create a fantastic phenomenon and enhance the reputation of football country itself. The reputation of national football team was very high supported by local football club’s initiatives such as JDT football club. Respondents were influenced by the team records and supported the team by bought JDT merchandising such as jersey, training kit, keychain, scarves, etc (Suci, et. al., 2019; Dewi, et. al., 2019). They also, have strong knowledge about their team by following the updated news about them (Tarofder, et. al., 2016).

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THE EFFECT OF AUTOCRATIC LEADERSHIP STYLES ON EMPLOYEE'S PERFOMANCE: THE CASE OF GRAND HYATT BALI HOTEL, NUSA DUA BALI

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Purpose: Human resource is one of the important factors to determine the success of an organization. Companies need potential and quality human resources so that employee performance can be created optimally. One of the interesting factors that influence the employee performance phenomenon is the autocratic leadership style. Unsuitable autocratic leadership style will have an impact on reducing employee performance. This study aims to determine the effect of autocratic leadership style on employee performance.

Methodology: This study uses primary data obtained from distributing questionnaires distributed to respondents, namely employees of the Grand Hyatt Bali. The sampling technique used for this study was the stratified random sampling technique or random sampling and obtained a sample of 88 people. The data collection techniques used were questionnaires, documentation, observation, and interviews. The data analysis technique used is simple linear regression analysis to determine the effect of variable X on variable Y, analysis of the coefficient of determination (R2) to determine the percentage of influence of variable X on variable Y.

Findings: The results of this study indicate that the effect of autocratic leadership style on performance has a weak effect on employee performance. From the results of simple linear regression analysis obtained Y = 13.664 + 0.321 X. This shows that the autocratic leadership style has a positive effect on employee performance. The results of the determination analysis show that the employee's performance is influenced by the leadership style of 20.3% which means low.

Limitation: Future research need to find other factors that influence employee perfomance

Contribution: The management of the hotel have to pay attention to their leadership style, as it will influence the employee performance. The relationship between the leader and the subordinates are important in order to achieve the company objectives. Leaders further improve the two-way communication system so that the relationship between leaders and subordinates is more harmonious. Creating good cooperation between leaders and subordinates without distance and pressure felt by subordinates. Every problem that occurs in the field is expected to be resolved properly without compromising the rights and obligations between the company and employees.

Keywords: ***leadership, autocratic leadership style, performance, employee, hotel***

1. Introduction

Human resource is one of the important factors to determine the success of an organization. A company needs quality human resources in order to achieve the expected goals (Ambarwati, 2015). The company expects to have workers who can support the company's activities and be profitable for the company. Workers who really fit the company's needs are certainly not easy to find. Each of each worker has a different influence on company activities.

Employees play an important role in carrying out all company activities in order to develop and maintain the survival of the company. Reliable human resources need good management so that employee performance can be created optimally. The achievement of company goals is influenced by the performance of the employees of the company itself. Companies need potential and quality human resources. Workers who work in accordance with their functions will support the achievement of the company's goals (Ambarwati, 2015).

Optimal performance is in accordance with organizational standards and supports the achievement of organizational goals. A good organization is an organization that seeks to improve the capabilities of its human resources, because this is a key factor in improving employee performance (Nimpuno, 2015). Employee performance can experience a decline due to discomfort at work, minimal wages, inadequate ability or expertise and dissatisfaction at work (Nurwijayanti et al., 2019). There are negative factors that can reduce employee performance, including decreased employee desire to achieve work performance, lack of timeliness in completing work so that they do not comply with regulations, influence that comes from their environment, coworkers who also decline in enthusiasm and there are no examples that must used as a reference in achieving good work performance (Tampi, 2014).

Based on the table above, it shows evidence that Grand Hyatt Bali has the lowest level of performance compared to Grand Hyatt properties in other countries. This can be seen from the percentage of employee performance at Grand Hyatt Bali of 60.0%, while the performance of other Grand Hyatt employees is above 60.0%. The percentage is obtained from the performance data of Grand Hyatt employees who are accessed through Medallia. Medallia is a system or application used by Grand Hyatt to find out direct customer opinions. The percentage of employee performance can be seen from the guest assessment results which are then inputted through Medallia, the percentage of employee performance at the hotel will be obtained. Employee performance appraisal in the form of service to guests, employee response to guests, and the check-in process.

Employee performance can also be seen from the level of employee absence each month. Discipline is an operative function of human resource management that is most important, because the better employee discipline the higher employee performance they can achieve (Sitompul, 2017).

The level of employee absenteeism for no reason is increasing every month, this proves the lack of work discipline from employees which causes employee performance to decline. In July, 2% of employees were absent without reason and in December it was 10%. The percentage of tardy employees increases every month, where in July it was 3% and in December it was 8%.

Low employee performance based on timeliness indicators can be seen from the actions of employees who are often late for work so that the production process is disrupted. Pratama & Fakri (2017) stated that attendance is a form of disciplinary violation caused by the low responsibility of employees, because they are unable to control themselves on seasonal events that are considered good.

With regard to leadership style and also its effect on employee performance, the two components are related to one another, and vice versa. Employees consider that good leadership in the company will make them motivated and motivated to achieve company goals. Leaders also play an active role in increasing employee motivation to improve performance so that the company's goals can be achieved effectively and efficiently (Siswanto & Hamid, 2017).

In fact, the system that has been implemented at the Grand Hyatt Bali is not in accordance with the expectations of its employees. This can be seen from the decline in employee performance. An effective leadership style that is in accordance with the situations and conditions of the people being led is needed to increase the morale and enthusiasm of employees, so that company goals can be achieved.

The leadership style at the Grand Hyatt Bali tends to be autocratic. This can be seen from the results of observations and interviews that have been conducted with employees, such as a lack of communication between leaders and subordinates, in other words, leaders and subordinates rarely ask questions about work that has not been completed or that has not been done. Employees complain about leaders who do not respect their subordinates, leaders take too much decisions on their own, leaders too force their subordinates to do a lot of work, so that these things make employees feel uncomfortable and awkward to their superiors or leaders.

Research from Prasetyo (2018: 12) proves that autocratic leadership style has a positive and significant effect on employee performance, or in other words, if the leadership style is good, employee performance increases. This significant effect indicates that the autocratic leadership style has a significant effect on employee performance.

Research from Saifulah (2012), Siska Ari Purwanti (2015) and Mar'ah Dwi Noor Laili (2016) where the results show that the independent variable consisting of autocratic leadership style has a significant effect on employee performance, namely one of the factors that affect employee performance is leadership, where the role of the leader must be able and able to play its role in an organization, the leader must be able to recognize the potential that exists in him and make use of it in the organizational unit.

Research from Sukrispiyanto and Suwignyo (2017) also found that autocratic leadership styles have the smallest regression coefficients on employee performance compared to democratic leadership styles and laissez faire leadership styles. The results of this study illustrate that the autocratic leadership style gives the smallest contribution in employee performance achievement. Based on these facts, the researcher wants to conduct further research to see whether there is an influence between autocratic leadership styles on employee performance at the Grand Hyatt Bali.

2. Literature Review and hypotheses development

2.1 Autocratic Leadership Style

Autocratic leadership style describes leaders who tend to focus power on themselves, dictate how tasks should be completed, make decisions unilaterally, and minimize employee participation (Robbins and Coulter, 2010). According to Rivai (2012), autocratic leadership is a leadership style that uses a power approach method in reaching decisions and developing its structure, so that power benefits the most in the organization. According to Hasibuan (2010), autocratic leadership is if most of the power or authority remains in the leadership or if the leadership is a centralized system of authority. Policy decision-making is only determined by the leadership, subordinates are not included to provide suggestions, ideas, and considerations in the decision-making process. According to Kreitner in Tobing (2011) indicators of autocratic leadership style are as follows:

- Forcing the will on subordinates
  The leader gives orders with an element of coercion to his subordinates, so that his subordinates feel overwhelmed and unable to complete their work optimally.
- Rarely coordinate with subordinates
  Leaders do not want to accept opinions, criticism, or suggestions from their subordinates in making decisions, and lack coordination in solving problems.
- Force the target of completing the task
  The leader determines his own deadline for completing the task regardless of the situation and conditions in the company.
- Lack of attention to subordinates
  The leader identifies personal goals with organizational goals or considers subordinates as a tool, such as if the leader has personal affairs then the affairs in the company are transferred to his subordinates.

- Decisions are taken in a centralized manner
  Leaders decide actions centrally, in other words, leaders in making decisions are always based on their own decisions.

2.2 Employee Performance

Performance is defined as the results achieved from actions with the skills of employees who appear in several situations (Prasetya & Kato, 2011). According to Edison et al., (2016) performance is the result of a process that is referred to and measured over a certain period of time based on predetermined terms or agreements. According to Hasibuan (2010: 34) work performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, and seriousness and time. According to Mathis and Jackson in Tobing (2011), performance measurement is basically based on the following 5 points:

- Quantity
  It is the amount generated, expressed in terms such as the number of units, the number of activity cycles the employee completes, and the number of activities generated.
- Quality
  Work quality is measured by employees' perceptions of the quality of work produced and the perfection of tasks on employee skills and abilities.

- On time
  Timeliness is measured from employees' perceptions of an activity completed at the beginning of time until it becomes output.
- Attitude of Employees
  Patience of employees in the work environment in the company in dealing with all situations that all affect the employee's performance.
- Ability to work together
  The ability to work together is the ability of a workforce to cooperate with others in completing a predetermined task and job so as to achieve maximum effectiveness and efficiency.

3. Research Metodhology

This research is classified into associative research, which examines the effect of autocratic leadership style on employee performance. The population in this study were all employees at the Grand Hyatt Bali, totaling 705 people. The sampling technique in this study used the Slovin formula. Data collection methods used in this study were questionnaires, documentation, observation, and interviews. The data analysis techniques used were validity and reliability tests, simple linear regression analysis, determination test, and T test.

4. Results and discussion

4.1 Results

Based on the characteristics of the sex, the characteristics of the respondents were dominated by male respondents as many as 58 respondents with a percentage of 65.9%. There were only 30 female respondents with a percentage of 34.1%. In the educational characteristics, the majority of respondents had Diploma / Bachelor education level, namely 72 people or 81.8%, followed by SMA / SMK education level of 16 respondents or 18.2%. While the characteristics based on age, most respondents were above 47 years as many as 67 people with a percentage of 76.1%, aged 28 - 37 years as many as 6 respondents or 6.8%, and aged 38 - 47 years as many as 5 respondents with a percentage of 5.7%. As well as the characteristics of respondents based on the most respondent departments, namely in the FB Services and Housekeeping department where there were 21 respondents or 23.9%, then followed by FB Product and Front Office with 11 respondents or 12.5%, Spa, Recreation & Fitness as many as 7 respondents or 8.0%, Engineering as many as 6 respondents or by 6.8%, Accounting and HRD, Security as many as 4 respondents or by 4.5%, and the least namely Sales & Marketing as many as 3 respondents or 3,4%. Based on the characteristics of the working period, most respondents worked for > 5 years, as many as 78 respondents or 88.6%, less than 1 year as many as 5 respondents or 5.7% and more than 1 - 5 years as many as 1 respondent or 5, 7%.

Based on the respondent's answer regarding the autocratic leadership style variable at Grand Hyatt Bali, it can be seen that the highest response is in "the lack of attention to subordinates" which is the 4th item statement with average value. 3.80 and fall in good category. The lowest respondent's assessment is found on the indicator "imposing the target of completing the task", in the 3rd statement item with an average of 3.48 and categorized as good.
Based on the response regarding employee performance variables at Grand Hyatt Bali, the highest assessment is found in "the employee attitude" with the average value of 2.30. The lowest respondent's assessment is on the indicator of "the ability to work together", in the 5th statement with an average of 2.06 and categorized as not good.

Based on the results of simple linear regression analysis, it was obtained a constant value of 13.664 and a regression coefficient of autocratic leadership style of 0.321. Based on the results of the t-test, it was obtained that the t-value of 4.687 was greater than the t-table, which was 1.988. The autocratic leadership style variable has a significant value of 0.000 which is smaller than 0.05 or sig < 0.05. Thus the autocratic leadership style has a significant effect on employee performance at the Grand Hyatt Bali.
Based on the results of the coefficient of determination test, the coefficient of determination (R Square) is 0.203. The coefficient of determination 0.203 is the same as 20.3%. This figure implies that the Autocratic Leadership Style affects Employee Performance by 20.3%, while the rest is influenced by other variables not examined. Based on the guideline for interpretation of the coefficient of determination, it is known that the coefficient of determination of 20.3% is in the range of 20% - 39.9% which means that the Autocratic Leadership Style has a weak contribution to Employee Performance at the Grand Hyatt Bali.

4.2 Disscusion

Based on the results of the calculation of the characteristics of respondents based on gender, the majority of employees in several departments, especially operations at Grand Hyatt Bali, are male, this happens because for jobs that require physical labor, men are generally considered better than women. According to Talitha (2017), men's performance is considered lower than women's, this is because women are considered politer, have better connections and are people-oriented, which can make people around them comfortable working with them.

Based on the results of the calculation of respondent characteristics based on the education, it shows that the last education of SMA / SMK is lower than the Diploma or Bachelor degree. This is because the Grand Hyatt Bali hotel considers that the higher the education level, the higher the knowledge that employees have. This is in contrast to the research of Mandang, Lumanauw, and Walangitan (2017) that employees who have a higher education level do not necessarily have the abilities that are in accordance with the required requirements, so that the education level of an employee does not guarantee their performance in a company.

Based on the results of the calculation of the characteristics of respondents based on age, it shows that the employees at Grand Hyatt Bali are mostly near retirement age. Respondent age greatly affects employee performance, this is based on the belief that performance will decline with the increasing of age (Robbins in Baihaqi, 2010). The older the employee, the lower the performance (Fitriantoro, 2010), so it is very important in this study that age is used as a measure in identifying respondents.

Based on the results of the calculation of the characteristics of respondents by department, it shows that the number of respondents in the operational section is more and gets a greater proportion than employees in the management division who work at the Grand Hyatt Bali. This is because to serve guests more personnel are required in the operational section.

Based on the results of the calculation of the characteristics of the respondents based on the length of work, it shows that the number of employees with a service period more than 5 years greatly affects the mastery of the job details of an employee. A person's skill, speed, intelligence, power, and coordination will decline over time. As people getting older, the bodyimmune system will also decline. The longer the employee's tenure, the lower the performance (Fitriantoro, 2010).

Based on the research results, the autocratic leadership style at the Grand Hyatt Bali, overall is good. This is obtained from the average value of the respondents' answers to the autocratic leadership style variable is 3.64 which fall in the interval from 3.41 to 4.20 or categorized as "good", while for the employee performance the result is in the unfavorable category with the average value of 2.83. The unfavorable category indicates that the employee performance given by Grand Hyatt Bali, such as work knowledge and work behavior, does not get enough attention, the role of the leader should be able to recognize the potential that exists within the employee and utilize it in the organizational. Research conducted by Prasetyo (2018) reveals that employee performance is less motivated to improve the quality of their work and performance, the relationship between employees and superiors there are still many problems that occur without good resolution and have an impact on decreasing the quality of the quantity of employee performance.

The calculation of simple linear regression analysis shows the results that if the autocratic leadership style in the company is constant (X = 0), then the employee performance value is an average of 13,664 and if there is an increase in the change in the value of the autocratic leadership style by one unit it will also be followed by an increase in changes. employee performance value of an average of 0.321. The value between the autocratic leadership style variable on employee performance is 0.451 which is in the interval 0.400-0.599 (Sugiyono, in Arif, 2014). 0.451 means that the relationship that autocratic leadership style has on employee performance is moderate. The influence of giving autocratic leadership style on employee performance is 20.3%, while the remaining 79.7% is influenced by other factors not examined in this study. Based on the results of the interview, the low performance of employees is caused by a lack of communication between the leader and his subordinates. Employees complain about leaders who do not respect their subordinates, leaders take too much decisions on their own, leaders too force their subordinates to do a lot of work, so that these things make employees feel uncomfortable and awkward to their superiors or leaders. The authoritarian attitude of leaders tends to hinder the development of employees' self-potential so that it has a negative impact on productivity and work performance, which in turn will have an impact on efforts to achieve employee performance (Ony, 2019).

The autocratic leadership style variable (X) has a positive effect, where for testing the t-count value is 4.687, where this value is greater than the t-table value of 1.988. This research is in line with research (Saifullah, 2017) which proves that there is a positive and significant influence between autocratic leadership styles on employee performance. It can be interpreted that autocratic leadership style is a very influential thing on employee performance, the results of the calculation of the analysis of determination show that the autocratic leadership style variable has an effect of 20.3% on employee performance at Grand Hyatt Bali, while 79.7% is influenced by other factors that are not discussed in this study. This study is in line with research (Prasetyo, 2018) which states that autocratic leadership style affects employee performance.

5. Conclusion

Based on the results of the analysis and discussion described in the previous chapter, it can be concluded that Autocratic Leadership style affects employee performance by 20.3%, which is in the category between 20% - 39.9% which means weak. The regression equation Y = 13.664

+ 0.321 X, which means that if the Autocratic Leadership style in the company is constant, the employee performance value is 13.664. If the change in the Autocratic Leadership style value changes by one unit, it will be followed by an increase in the change in the employee's performance score by an average of 0.321. and it can be interpreted that the Autocratic Leadership Style has a small contribution to Employee Performance at the Grand Hyatt Bali and there is a positive influence between Autocratic Leadership Style and Employee Performance.

Limitation and study forward

The first limitation is having problems in finding research supporting data because the data is very confidential and the second limitation in distributing questionnaires because during this Covied-19 pandemic many employees were laid off. Further study suggested to include more factors that affected employee’s performance especially in other 5-star hotel properties.

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SUSTAINABLE CULINARY TOURISM DEVELOPMENT STRATEGY IN JIMBARAN BADUNG BEACH AREA BALI

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Abstract

One of the most famous culinary areas and a choice of places to visit is the Jimbaran beach area which offers seafood-based dishes with a quite famous icon, namely "Ikan Bakar Jimbaran". This study aims to determine strategies and programs to ensure their sustainability. Data processing uses descriptive qualitative methods to determine culinary developments and their impacts, and interpretive structural models are used to formulate development programs and strategies. Several strategies and programs have been determined based on the impact and motivation of tourist visits, namely increasing the role of the government and tourism associations which, among other things, can involve tour managers or guides as one of the main sources of arrival of customers / customers for the Jimbaran beach area to enjoy the culinary offered. Apart from customers, one of the important or main elements involved in developing culinary tourism is the surrounding community. For this reason, the strategy offered is to optimize the role of customary villages and local communities in maintaining the comfort and safety of the coastal environment, which, among other things, can be done by conducting socialization to the surrounding community, both ordinary people who have daily lives. activities on the beach, or those who have daily activities as business actors other than cafes or the general public of Jimbaran take part in maintaining the safety and comfort of culinary activities on Jimbaran beach.

Keywords: Strategy, Culinary, Jimbaran

1. Introduction

The purpose of tourists coming to Bali is to get a beautiful unforgettable experience. This experience can be in the form of products or tourist attractions, including culinary or gastronomic tourism, which is one of the basic needs of tourism activities, in addition to these products being the needs of every segment. Eleven cultures that can attract tourist arrivals are listed in Regional Regulation No.2 of 2012, where one of them is food or culinary. The study on culinary tourism in Bali by Pitanatri and Darma Putra (2016) strengthens culinary tourism as an attribute of new tourism products in Ubud, apart from the natural beauty and life of customs, arts, and culture. Culinary activities are also the main motivation for tourists when visiting Ubud to be able to enjoy Bu Mangku Kedewatan chicken rice, Babi Guling Bu Oka, Bebek Bengil and cooking class activities at Paon Bali.

In addition to the Ubud area, there is a culinary area that is very famous and is one of the choices of places to visit, namely the Jimbaran Badung beach area, Bali. As a coastal area, this area was also originally known as a fishing village which was marked by the number of fishing boats along Jimbaran beach, which of course is related to the livelihoods of most of the population who are fishermen. In addition, the Jimbaran area is also equipped with restaurant, pub and SPA facilities, of the many facilities mentioned above, what makes Jimbaran quite famous and crowded is the existence of cafes lining Jimbaran beach which offer culinary based ingredients. Seafood served with a distinctive taste and aroma. The existence of grilled fish cafes on Jimbaran beach was started around 1987 by a fisherman Nyoman Parta and two other fishermen, then followed by other fishermen, bringing the total number of cafes to 9. Furthermore, in 1999 at the request of the Jimbaran traditional village residents and fishermen groups who did not get a place in the cafe area 9, 19 other cafes were opened in the Muaya Jimbaran beach area so that the total available cafes were 28 cafes. The management of the cafes in the two Jimbaran beach areas varies, namely 9 cafes on Jimbaran beach are owned by individuals who are pioneers in the area, while the ownership of 19 cafes located on the beach of Muaya Jimbaran is given to each banjar in the traditional village of Jimbaran. and also fishermen groups.

The management mechanism at cafe 19 is carried out through a tender which can only be participated by banjar residents in the traditional village of Jimbaran, as well as cafes owned by fishermen groups whose management is tendered among members of fishermen groups. Even though there is no factual data on guest visits to the Jimbaran beach area, however, based on interviews with cafe 9 coordinator Nyoman agiana that the average capacity of the cafe in the cafe 9 area is between 100-150 seats, thus the maximum capacity of visitors can be estimated at cafe 9 ranges from 1000 - 1,125 people / day and it is said that the average visit rate or accupancy is 80%. Meanwhile, the capacity of the cafes in the Muaya Jimbaran beach area which are members of group 19, according to the information given by Made Burat as the cafe coordinator 19, that the capacity of the cafes in the area is between 150-200 seats or can accommodate around 2,850 - 3,800 customers, with an occupancy rate of around 75% - 80%.

It cannot be denied that the Jimbaran beach area is one of the most favorite areas to be visited by domestic and foreign tourists when they visit Bali. Furthermore, the development of grilled fish cafes in Jimbaran had experienced a disturbance, namely the occurrence of acts of terrorism on October 1, 2005 with the explosion of a bomb at the Nyoman cafe and Menega cafe which killed approximately 23 people including 3 suicide bombers. The bomb explosion that occurred in Jimbaran was preceded by an explosion in a separate location a few minutes earlier, at Raja's restaurant in Kuta-Bali. The decline reached 50% including visits to grilled fish cafes in the Jimbaran beach area which not only decreased but tended to be quiet, thankfully at the beginning of 2006, tourism visits to Bali, especially to Jimbaran beach, have improved again, as the situation in Bali and Indonesia has become more conducive. generally. Since 2010 until now, according to the results of interviews with the head of cafe management 19, the mechanism for managing the cafes on Muaya Jimbaran beach has been fully handed over to the customary village or is no longer tendered by each banjar.

Based on observations and information given by the managers, the guests or customers who come to Jimbaran grilled fish cafes are not only from domestic circles but also from foreigners who, among others, come from China, Japan, Australia and several other European countries. This shows that culinary tourism on Jimbaran beach is quite attractive to international tourists. The existence of these cafes in Jimbaran can compete with other international restaurants, both outside the hotel or inside the hotel in the tourist area of Jimbaran beach.

It is undeniable that the development of grilled fish cafes in the Jimbaran beach area has a significant economic impact, especially for the people of the traditional Jimbaran village, both through direct opinion from the tender results and from other supporting business opportunities including job opportunities or opportunities in cafes. The above conditions will result in the level of population density in Jimbaran village in particular to increase, of course this can lead to social problems including cultural problems that occur due to the interaction of local residents and migrants. It is not certain that the cause of the decrease in visits is not yet known, whether due to product quality factors, service quality or due to the emergence of similar destinations around the Kuta, Kedonganan, Sanur or Nusa Dua areas which are relatively close to the Jimbaran beach area.

The existence of culinary tours on Jimbaran beach in the form of cafes / or grilled fish stalls that have previously been developed are certainly expected to continue or sustain, for that management creativity needs to be continuously improved or even improved, one of which is by fixing the motivation of guests to come and enjoy culinary offered, including understanding what the needs and wants of guests or customers properly.

Based on the background and reviews above, it is interesting to study and research more deeply about the development of culinary tourism in the Jimbaran Beach to maintain and even increase the visits of culinary tourists to the area, it is important maintain the sustainability of culinary tourism activities in the Jimbaran beach area, it is necessary to develop strategies and programs that can minimize negative impacts. existing and still able to accommodate the needs of visitors so that the culinary tourism activity is still sustain.

2. Literature review

Research conducted by Sudana, (2010) with the title "Marketing strategy of the café industry at the beach tourism center of Kedonganan to overcome the global crisis", this study recommends a grand strategy that allows it to be applied in the marketing of the cafe industry products, namely, market penetration strategy, market development strategies and product development strategies, in order to improve service quality and ultimately increase customer satisfaction.

Merta and Prasetyawati (2017) conducted research on the level of tourist satisfaction with culinary tourism in the Kedonganan Beach Area, Badung Regency. The research reveals that tourists generally feel dissatisfied with culinary tourism in the coastal area of Kedongan. This is indicated by the difference between the expectations and the reality of the service felt by tourists. Based on the performance indicator analysis, there are four important indicators that must be done well, namely (i) the suitability of the portion with the appearance of the food, (ii) the completeness of the food presentation, (iii) the suitability of the menu offered to the needs of the guests and (iv) the completeness of the menu that is served .

The two studies above both raise culinary topics, especially those carried out on the beach, but the two studies above focus on developing marketing strategies and service satisfaction, in contrast to this dissertation which not only looks at services and marketing strategies so that culinary activities can be maximized but also sees the impact of these culinary activities on the community in terms of economy, socio-culture and the environment.

Hendrayana (2011) with the title "Bali culinary tourism development strategy". Based on this research, it was found that the market penetration strategy was carried out by increasing the market share or market share of existing traditional Balinese food products through more vigorous marketing efforts by improving product quality, modifying existing products or services or adding product types. the new one.

Meanwhile, another research conducted by Aryasih (2012) entitled "The strategy of developing Matahari Terbit Sanur beach as a tourism destination. The results of these studies, among others, indicate the alternative strategies offered by developing community-based tourist attraction packages and alternative tourism designs based on socio-culture.

Sutapa and Wisnawa (2016) conducted a study on the potential of Balinese culinary as a cultural attraction using a resource-based value approach. This research is motivated by the trend of global tourists who like culinary as an attraction which is one of the driving factors for them to visit a tourist destination. This research shows that (i) the culinary potential of Bali can be seen from the physical resources which include traditional cooking methods, such as nguling and nyatnyat; traditional equipment, and raw materials that are easily available in Bali in particular. Balinese human resources with their customs and culture will add to the uniqueness of Balinese culinary, and traditional villages as social organizations that maintain and develop Balinese culinary, (ii) The cause of Balinese culinary has not been able to have a high popularity as a cultural tourism attraction, among others, it is caused by not many population Balinese people who live outside Bali compared to other tribes, Balinese culinary has the connotation of not halal, has a very strong character (extreme), does not have standard recipes, processing and serving procedures do not meet hygiene and sanitation standards, (iii) Efforts that can be made to developing Balinese culinary as a cultural tourism attraction, among others by: increasing the number of Balinese food festival activities, the government requiring every star hotel to provide Balinese culinary on the menus offered, the government paying more attention to professional associations related to local / Balinese culinary delights, setting up a Balinese culinary center to a good standard, and increase the awareness of young people about Balinese culinary.

Research conducted by Hendrayana and Aryasih were both conducted in the Sanur-Bali region, only based on the topics discussed. Aryasih emphasized the development of the sunrise beach as a cultural tourism attraction in which culinary is a part of it, but Hendrayana emphasized more on the strategy of developing culinary tourism products. Likewise, research conducted by Sutapa and Wisnawa (2016) which focuses on how Balinese culinary can be maximized in supporting tourism development, especially from unique resources. While this dissertation also talks about culinary development in coastal areas where the food products offered are seafood-based dishes that are processed by highlighting the characteristics of Balinese food. The emphasis is on how culinary tourism in the Jimbaran beach area is so sustainable.

Gusman and Canizares (2010) entitled "Culinary Tourism in Cordoba (SPAIN)" where the purpose of the research carried out has implications for the opportunity to develop culinary tourism to attract tourists and culinary tourism can also be used as a means of promotion and make Cordoba a center for culinary tourism. in Spain. Meanwhile Steinmetz (2010) conducted a study "Food Tourism and Destination: The Case of Rotorua, New Zealand". The research also suggests the importance of developing networking groups for local foods and linking local food management with tourism development strategies.

The difference in research conducted by Gusman and Canizares (2010) in the city of Cordoba, the respondents only focus on visitors to a few restaurants, in contrast to research conducted by Steinmetz (2010) with more varied respondents. However, the two studies do not explain how the development of culinary activities and do not explore what motivates tourists to visit existing culinary activities. This is a difference with this study which explores the development of culinary tourism activities and explores the motivation of tourists in visiting culinary activities by looking at the impact it has, as well as the wider research area.

Another study by Taylor and Muir (2012), which discusses activities or activities carried out by tourists in Carrebean related to food, such as tasting food in restaurants and participating in cooking classes; Sohn and Yuan (2013) by observing the food and wine festival at the First Lubbock wine festival in the city of Texas, USA; Sirtha (1998) with his study on Balinese traditional food revealed that Balinese culinary is a form of physical culture that has high value; Widiastini, Arini and Andiani (2014) with the packaging of local food as a product of Balinese culinary tourism. Sri Sadjuni (2006), who examines the gastronomy of Balinese food by taking a viewpoint on consumer behavior, namely tourists / customers; Darma Putra (2016) in an article entitled "Four Balinese Culinary Heroines: The Role of Women in Sustainable Tourism Development"; Yanti (2016) specifically pays attention to women engaged in restaurants and food stalls in the context of tourism

The overall research above both looks at how the potential of local culinary in particular can be a tourist attraction and also the economic and business impacts that arise as well as introducing local food culture. The difference between the research above and this dissertation is that it does not specifically look at culinary tourism in an area or place and also sees the role of the media in increasing or promoting a culinary activity. This dissertation does not specifically discuss individual success in running a local culinary business but how a tourist area in the form of a beach can eventually develop into a culinary tourism area that has its own characteristics and can be accepted by the international community so that it can contribute especially to the economic development of the surrounding community and Bali tourism in general.

3. Research methodology

To answer the third problem formulation, namely regarding the strategy and development program for culinary tourism in the Jimbaran beach area, the Interpretive Structural Modeling analysis technique will be used. According to Eriyatno and Larasati, (2013) Interpretative Strutural Modeling or abbreviated as ISM is a group learning process in which structural models are generated to capture complex matters of a system, through carefully designed patterns using graphics and sentences.. The ISM technique is a systematic analysis of a program so that it provides valuable value to the community in planning to meet the needs of the present and the future. This research was conducted in the Jimbaran Beach area, which is located in the Jimbaran Village, South Kuta District, Badung Regency. There are two beaches that are used as research locations, namely: Muaya beach and Jimbaran beach. This location was chosen partly because the culinary delights served in this coastal area are very popular among the tourism community in Indonesia and Bali in particular and have a fairly well-known trademark, namely Jimbaran grilled fish, so that sometimes people outside Jimbaran even when they set up a restaurant that sells grilled fish use this trademark. The informants used in this study are (i) Key Informant, Ir I Nengah Manumuditha, MM; former Head of the Badung

Regency Fisheries Service in the period 1994-1999; (ii) Expert informants, including the Chairperson of the ICA (Indonesian Chef Association), Chair of the IFBEC, academics and the Badung Regency Fisheries Service, (iii) Incidental informants, namely every tourist encountered and who enjoys culinary tours in the Jimbaran beach area

4. Results and discussions

Furthermore, in general, the results of interpretive structural modeling (ISM) for the development of culinary tourism in the Jimbaran area are shown in Table 1 where the table shows the key sub elements of each element used in interpretive structural modeling (ISM) which consists of program objectives, program needs, constraints. programs, changes possible, sectors of society involved and Institutions involved. Based on the key sub-elements of each of these elements, strategies and development programs for culinary tourism in the Jimbaran beach Badung Bali are formulated.

Table 1 Key Elements of the Sustainability of Culinary Tourism in the Jimbaran Badung Beach Area of Bali

No	Elements	Key Elements	Code
1	Program objectives	Human Resource Quality Improvement Beach physical environment arrangement	G2 G1
2	Program requirements	Competency training and certification Arrangement of the coastal area according to its designation / utilization	N2 N1
3	Program constraints	Lack of government support in environmental management Limited funds in improving the quality of human resources	B3 B2
4	Possible changes	Competent employees, the Cafe Environment and its surroundings are more organized	E2 E1
5	Community sector involved	Local community, and Customers or customers	C6 C7
6	Institutions involved	Badung Regency Fisheries Service (KKP) and Tourism Association	L1 L5

Sumber: Research Result,2019

Strategies and programs to ensure the sustainability of culinary tourism on Jimbaran beach is an activity or policy that needs to be done to maintain the sustainability of tourism activities, especially on the coast of Jimbaran, besides these activities have an impact on the economy, socio-culture and also on the environment. These strategies and programs are also to maintain the sustainability of a destination that has become one of the icons in the South Badung area, especially for culinary activities made from fish and seafood which are processed and presented in a distinctive manner with the characteristics of Balinese spices and chilli.

Based on the results of the ISM analysis of 6 elements, namely program objectives, program needs, affected community sectors, implementation constraints, possible changes and the institutions involved, strategies and programs are determined to ensure the sustainability of culinary tourism in the Jimbaran Badung beach area of Bali.

To formulate these strategies and programs, based on the key sub-elements in each element, an in-depth discussion was carried out again with related parties, including Dewa Nyoman Suarteja, the head of training and protection for workers in Badung district, Drh Made Andika Dwi Arisanti MMA, the head of empowerment. fisheries business and Raka Suarjaya.SH gave the management and empowerment of the coast of the Badung regency fisheries service on September 12, 2019. Discussions were also held with tourism associations such as ASITA, namely with Ketut Ardana and Ngakan Ari from the Badung regency tourism office on September 16.

Furthermore, in-depth discussions were also carried out with the traditional village of Jimbaran I Made Budiarta on September 19, 2019 as well as with several academics from tourism education institutions and representatives of professional associations who work daily with food processing and serving such as ICA and IFBEC to formulate strategies and programs right for the sustainability of culinary tourism in the Jimbaran beach area which is detailed as shown in Table 2

Table.2 Strategy and Development Program for Culinary Tourism in the Jimbaran Beach Badung Bali

No	Strategy	Programme
1	Improving the quality of human resources who work in Jimbaran Grilled Fish cafes	a. Providing technical, hygine and sanitation training as well as excellent service training in order to improve the quality of the product (menu) produced and to improve the quality of service in collaboration with tourism associations such as ICA and IFBEC as well as tourism universities. b. In collaboration with a tourism certification body, prepare a certification scheme suitable for work in grilled fish cafes. c. Implement competency certification for grilled fish cafe workers.
2	Arrangement of the Jimbaran beach area	a. Enforcement of existing regulations regarding the construction of buildings in the coastal environment b. Cleaning the beach environment and cafe area periodically by involving all stakeholders

No	Strategy	Programme
3	Increasing the role of the government and the Tourism Association in developing culinary tourism in Jimbaran	a. Improvement of supporting facilities such as parking, toilets and access to the beach area b. Allocating funds for training and competency certification c. Increasing the role of tourism associations, especially travel agent managers who are members of (asita) to continue selling in their tour packages for lunch or dinner at Jimbaran Grilled Fish Cafes d. Through the tourism office helps marketing programs both at home and abroad
4	Optimizing the role of customary village and local communities in maintaining the comfort and safety of the coastal environment	a. *Desa adat* or *Desa dinas* can prepare written regulations and sanctions regarding the use of the coastal area without violating or contradicting existing government regulations. b. Disseminate to local communities the importance of comfort and safety of the coastal environment to maintain the sustainability of existing culinary tours. c. Collaborating with cafe managers to periodically clean up the beach area and areas used for culinary tourism.

Strategy to ensure the sustainability of culinary tourism in the Jimbaran beach area by increasing the role of the government and tourism associations which, among others, can involve travel managers or guides as one of the main sources of arriving customers / customers to the Jimbaran beach area to enjoy the culinary offered. Apart from customers, an important or main element to be involved in the development of culinary tourism is the local community for that the strategy offered is to optimize the role of traditional villages and local communities in maintaining the comfort and safety of the coastal environment, which, among other things, can be done by socializing to local communities, both communities. Ordinary people who also have daily activities on the beach, or those who work as business actors other than cafes or the general public of Jimbaran to help maintain the safety and comfort of culinary activities on Jimbaran beach.

Furthermore, these strategies and programs are expected to improve the quality of human resources, especially employees who are directly involved in culinary tourism activities on Jimbaran beach, both those who work as waiters, cooks, and other related workers. The strategy offered is to improve the quality of human resources who work in Jimbaran grilled fish cafes. This strategy can be carried out with several programs, among others; technical training related to processing and presentation, hygiene and sanitation training and excellent service training in order to improve the quality of the product (menu) produced and quality service, carry out work competency certification by first collaborating with the certification agency to prepare a certification scheme suitable for workers at the bajar Jimbaran fish cafes. Meanwhile, for funding certification activities, apart from being able to involve a tourism professional certification agency (LSP-Par), the funding can also be assisted by companies and also the government in accordance with the mandate of the labor law. Competency certification is important for the recognition of the work ability of employees, besides that, through work competency certification, the company or cafe manager can also find out gaps or shortcomings regarding the competencies of their employees so that they can prepare proper training.

Another strategy is also by arranging the Jimbaran beach area through structuring the physical environment both inside and outside the cafe, because skilled human resources cannot work optimally without being supported by a hyginic and safe work environment. This strategy can be realized, among others, by enforcing existing regulations regarding the construction of buildings in the coastal environment and periodic cleaning of the coastal environment and cafe area by involving all stakeholders.

Improving the quality of human resources and coastal planning certainly requires funding support to finance all programs that will be carried out both for training and certification including physical improvements, so a strategy to increase the role of the government and tourism associations in developing culinary tourism needs to be done. Namely by allocating funds for training and certification, especially by involving tourism associations such as ICA and IFBEC, increasing supporting facilities such as parking, toilets and access to the beach. In addition, cooperation with tourism associations, especially travel agent managers who are members of ASITA, to keep selling in their tour packages to enjoy Lunch or Dinner at Jimbaran Grilled Fish cafes. In addition, the tourism office can also be involved, especially in terms of marketing through festival activities or marketing activities abroad by introducing the existence of a culinary center in the Jimbaran Beach area.

5. Conclusion

Strategies and programs that need to be developed for the sustainability of culinary tourism in the Jimbaran beach area are improving the quality of human resources (HR) who work at Jimbaran Grilled Fish cafes through training activities and competency certification, structuring the Jimbaran beach area by enforcing rules regarding building construction. on the beach and periodic cleaning involving all stakeholders. increasing the role of the government and tourism associations in the development of culinary tourism in Jimbaran through funding support for the arrangement of the physical environment, promotion and marketing, and optimizing the role of traditional villages and local communities in maintaining the comfort and safety of the coastal environment through the preparation of rules or awig-awig regarding the use of coastal areas and cooperate with all components of the village community in realizing security and comfort

Limitation and study forward

The research has not included elements of digital technology or links with industry 4.0 which are the latest issues related to tourism development and have not included elements of both online and offline media and groups of culinary lovers (hobies) as informants or sources of information in developing strategies for developing culinary tourism in coastal areas Jimbaran. For this reason, it is hoped that in further research, it can be developed with quantitative methods to test the consistency of the relationship between variables that form a culinary tourism development strategy in different places. To be able to deepen the involvement of tourists as endosers / end users of culinary products including involving groups of culinary lovers (hobbies), exploratory research can be carried out on tourist satisfaction, tourist loyalty, tourist retention, using a post-positivistic approach by including digital elements to answer the industrial era. digital 4.0.

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FACTOR ANALYSIS OF WAITER & WAITRESS' WORK EFFICIENCY IN EL PATIO RESTAURANT, MELIA BALI HOTEL

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Abstract

Purpose: This study is to determine factors that affect the work efficiency of waiters and waitresses at El Patio Restaurant in Melai Bali

Methodology: The data collection techniques that used in this research are observations, interviews, documentation studies and questionnaires. Respondent in this research are 46 respondents. The sample collection technique used was saturated sampling. The data technique analysis in this research is KMO and Bartlett's Test, Anti-image mactries, communalities, total variant explained, matrix component, rotated component matrix and component transformation matrix.

Findings: This research is resulted three factors consisting of the variables that have been studied. The first factor is individual competence, second is organization support and the third factor is reward.

Limitation: In order to adapt this research to the existing problems, this research is limited to the factors that affect the work efficiency of waiters and waitresses at El Patio Restaurant.

Contribution: The management in Melia Bali will further improve the work efficiency factors.

Key Notes: Work efficiency, Food & Beverage Service Department, Factor Analysis.

1. Introduction

Work efficiency is an effort so that work can run smoothly which is based on the best comparison between the work done and the results achieved by the work as targeted, both in terms of quality and results which include optimal use of time and maximum quality of work methods (Sedarmayanti, 2011: 116). Efforts to increase work efficiency must be in accordance with the ability of the organization in selecting human resources, funds owned and work facilities provided. This is reinforced by the opinion expressed by Syamsi in Suardi (2014: 1187) which states that the implementation of efficiency must be adjusted to the capabilities of the organization concerned, this means that its application is adjusted to the ability of employees.

According to research conducted by Hamsinah (2018: 28) an organization can achieve its goals if it has qualified employees, therefore employees are the basis of all production activities that must be improved and developed, especially in terms of efficiency. Employees who are able to develop and improve work efficiency cannot be separated from the influencing factors. According to research conducted by Syaifuddin (2016: 50) there are 3 dominant factors that affect employee work efficiency; workspace conditions, employee welfare, and employee physical abilities. Based on this, the company is inseparable from the support of qualified human resources to do work efficiently.

Human resource is an important factor in an organization. Human resource management must be managed properly to increase the role of the workforce so that it is effective and efficient in helping the realization of the goals of the company, employees and society (Hasibuan, 2012: 10). Good and quality human resources are needed by various industries, especially industries engaged in services such as hotels. According to Sulastiyono (2011: 15), a hotel is a company managed by providing food, beverage and room services to people who travel.

According to Arief in Sahariah (2018: 15), the Food & Beverage Department is one of the departments in the hotel that is tasked with processing, producing and serving food and beverages to hotel guests both in rooms, restaurants, cafes and so on. The Food & Beverage Department is also an important part of supporting operational activities as well as a source of revenue for hotels other than rooms. According to Wiyasha in Utthavi and Sumerta (2017: 157), food and beverage sales contribute 30-40% of total hotel revenue. Food & Beverage consists of 2 parts that are related to each other; Food & Beverage Service and Product. The main task of Food & Beverage Service is to prepare and serve food and drinks (Mertayasa, 2012: 2). The Melia Bali Hotel has several restaurants with various themes and various menu variations.

Melia Bali has 5 (five) restaurants that support operational activities; El Patio Restaurant, Lotus Restaurant, Sakura Restaurant, Sateria Restaurant and Sorrento Restaurant. Of the five restaurants, El Patio Restaurant is the largest restaurant with 378 seating capacity, which are spread inside and outside venue. Having such a large capacity and operating load, this restaurant has 48 waiter and waitress staff. During 24 hours of operation El Patio Restaurant has problems or obstacles that hinder operations, this can be seen based on guest comments and interviews at El Patio Restaurant.

It states that, in the restaurant there are not always napkins at the tables, guests have to wait in front of the restaurant for about 15 to 20 minutes to get a seat at breakfast time, the coffee offered is ordinary black coffee and if guests want to order other types of coffee they will waited for 15 minutes. In addition, the food served at the buffet breakfast is cold even though guests arrive early. Waiters and waitresses do not understand what guests are ordering and do not remember what is in the menu. The guest comment shows that waiters and waitress at El Patio Restaurant are considered to have problems with work efficiency.

Based on the results of interviews with waiters and waitresses who work at El Patio Restaurant, it is stated that the sitting capacity of the restaurant is still not enough for guests who come at breakfast. The number of guests who come at breakfast when occupancy is 80% and above is 900 people to 1000 people who come. If guests come simultaneously, there will be a shortage of space and guests have to wait. Another problem faced by waiters and waitresses is the number of person in charge. Each section has 3 people in charge of the number of tables in each section. The management has also tried to overcome the shortage of employees by allocating waiters and waitresses from other outlets to help out at El Patio Restaurant. This still cannot help in working efficiency at El Patio because the waiters and waitresses from other outlets have to adapt first. Lack of work efficiency and speed of work of waiters and waitresses in serving food causes guests to wait for more than 15 minutes, while El Patio Restaurant has a work procedure that allows guests to wait for a maximum of 15 minutes of food.

2. Literature Review

2.1 Work Efficiency

According to Sedarmayanti in Syaifudin (2016: 51), work efficiency is the best comparison between the results obtained and the activities carried out. Working efficiently is working with as little movement, effort, time and fatigue as possible. According to Gie in Rendi (2015: 16) states that work efficiency is the best ratio between a job and the results achieved by that work. When a work is analyzed, it can be distinguished in 2 aspects, namely its essence and its structure. The point is the series of activities itself, whereas what is meant by the arrangement is the methods used to achieve the series of activities.

Work efficiency has factors that affect an employee at work. The following are factors that affect work efficiency:

1) Work ability is an individual capacity to do various tasks Ramadhan and Darmawan (2018: 127).
2) According to Ranupandojo in Pamungkas et al. (2017: 98) education is an activity carried out to increase general knowledge of employees including increasing the mastery of theory and skills to solve problems to achieve goals.
3) Rulianto and Nurtjahjani in (Teguh et al, 2017: 3) argue that training is an activity of a company that intends to improve and develop the skills, talents and abilities of employees according to the wishes of the company concerned.
4) According to Handoko in Pamungkas et al. (2017: 98) work experience is the mastery of employee knowledge and skills as measured by the length of service, level of knowledge and skills possessed by employees.
5) Work discipline according to Hasibuan in Lasnoto (2017: 262), namely obeying and obeying the applicable regulations, both written and unwritten and being able to carry out them and not avoiding receiving sanctions if an employee violates the assigned duties and authority.
6) Working hours according to Nurfiana (2018: 22) is the time to do work that can be carried out during the day and / or at night.
7) Organizing according to Simanjuntak in (Syaifuddin, 2016: 52) is intended to provide clarity for each work unit to have and understand clear job descriptions and tasks so that it is easy to understand.
8) Provision of work facilities according to Simanjuntak in Syaifuddin (2016: 52) affects a person's time savings in doing his job.
9) Safe, comfortable and supportive working conditions will make employees excited and passionate about work so that this can have a positive effect on Simanjuntak employee

performance in Syaifuddin (2016: 52).

10) Huselid in Prabu and Wijayanti (2016: 107) awards are based on the principle of justice in giving, appreciation for work performance, work discipline and having quality in work will improve performance in employees.

11) According to Hasibuan in (2011: 170) leadership is a way of a leader who influences the behavior of subordinates in order to be able to work together effectively and efficiently to achieve organizational goals.

2.2 *Food & Beverage Department*

Pendit in Syabina (2017: 26) states that the definition of a food and beverage department is a part of the hotel that manages and is responsible for the needs of food and beverage services and other related needs of guests who live or do not stay at the hotel and managed commercially and professionally. According to Rachman Arief, Abd in Sahariah (2005: 15) that the Food & Baverage Department is the division in charge of processing, producing and serving food and beverages for the needs of hotel guests, both in rooms, restaurants, coffee shops, banquets, employee food and etc.

According to Pendit in Virgian (2018) in carrying out its duties the food and beverage department is divided into two, namely food and beverage product and food and beverage service. food and beverage is the totality of food and beverages and a set of other attributes, including taste, color, aroma of food, price, etc. Soekresno in Virgiana (2018). Mertayasa (2012: 3) states that one of the functions of the Food and Beverage Service is to serve food and drinks that can be done in restaurants, bars, guest rooms, and outside the hotel (catering).

3. Research Methodology

This research uses descriptive quantitative analysis using factor analysis techniques. The population in this study were employees of the El Patio Restaurant in Melia Bali, amounting to 48 people. The sampling technique in this study used a saturated sampling technique. Data collection methods used in this study were observation, questionnaires, interviews and documentation studies. The analysis techniques used are KMO and Bartlett's Test, Anti-image matrixes, communalities, total variant explained, component matrix, rotated component matrix and component transformation matrix.

4. Results

Based on the age characteristics, the respondents were dominated by the age range of 21 to 30 years, amounting to 36 people (75%), followed by 9 people aged 31 to 40 years old (18.8%), respondents aged 41 to 50. 2 people (4.2%), 1 person (2%) of respondents with an age range of less than 20 years, and no respondents with an age range of more than 50 years. In terms of gender characteristics, the number of male respondents is greater than the number of female respondents. The number of male respondents was 26 people (54.2%), while 22 respondents (45.8%) were female. In the educational characteristics, it appears that the number of respondents is dominated by diplomas as many as 29 people (60.4%), then SMA / SMK level as many as 10 people (20.8%), then Bachelor degree as many as 9 people (18.8%). From the length of service, it appears that the number of respondents is dominated by 1 to 5 years as many as 33 people (68.8%), followed by a working period less than 1 year as many as 11 people (22.9%) and more than 5 years of work as many as 4 people (8.3%).

Based on the respondent's answer regarding the factors that affect the work efficiency of waiters and waitresses at El Patio Restaurant at the Melia Bali, the highest average for the statement of work efficiency factors, namely 4.69 is found in the 1st statement, namely "The ability to work can affect the success of employees in carrying out a job ". The lowest average was in the 8th statement, namely "Complete work facilities to support smooth operations", which was only 3.79. The average value of the overall work efficiency variable is 4.42 which means that the factors that affect the work efficiency of waiters and waitresses at El Patio Restaurant at Melia Bali are in the interval 4.20 - 5.00 in the Very good category.

The results of the KMO and Barlett's Test output show that the Kaiser-Meyer-Olkin Meausre of Sampling Adequacy number is 0.806 above 0.5. Bartlett's Test which produces a significance value of 0.000 <0.05 (α = 5%), then the variables and samples are eligible for further analysis at the 5% significance level andsuitable for analysis by factor analysis. The result of the MSA value output means that the eleven factors that affect the work efficiency of waiters and waitresses can be further processed because the average MSA value is above 0.5. Anti Image number, shows the value of a positive correlation between one variable and another. The result of the output value of the communality of the 11 variables is greater than 0.5, this indicates that the factors formed can explain at least 50% of the diversity of the original variable data, namely the factors that affect the work efficiency of waiters and waitresses.

The result of the total variance is explained from 11 indicators which are analyzed with only three components (factors). The variance that can be explained by component (factor) 1 is 4,805 / 11 x 100% = 43,679%, while component (factor) 2 is 1,388 / 11 x 100% = 12,617% and component (factor) 3 is 1. 250/11 x 100% = 11,367%. The total of the three factors will be able to explain the indicators of 43,679%, + 12,617% + 11,367%, or 67,663% of the 11 indicators, while 32,337% cannot be explained in this study.

The result of the component matrix is that factor one consists of 7 variables, factor two consists of 2 variables and factor three consists of 2 variables. The results of the analysis after a rotated component matrix are performed, namely factor one consists of 6 variables, factor two consists of 3 variables and factor three consists of 2 variables. Analysis of component transformation matrix can be explained that factor 1 is 0.831, factor 2 is 0.705 and factor 3 is 0.827.

The final results of this study resulted in three factors consisting of the variables that have been studied. Factor 1 is worth 0.831 with a variance value of 34.054%. The factor 2 is worth 0.705 with a variety value of 18,115%. Factor 3 is 0.827 with a variance value of 15,493.This proves that the three factors formed are correct, because they have a high correlation, thus, factor 1, factor 2 and factor 3 can be said to accurately summarize the 11 variables.

5. Discussion

Based on the results of research related to the dominant age of waiters and waitresses who work at El Patio Restaurant, that is, the age range of 21 to 30 years is 36 people. In general, older workers have weak and limited physical energy, on the other hand, young workers have strong physical abilities (Amron in Herawati, 2013: 31). Simanjuntak in Kumbadewi et al. (2016) states that if the age of workers is approaching old age, the level of work efficiency will decrease due to the limitations of physical and health factors that affect these workers.

Based on the results of research related to gender, according to Sugihartono et al. (2013: 35) argues that gender refers to the biological differences between men and women. The characteristics of men tend to be ambitious, aggressive, competitive and have a strong personality at work, while women are cheerful, feminine, full of feelings, sympathetic and warm. Universally, the level of work efficiency of men is higher than that of women. This is influenced by factors possessed by women such as being physically less strong, in working tend to use feelings or biological factors (Amron, in Mahendra 2014: 45).

Based on the results of research related to characteristics based on the latest education, it can be concluded that most of the waiters and waitresses who work at El Patio Restaurant take diploma education. According to Kurniawan in Herawati (2013: 29) generally people who have higher formal and informal education will have broader insights. The high awareness of the importance of work efficiency will encourage the workforce to do the work as much as possible.

Based on the results of the characteristic research based on tenure, people who work 1-5 years dominate. According to Oktaviani in Septiana (2015) seniority or tenure is the length of time an employee contributes his energy to a certain company through the extent to which the staff can achieve satisfactory results in working efficiently depending on the abilities, skills and skills of the employees.

Based on the results of research related to the factors that affect the work efficiency of waiters and waitresses at the El Patio Restaurant at the Melia Bali, the average value of the overall work efficiency variable is 4.42 which means that it is in the interval 4.20 - 5.00 in the Very category. good. According to Husein Umar (2011: 130) the assessment criteria are arranged based on the length of the class interval which can be described as follows, Interval 1.00 - 1.80 = Very bad category, Interval 1.81 - 2.60 = Category is not good, Interval 2.61 - 3.40 = Fairly good category, Interval 3.41 - 4.20 = Good category, Interval 4.21 - 5.00 = Very good category.

Based on the results of research related to KMO values ≥ 0.5 by using a 5% significance in the Bartlett's Test, the analysis will be continued (Bilson, in Wiratmanti, 2014: 26). If the MSA number of a variable is below 0.5, the variable must be excluded and the variable selection is also repeated (Santoso, 2012: 13). Communalities are basically the amount of variance (usually in percentage) of an initial variable that can be explained by existing factors. The requirements for the value of the communalities themselves are greater than 0.5 (Santoso, 2011: 82). All variables are explained by the factors that are formed with the provision that the greater the communalities, the closer the relationship between the variables is to the formed factors.

Based on the results of research related to Total Variance Explained describes the number of factors formed. The formation of the factors that are formed must be seen from the eigenvalues that must be above 1 (Santoso, 2012: 14). If it is below one 1 then no factors have been formed. Determination of the variables that enter each factor is done by comparing the magnitude of the correlation on each line.

Based on the results of research related to the component matrix by looking at the magnitude of the correlation between each variable with factor 1, factor 2 and factor 3. The greater the loading factor value, the more significant the variable can be included in one of the factors, and vice versa (Suliyanto, in Nugraha, 2018: 19). The variable determination of each factor is done by comparing the correlation magnitudes for each row. The largest number shows the strongest correlation. Based on the results of research related to rotated component matrix variables which have a factor loading ≤ 0.5 are considered to have a weak contribution to the factors formed so that they must be reduced from the factors they form (Suliyanto, in Nugraha, 2018: 19).

Based on the results of research related to component transformation matrix, the numbers shown in the diagonal line must be greater than 0.5 in order to have a strong correlation (Suliyanti, in Nugraha, 2018: 19). This proves that the three factors formed are correct, because they have a high correlation, thus, factor 1, factor 2 and factor 3 can be said to accurately summarize the 11 variables.

The variables forming the first factor or individual competency factors are education, training, employee work experience, work discipline, working hours and working conditions with a variable value of 34,054%. According to Syaifuddin (2016: 52) individual competence is the ability and skills to do work so that they can work efficiently. Waiters and waitresses who have high individual abilities can make a significant contribution to achieving organizational goals. According to Simanjuntak in Syaifuddin (2016: 52) the competence of each person is influenced by several factors, namely ability, education and training, work experience, discipline in work, motivation and work ethic. in detail, there are five competency dimensions that all individuals must possess, task skills, task management skills, contingency management skills, job role environment skill transfer skill. In individual competency factors, competencies that include working hours and working conditions are task management skills and job role environment skills. The existence of individual competencies will be able to help each worker in carrying out work efficiency in his company, so that the goals of the company can be achieved.

The variables forming the organizational support factors are formed from work organization, work facilities and leadership with a variety value of 18,115%. The high efficiency of employees also depends on organizational support in the form of organizing, providing work facilities and infrastructure, leadership and working conditions (Syaifuddin, 2016: 52). Organizational support can be in the form of paying attention to employee welfare, listening to employee opinions or complaints and paying attention to employee work, with waiter and waitress organizational support for enthusiasm in doing work. If waiters and waitresses have enthusiasm for work, the work will be done efficiently. According to Rhoades et al (in Mujiasih, 2015: 44) organizational support is the belief of an employee that the organization where he works appreciates his contribution and cares about his welfare. The existence of organizational support will be able to improve the work efficiency of waiters and waitresses, because good facilities, organization and leadership provide enthusiasm and a sense of comfort in doing work.

The forming variables of reward factors are work ability and reward variables with a value of 15,493%. Waiters and waitresses can receive rewards because they have the ability to work so as to achieve company goals. According to Sajuyigbe et al. (2013) which states that rewards have a positive effect on employee work abilities, which means that by giving rewards, employees will be more motivated to improve their abilities and make performance effective and efficient.

6. Conclusion

Based on the results of factor testing, it can be concluded that the work efficiency of waiters and waitresses at the El Patio Restaurant at the Melia Bali forms three factors, namely individual competence, organizational support and reward. These three factors have a value of more than 0.5, this means that these three factors have a strong correlation. The first factor is individual competence, the second factor is organizational support and the third factor is reward.

Suggestions that can be given to the management of Melia Bali based on the results of questionnaires that have been distributed, on factor 1 the lowest variable affecting the work efficiency of waiters and waitresses at El Patio Restaurant in Melia Bali is working conditions. Increase security and supervision by superiors so that every waiter and waitress feel safe and comfortable without feeling disturbed and worried about using equipment at work. Maintaining a friendly relationship between waiters and waitresses as well as superiors, so that the work done can be on target or can exceed the targets set by the hotel.

Work facilities are the lowest variable in factor 2. Lack of facilities at work will make waiters and waitresses unable to work optimally, therefore management must increase the number of facilities that can support operational activities. Routinely do inventory of tools and materials used to carry out operational activities. In addition, the management needs to pay attention to the number of guests who come and the number of tables available, if the number of guests who come exceeds the existing tables, it is necessary to enlarge the restaurant in its long-term plans.

Employee workability is the lowest variable in factor 3. Management has a role in maximizing employee capabilities. This can be done by conducting trainings for waiters and waitresses, especially at the El Patio Restaurant. Waiters and waitresses can also learn by asking for guidance from more experienced seniors, this will be useful for new waiters and waitresses.

Limitation and study forward

This study only examines 11 factors of efficiency; that the next researchers will examine more than 11 factors.

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MARKETING MIX ANALYSIS FOR MEETING PACKAGE SALES AT FOUR POINTS BY SHERATON BALI, KUTA

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ABSTRACT

Purpose: This research is to analyse the marketing mix used at The Four Points by Sheraton Bali, Kuta in an effort to escalate the meeting packages sales

Methodology: The data techniques used in this research are observation, interview, and documentation study. The data analysis technique used is descriptive qualitative using 7P marketing mix analysis with theory by relevant experts.

Findings: This research consists of the 7P marketing mix; product, price, place, promotion, process, people, and physical evidence.

Limitation: This research only used in one product of the hotel.

Contribution: Management at Four Points by Sheraton Bali, Kuta will evaluate the marketing mix to increase the meeting package sales.

Keyword: Marketing Mix, Meeting Package

1. Introduction

The emerge of various organizations doing MICE activities in various forms has shaped the MICE industry to progress quite rapidly (Lumanauw, 2019: 56). The rapid development of the MICE industry must be supported by the existence of the MICE activity venue itself. Bali as one of the destinations for MICE activities has several advantages such as culture, nature, service (hospitality), and there are supporting facilities for MICE activities such as international airports, ports, good accessibility, and hotels that provide meeting room facilities.

Four Points by Sheraton Bali, Kuta Hotel is a four-star hotel located in the Kuta area that provides accommodation services and MICE support facilities. The management of Four Points by Sheraton Bali, Kuta, in the competition for MICE sales, offers meeting packages to attract the MICE market. The meeting packages offered by Four Points by Sheraton Bali, Kuta are the Half Day Meeting and Full Day Meeting package. The price for the meeting package at Four Points by Sheraton Bali, Kuta has not changed from 2017 to 2019. Requests for meeting packages continued to decline every year, as well as the number that was realized and cancelled.

Abubakar (2015) states that sustainable competitive advantage is achieved through the 7P marketing mix. Prapannetivuth's (2015) research shows that the seven marketing mixes (product, price, place, promotion, people, physical evidence and process) commonly used by hotels, people, price and physical evidence are considered the most important by the owner. Bangre (2015) shows that the people involved in providing services and service prices are also important, according to an interview with an account executive that sales calls cannot be carried out effectively due to limited human resources and the many duties and responsibilities that account executives have. In terms of promotion, Four Points by Sheraton Bali, Kuta is not doing enough advertising related to the implementation of MICE. Another thing that has affected the decline in meeting package sales is the lack of contribution from offline travel agents in collaboration with Four Points by Sheraton Bali, Kuta, which only focuses on room sales, as well as online booking platforms such as Cvent and Hotel Planner, which give less contribution to meeting package sales even though they have followed up by the sales administration. Based on this, research related to the analysis of the marketing mix conducted by Four Points by Sheraton Bali, Kuta is necessary to increase sales of meeting packages.

2. Literature Review

2.1 Marketing Mix

According to Kotler and Armstrong (in Saleh and Said, 2019: 138) marketing mix is a set of marketing variables used by companies to pursue the desired sales targets. Meanwhile, according to Saleh and Said (2019: 138) the marketing mix is a product, promotion, and pricing strategy that is unique and designed to produce mutually beneficial exchanges with the target market.. But now this is increasingly developing not only in terms of product, promotion, and price but also regarding place, people, process, and physical evidence. Based on the theoretical explanation above, it can be concluded that the marketing mix is marketing variables that can be used by a company to generate profits with the target market. The elements of the marketing mix are:

a. Product

According to Saleh and Said (2019: 140) products are all forms that are offered to the market for use or consumption so that they can meet market needs and desires. Product MixAccording to Hertzon (in Aditya, 2015) there are several things that need to be considered in the product mix, including location, size, and physical condition.

b. Price

According to Tjiptono (2015: 289) price is the only element of the marketing mix that brings income or revenue for the company. Price is an element of the marketing mix that is flexible, which means it can be changed quickly. According to Assauri (in Aditya 2015) pricing methods can be divided into cost-based pricing, namely cost-plus pricing, break-even analysis and target profit pricing. And the form of pricing according to Strauss and Frost (in Aditya: 2015), there are two forms of pricing, including fixed prices and dynamic prices.

c. Place

According to Kotler (in Saleh and Said, 2019: 267) distribution channels are a group of companies or individuals who have ownership rights to products or help transfer ownership rights to products or services when they are transferred from producers to consumers. According to Yoeti (in Aditya, 2015) in the hotel industry there are two types of distribution channels that connect hotels with tourists, namely direct distribution channels and indirect distribution channels.

d. Promotion

According to Saleh and Said (2019: 187) promotion is the most important activity, which plays an active role in introducing, notifying and reminding the benefits of a product in order to encourage consumers to buy the product being promoted. According to Tiptono (2015: 399) the promotion mix can be divided into five, namely advertising, sales promotion, personal selling, direct marketing, and public relations.

e. Process

According to Saleh and Said (2019: 207) the process is an organizational approach to transforming resources into goods and services.According to Timpe (in Andiwalapa, 2018: 37) classify the process into three indicators, namely flow of activities, schedules, and routines.

f. People

According to Tjiptono (2015: 272) personnel who deliver services are a key element in providing positive and memorable experiences for customers. According to Zeithaml and Binner (in Andiwilapa, 2018: 33) the ability of employees is divided into two, namely indicators of people including service people and customers.

g. Physical evidence

According to Saleh and Said (2019: 197) physical evidence is something that affects consumer satisfaction in buying and using the goods or services offered. According to Assauri (in Hasan, 2019: 28) states physical evidence indicators, namely environment, layout, and additional facilities.

2.2 Meeting Package

Hotels that provide and facilitate meeting activities will have several meeting packages offered to increase their sales. Meeting is a meeting or trial held by a group of people who are members of an association, association, or association with the aim of developing professionalism, increasing human resources, fostering cooperation between members and administrators, delivering the latest information, publications, social relations (Luturlean in Kesrul , 2019: 197).

According to Kotler (2012: 21) packaging is an activity of designing and making a container or packaging as a product. So according to some of the above definitions, it can be concluded that the meeting package is a combination design of several products into one unit to support the needs of leisure and business guests combined in a package. With the meeting package, prospective consumers can easily determine what products they want and need.

3. Research Methodology

This research uses a qualitative descriptive technique. According to Moleong (2010: 248) qualitative data analysis techniques are efforts made by working with data, organizing data, sorting them into manageable units, searching and finding patterns, finding what is important and what is learned, and deciding what can be told to others. This research is used to present, explain, and describe the data obtained systematically regarding the marketing mix to increase sales of meeting packages at Four Points by Sheraton Bali, Kuta.

4. Results

Four Points by Sheraton Bali, Kuta has 185 rooms, supporting facilities for meeting activities such as restaurants and meeting rooms that have a capacity for 120 people, with a strategic location close to tourism objects. The price offered by Four Points by Sheraton Bali, Kuta uses the going rate pricing method for meeting package prices and segmented prices for room rates. The distribution channels at Four Points by Sheraton Bali, Kuta, direct distribution channels such as websites and online booking platforms. Indirect distribution channels are with travel agents, global sales officers, and Jakarta sales officers. Promotional advertising are personal selling, direct marketing, sales promotion, and public relations. In terms of people, Four Points by Sheraton Bali, Kuta regularly provides training to employees to maintain service quality. In terms the process, Kuta provides easy MICE reservation services, check in and check out services, and dedicated personnel in charge during meetings. For the physical evidence, the hotel is located in a strategic location, has supporting facilities that provide comfort for guests, and exterior and interior design with a modern balinese theme. Four Points by Sheraton Bali, Kuta offers 2 venues that can be used for meeting activities; Darshana and Boardroom. Darsahana is a meeting venue which is located on the 5th floor with 216 sqm and can be divided into 3 rooms, namely Darshana 1, Dharsana 2, and the Pre-function Area. The boardroom is a meeting venue which is located on the 3rd floor which has an area of 56 sqm.

To support meeting sales, Four Points by Sheraton Bali, Kuta provides a meeting package. The price of the meeting package at Four Points by Sheraton Bali, Kuta does not include tax and services. Inclusion meetings provided by the hotel for the implementation of meetings at Four Points by Sheraton Bali, Kuta, are coffee break, lunch or dinner, mineral water and candy, LCD Projector, 2 microphones and standard audio visual equipment, white board, flip chart, notepad , & pencil.

5. Discussion

a. Product

Four Points by Sheraton Bali, Kuta located in a strategic location and close to entertainment centers, this is often used as an added value by the sales and marketing department in marketing meeting package packages.

Hotel size is also important for customers in choosing a venue to hold meetings. The size of the hotel includes the size of the room, the size of the restaurant, and also the size of the available meeting rooms. The room size of the Four Points by Sheraton Bali, Kuta is 28 sqm for the deluxe room and 45 sqm for the suite room. For the meeting room owned by Four Points by Sheraton Bali, Kuta has a ceiling height of 2.5 meters and can accommodate up to 120 people. Sales of meeting packages not only focus on room and meeting room products, the size of the restaurant is also important because it is related to food and beverage service in the implementation of meetings. The restaurant at Four Points by Sheraton Bali, Kuta can accommodate up to 190 for banquets and 310 for standing parties. The size of the restaurant that is owned is able to support the activities of meeting participants such as breakfast, lunch and dinner and can serve external guests. The appearance of the Four Points by Sheraton Bali, Kuta hotel in terms of exterior uses a modern Balinese theme, guests who stay and hold meetings feel a modern Balinese atmosphere.

b. Price

Four Points by Sheraton Bali, Kuta applies going rate pricing in the pricing method. The price for the meeting package offered by Four Points by Sheraton Bali, Kuta is based on data obtained from the sales and marketing department in accordance with the average meeting rates sold by its competitors. According to an interview with an account executive, the meeting price offered by Four Points by Sheraton Bali, Kuta is already competitive when compared to its competitors. Meanwhile, the room rates offered by Four Points by Sheraton Bali, Kuta use segmented pricing for MICE. The room rates offered are in accordance with the prevailing season, so in this case the role of the sales and marketing department is important in providing special prices to customers according to their budget.

c. Place

The distribution channels used by Four Points by Sheraton Bali, Kuta for sales of meeting packages are direct distribution channels and indirect distribution channels. Direct distribution channels are through telephone, fax and the internet. Inquiry ordering services related to package meetings via telephone and fax will be handled directly by sales and marketing department employees so that services related to inquiry are faster. Meanwhile, for booking inquiries via the internet through the hotel website, namely www.mariott.com/dpskf and through online booking platforms such as Cvent and Hotel Planner.The indirect distribution is by working with offline travel agents and GSO (global sales officer) and JSO (Jakarta sales officer). Offline travel agents in collaboration with destinations of the world, leisure holidays, STS, WITA, and Pacto Bali. According to interviews with account executives, offline travel agents do not contribute less in sales of meeting packages but make a big contribution to room sales. The existence of the GSO and JSO contributed greatly to the sales of meeting packages because the GSO and JSO distributed products and services by participating in table tops, exhibitons and expo events.

d. Promotion

The promotional mix used by Four Points by Sheraton Bali, Kuta is advertising, sales promotion, personal selling, direct marketing, and public relations. Advertising carried out by Four Points by Sheraton Bali, Kuta is in print media by printing brochures about hotels and MICE. The brochure owned by Four Points by Sheraton Bali, Kuta has content that promotes hotel and MICE products with complete information needed by clients. advertising with electronic media is carried out using social media. However, the content published on the Four Points by Sheraton Bali, Kuta social media such as Instagram and Facebook focuses more on room products, restaurants and lifestyle. Very rarely there is content regarding the implementation of the meeting.

Sales promotion by giving special offers to travel agents or personal in charge groups. The special offer is by giving a special rate and free 1 room per night for every 20 confirmed rooms. Sales promotion activities must obtain approval from the director of sales and marketing and the director of revenue. It is hoped that this special offer will create a repeater client that has the potential to bring business into the future.

Personal Selling are the sales call and site inspection. According to interviews with account executives, sales calls are usually by visiting several governments, corporations, and associations to get new businesses. This sales call activity is usually done by account managers and account executives. Presentation will be made to prospective customers regarding the products and services offered. However, sales calls made at Four Points by Sheraton Bali, Kuta are not effective every week due to time constraints and the number of tasks that account managers and account executives have. Apart from sales calls, personal selling activities carried out at Four Points by Sheraton are site inspection.

Direct marketing activities are by telemarketing to government, association, and corporate. Telemarketing activities are carried out to get direct responses regarding plans or activities to be carried out so that they are expected to generate long-term business.

According to an interview with an account executive, the public relations activities carried out by Four Points by Sheraton Bali, Kuta are by sponsoring a major event on Kuta Beach which is held every year. In being a sponsorship, Four Points by Sheraton Bali, Kuta was carried out with Four Points Arround The World, but in this event it focused on promoting room and food and beverage products so that it had less impact on meeting package sales.

e. Process

The process at Four Points by Sheraton includes activity flows, schedules and tasks, and routines. The flow of activities in the sales of meeting packages begins with the acceptance of reservations which are handled directly by the sales and marketing department. According to observations that have been made, the process of receiving inquiry meetings begins with reservation services that can be made via telephone, email and online booking platforms, followed by sending proposals to prospective customers regarding information and price quotes provided by Four Points by Sheraton Bali, Kuta.

Prior to the meeting, the sales coordinator will carry out a group resume, this is done to provide information to other departments related to the implementation of the meeting so that there is no miscommunication. Four Points by Sheraton Bali, Kuta also provides special check-in and check-out counter services for group guests, according to an interview with an account executive providing this service to give group guests a sense of comfort when checking in, because group guests generally come together so they provide services specifically can minimize guest mistakes and complaints. Another service provided by Four Points by Sheraton Bali, Kuta in conducting meetings is providing dedicated conference personnel services during meetings, with this service to facilitate customer service and needs during meetings.

Routines are thoughts and planning that are included in a pattern of activities. A thought and planning carried out by Four Points by Sheraton Bali, Kuta is carried out by holding a sales report meeting every week with the head of the department and all sales and marketing department employees. In this meeting, we will discuss the plans that Four Points by Sheraton Bali, Kuta will carry out in selling its products and services.

f. People

People at Four Points by Sheraton Bali, Kuta can be divided into two; service people and customer. Four Points by Sheraton Bali, Kuta regularly provides training on providing good service to Sales and Marketing Department employees. This training is conducted through webinars, to provide equal opportunities for all employees to be able to carry out training. There have never been any complaints related to meeting implementation services provided by customers. By providing good service it will provide satisfaction to customers. Customers provide ratings related to the quality of hotel products and meeting services provided on social media such as Tripadvisor. The positive assessment that Four Points by Sheraton Bali, Kuta has regarding hotel products and the implementation of meetings has a positive impact on the image of Four Points by Sheraton Bali, Kuta. The assessment provided can be a reference for potential customers in choosing to use the services and products of Four Points by Sheraton Bali, Kuta.

g. Physical Evidence
Physical evidence at Four Points by Sheraton Bali, Kuta consists of the environment, layout and additional facilities. The external environment that is owned by Four Points by Sheraton Bali, Kuta is in a strategic tourism area. Along the road to the Four Points by Sheraton Bali, Kuta, there are many businesses such as places to eat, money changers, spas, and homestays. While the external environment that is owned by Four Points by Sheraton Bali, Kuta has an instagramble design with a blend of modern Balinese culture, with an attractive design, many guests are interested in capturing their moments at Four Points by Sheraton Bali, Kuta. The layout of the Boardroom and Darshana is close to stair and lift access, as well as hotel facilities such as a restaurant and lobby. This arrangement is made to make it easier for guests in enjoying and using hotel facilities during meetings. As well as meeting facilities provided by Four Points by Sheraton Bali, Kuta, regular checks are held regularly to provide safety and comfort for customers during meetings.

6. Conclusion

Four Points by Sheraton Bali, Kuta has used the entire 7P marketing mix in selling meeting packages. This can be seen from the **product** from Four Points by Sheraton Bali, Kuta using a strategic hotel location and complete facilities as an added value product in offering meeting package sales. Four Points by Sheraton Bali, Kuta uses going rate **pricing** for meeting package prices and segmented pricing for room rates. In terms of **place** Four Points by Sheraton Bali, Kuta distributes meeting package products through direct distribution via telephone, fax, email, hotel websites, and online booking platforms and indirect distribution channels in collaboration with offline travel agents, global sales officers, and Jakarta sales officer. For the **promotion**, Four Points by Sheraton Bali, Kuta uses five components of the marketing mix, which are advertising, sales promotion, personal selling, direct marketing and public relations. For **people**, Four Points by Sheraton Bali, Kuta provides good service training to its employees so that it can lead to positive assessments of the services provided. In terms of **process**, Four Points by Sheraton Bali, Kuta provides easy reservation services, provides special check-in and check-out counter services for group guests. Apart from that, in planning a strategy the Sales and marketing department routinely conducts sales report meetings every week. In terms of **physical evidence**, Four Points by Sheraton makes use of the external and internal environment as an attraction in selling meeting packages.

Based on the above conclusions, there are several suggestions that can be put forward for consideration by the management of Four Points by Sheraton Bali, Kuta, especially to the

Sales & Marketing Deparmen, adding inclusion in the meeting package such as free local transportation (komotra) because the location of Four Points by Sheraton Bali, Kuta, which cannot be passed by buses. Evaluations related to pricing strategies in line with market developments, expanding cooperation with offline travel agents who handle MICE so that they can contribute to MICE sales, making regular content related to MICE on the official social media of Four Points by Sheraton Bali, Kuta, providing training in other foreign language training for sales and marketing department employees, maintaining the ease of service process provided to customers, and check meeting facilities regularly to ensure that the facilities must be renovated and repaired.

Limitation and study forward

New technology and ways of communication is need to be consider in order to improve marketing mix

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MAINTAINING THE SERVICE QUALITY TOWARDS MONORAIL PUBLIC TRANSPORTATION IN MALAYSIA

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Abstract

The monorail is a public transport system based on a single beam track. This term is also used to describe the basis for the system, as well as the vehicle through it. The term comes from a combination of mono (single) and rail words, as early as 1897, as the earliest system uses a metal base. The transport system is often referred to as a railway system. Monorail transportation is provided to facilitate travel for tourist attractions to other places. For this research have a target for population sample is 150 responders with using simple random sampling to avoid bias result. The service quality measured by Tangibility, Reliability, Responsiveness, Assurance, and Empathy.

Purpose: Service Quality in Public Transportation at Malaysia (Monorail) .

Methodology: SPSS 24, with 150 Respondents

Findings: Satisfied at Pubic Transport trough Monorail

Limitation: Total number of participants

Contribution: To show the result impact of public transportation (Monorails)

Keywords: *Service Quality*

1. Introduction

Monorail tickets can be purchased at a machine that resembles an ATM machine, called Vending Machine. If people don't know how to buy the ticket, people can see how other people do it. But the method is quite easy, select the type of transportation needed to board first (Monorail), select a location, determine the number of prospective passengers, and pay cash. Put the banknote in the recommended place, the maximum type of paper money that can be used is RM 10. After a successful transaction, the ticket is in the form of a blue plastic coin or the token will come out one by one, if the money used is more than the ticket price, the change will also come out with the token. After getting the token, Tap the token at the recommended place to open the automatic, bar, and save the token properly until the station destination, the coin is used to open the automatic bar by entering it in the exit Gate slot. It looks like a piggy bank Alias, A. A. (2015).

2. Literature Review

2.1 Service quality

A GAP for service quality is the discrepancy between service quality specifications and the service actually delivered. What causes it? Lack of knowledge about specifications, lack of ability to carry out the specified or lack of commitment by collaborators. How to correct it? Make specifications known, ensure the necessary profile of the collaborator at recruiting or complete it with training; and assess collaborative performance through greater and better supervision or improvements in team work and in the organizational climate Ahmad Pitra (2018). Simplifies service quality that is felt by consumers, where there are indicators of customer satisfaction measures that are located in 5 dimensions of service quality. According by Zeithaml-Parasuraman-Berry (1990) the five SERVQUAL dimensions include the following dimensions:

a. Tangibility

Service Quality in the form of office physical facilities, computerized administration, waiting rooms and information sites. This dimension relates to the modernity of the equipment used, the attractiveness of the facilities used, the neatness of the officers and the completeness of supporting equipment (pamphlet or flow chart) (Zeithamal et al, 2006).

b. Reliability

(Ability and reliability provide trusted services). This dimension relates to the promise of completing something as desired, handling consumer complaints, the right service performance, providing the appropriate time promised services and demands for recording errors Chapman, L. (2007).

c. Responsiveness

Ability to help and provide services quickly and precisely, and responding to consumer desires). The dimensions of responsiveness include: notification of officers to consumers about services provided, the provision of services quickly, willingness of officers to provide assistance to consumers and officers never feel busy to serve consumer demand Das, A. M., Ladin, M. A., Ismail, A., & Rahmat, R. O. (2013).

d. Assurance

The ability and friendliness and courteous employees in convincing consumer trust. The assurance dimension is related to the behavior of officers who remain confident in consumers, consumers' feeling of security and ability (knowledge) of officers to answer consumer question Amsori Muhammad, et al (2013).

e. Empathy

The Empathy dimension includes, among others: giving individual attention to consumers, the timeliness of service for all consumers, companies having officers who pay special attention to consumers, service that is inherent in the hearts of consumers and officers who understand the specific needs of their customers Firman M. (2004).

3. Research Methodology

To maximize public transport services in Malaysia, especially at Monorail, it must be tested with basic 5 Models, which are Tangible, Reliability, Responsiveness, Assurance, and Empathy. Total Population in Malaysia is 31.62 Million in 2019 (Source by Worldometers), through this study sample research is 150 respondents from various regions in Malaysia and provide public opinion of the Monorail services. Result of reliability test of this research is a 0.899 operating by SPSS 24.

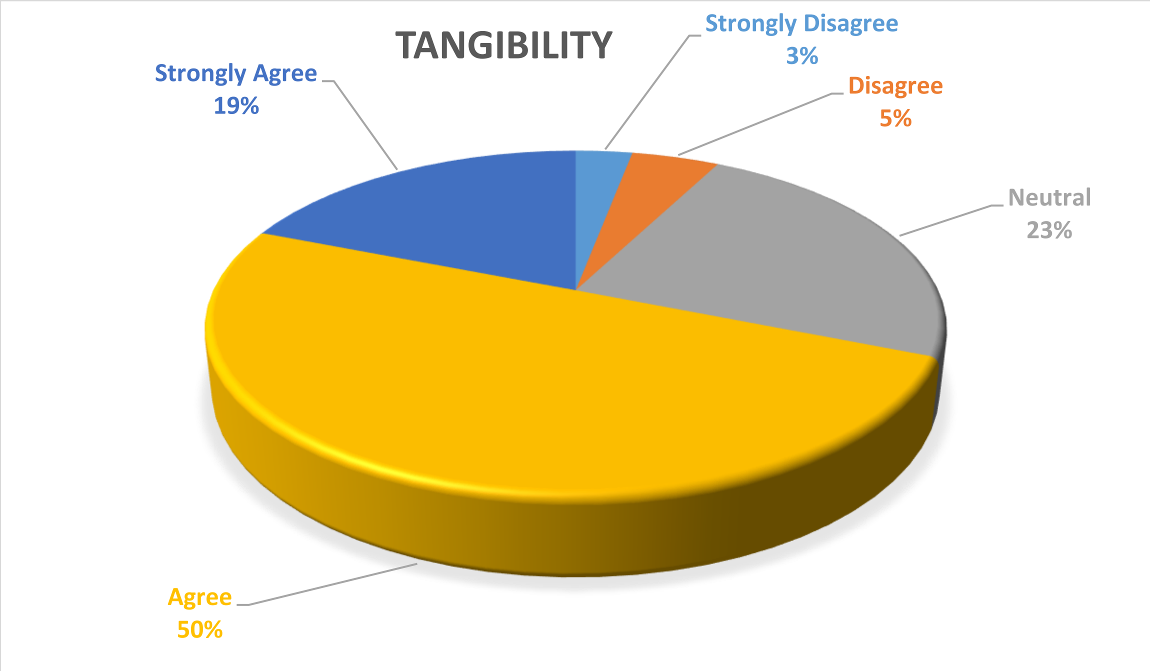
4. Finding

4.1 Respondent Profile

Table 1. Respondent Demographic Profile

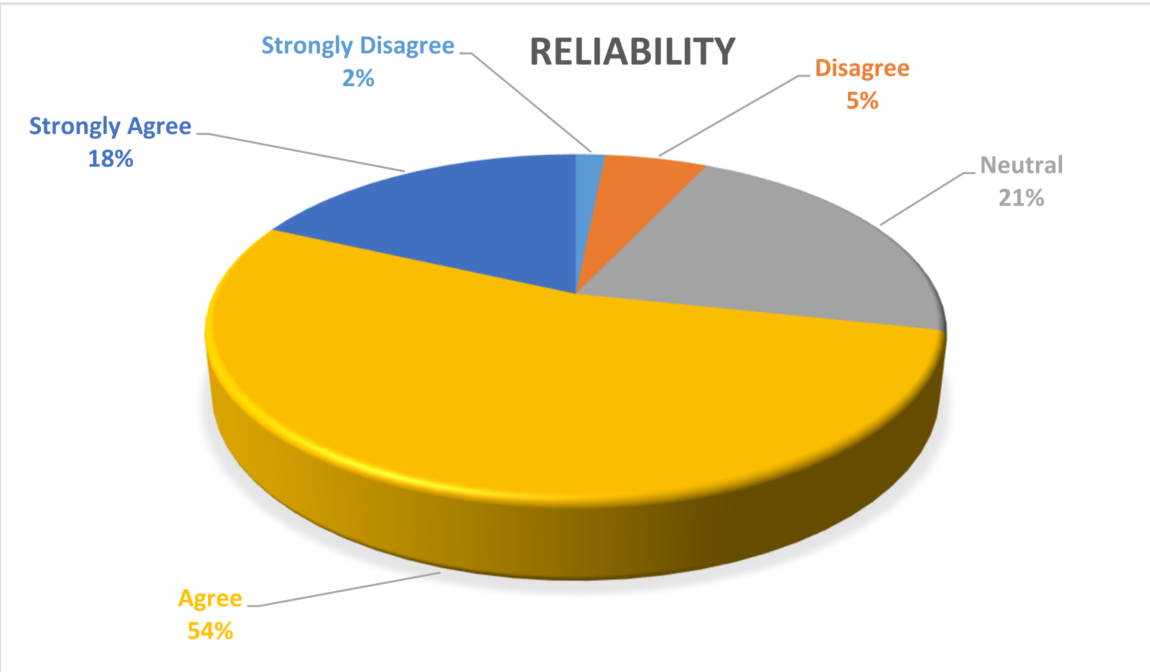
Demographic Factor	Categories	Frequency	Percentage (%)
Age	18 and below	8	5.3
	18-25 years old	72	48
	26-45 years old	46	30.7
	46-55 years old	18	12
	Over 55 years old	6	4
	Total	150	100
Gender	Male	72	48
	Female	78	52
	Total	150	100
Status	Single	104	69.3
	Married	43	27.3
	Others	3	2
	Total	150	100
Education	Primary school	2	2
	Secondary school	24	24
	Diploma	32	32
	Bachelor Degree	58	58
	Master	18	18
	PHD	4	4
	Others	12	12
	Total	150	100
Occupation	Student	44	29.3
	Businessman	22	14.7
	Private Company	32	4.7
	Government Company	17	11.3
	Retired	7	4.7
	Housewife	8	5.3
	Others	20	13.3
	Total	150	100
Nationality	Asian	70	46.7
	Australia	20	13.3
	Europe	32	21.3
	Africa North	6	4
	America South	14	9.3
	America	7	4.7
	Antarctica	1	0.7
	Total	150	100

4.2 Five models of service Quality



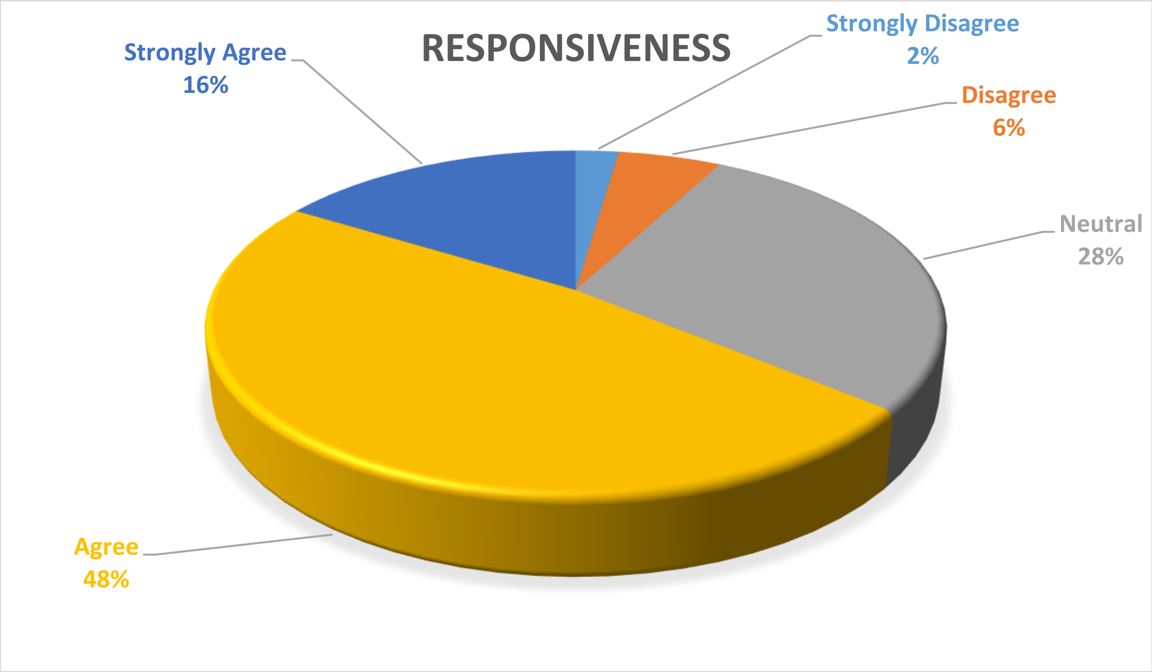
Pie 1. Tangibility

After analytic the models Tangibility is highest total strongly agreed by the respondent which is 2.98% and following by Disagree is 4.62%. This issue, the company of public transportation in Malaysia (Monorail) should monitor or must improve for the particular matters.



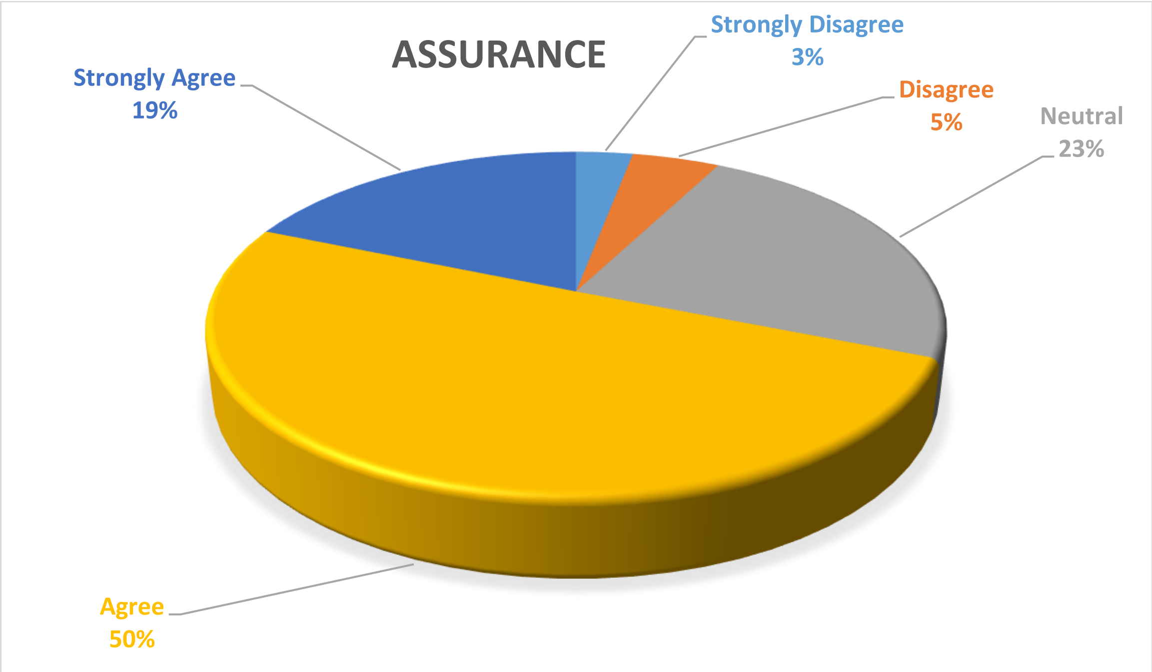
Pie 2. Reliability

In Pie 3 shows that the highest service reliability agrees, which is more than 53%, thus that through this research that the Service Quality models Reliability Monorail in Kuala Lumpur is sufficient to provide good assistance for the community both Malaysia and foreigner



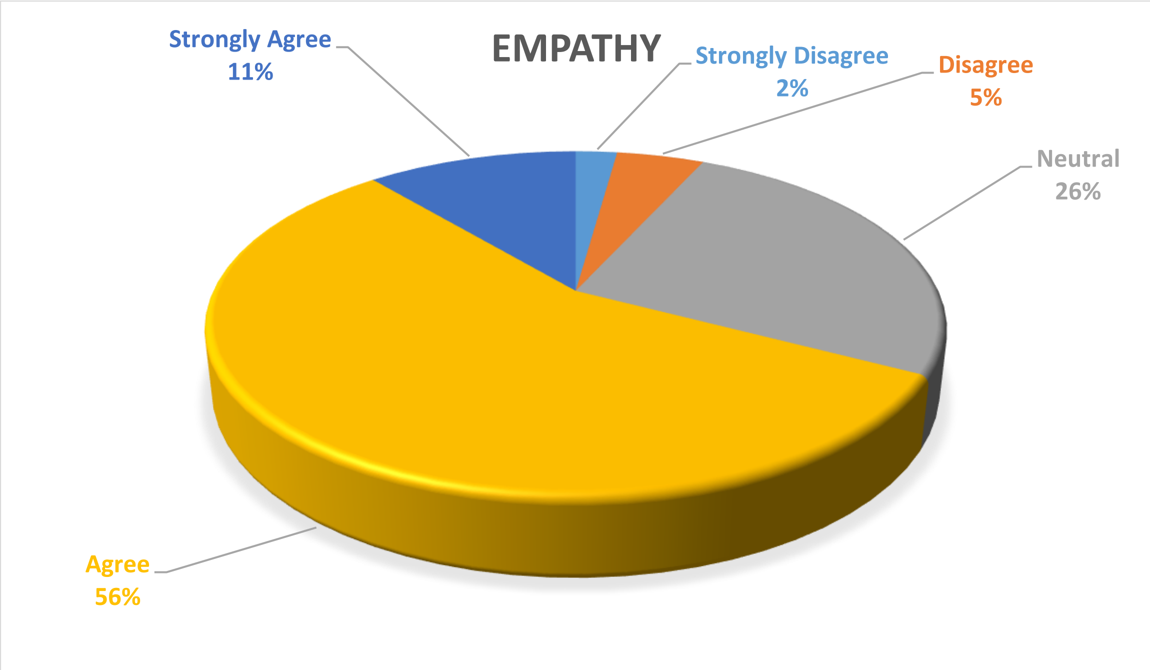
Pie 3. Responsiveness

The above explains that Responsiveness models for service quality are still somewhat vacillating where at the Neutral assessment level is the highest value with total result more than 28%. Showing that the respondent has not felt the service excellence provided by the Malaysian Monorail Company.



Pie 4. Assurance

If looking at the value comparison above, models Assurance is very high compared to the other Models at the level of Strongly Disagree (3%). Based on the data above, there is need improvement in term of service for the community.



Pie 5. Empathy

In Pie 5. This Models Empathy is very good at the level Agree, this is higher value more than 56%. This means that the Empathy section in the service provided by the staff to the visitor is very good and can be maintained. In addition, it is necessary to re-correct the Disagree section because there might be other factors due to the Disagree value is highest, which is more than 4%.

5. Discussion

Table 2. Service Quality

No	Models	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	Tangibility	2.98%	4.62%	23.52%	49.90%	18.98%
2.	Reliability	1.54%	5.44%	21.40%	53.50%	18.12%
3.	Responsiveness	2.27%	5.43%	28.37%	47.73%	16.20%
4.	Assurance	3%	4.62%	23.50%	50.26%	18.66%

5.	Empathy	2.18%	4.60%	21.94%	56.18%	16.10%

Based on result above. Total five total models were agreed and satisfied by respondents, the Service Quality provided in Monorail Kuala Lumpur. A questionnaire was amended into 5 categories on the table 2, the majority of respondents chose the Agree level of almost 50% after that, followed the Neutral level, which is more than 20% and followed by Strongly Agree more than 15%.

1. Tangibility

In service industry officer, it is very important to improve service quality in achieving customer satisfaction Ahmad Pitra, Ahmad Al-Battat (2019). Based on this study, there are still many shortcomings in service quality on models tangibility because it can be calculated from the number of disagree and strongly disagree for a total of 7.6% from 150 sample respondents.

2. Reliability

According to Zeithaml et al. (2006) reliability is “the ability to perform the promised service dependably and accurately” based on result above, there are still many mistakes to the customer because the total number of Disagree, Strongly disagree is 6.98%. According by Zuithaml the monorail in the Kuala Lumpur still need some improvement.

3. Responsiveness

Based on table 2 service quality explained that Responsiveness have a very important role because perspective must all be accepted to improve models of service quality. They're explained that the value of Neutral is very high (> 28%). Thus, a statement from (Zeithaml et al., 2006) that the officer must accept the views or opinions of the customer compared to the perspective of the company.

4. Assurance

According by Andaleeb and Conway (2006) state that Assurance is not very important because of uncertain service. However, through this research answer the statement from Andaleeb and Conway that models Assurance must be reviewed because can be seen at Pie 4. The value of Strongly Disagree is very high comparing other Models. Meaning that one of the main issues of all Models is Assured, which is very much considered in more detail to improve.

5. Empathy

Through this research, there are still many Empathy models to be studied because the total disagree and strongly disagree were 6.78% of the total 150 respondents. If only one percent is still understood, the results may be errors, but if there is more than that, there will be a gap in the service to should be solved.

6. Conclusion

In service quality there are indeed five models that play a role in achieving the mission of a company for the community. From the results of the study there are still gaps measured through these five models that are Tangibility, Reliability, Responsiveness, Assurance, and Empathy.

Of the five stages, using scale assessment instruments strongly disagrees, disagree, neutral, Agree, Strongly Agree. With the data above Disagree the average value is 4.94%, while strongly disagree the average value is 2.39%. From there it can be concluded that there are still many things to improve the service in the Monorail Kuala Lumpur. From here the company human resource must follow up on these issues such as providing training to staff or making motivation to the officer.

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ANALYSING SMALL BUSINESS SOCIAL RESPONSIBILITY USING SELF-REPORTED DATA: AN EXPERIENCE FROM SOUTH AFRICA AND GHANA.

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Abstract

Purpose: The aim of this paper is to be able to use self-reported data to analyse small business social responsibility (BSR) in a way that minimises the self-reporting bias inherent in that type of data.

Methods: A definition of small, medium and micro enterprise (SMME) was made. Then, the paper explored the use of control items and the calculation of mean scores to check for self-reporting bias in BSR data of 446 SMMEs surveyed in South Africa and Ghana. After the check revealed that self-reporting bias was not an issue in the data of both countries, the researcher then proceeded to analyse the extent to which SMMEs of both countries spend on social causes using descriptive statistics.

Findings: The results show that using that deploying control items while measuring expected benefits and realised benefits of BSR is a possible way of checking for self-reporting bias and vouching for the credibility of self-reported data. In addition, the Ghana SMMEs tended to spend a greater proportion of their pre-tax profits on social causes than their South Africa counterparts, but it cannot be concluded that the higher profits that the Ghana SMMEs experienced is attributable to their higher spending on social causes.

Limitation: The limitation is that only descriptive statistics are employed to conduct the check for self-reporting bias. In addition, the assumptions of this study are based on SMMEs in the urban areas of Africa.

Contribution: This study is useful for any discipline that requires the collection of self-reported data from respondents who might feel the pressure to respond untruthfully because of social desirability bias. It is particularly useful to the disciplines of health, psychology, and the management sciences where sensitive data has to be collected from time to time from respondents.

Keywords: Social desirability bias; Self-reporting bias; Self-reported data; Business social responsibility; Small, medium and micro enterprises; Control items.

1. INTRODUCTION

A socially responsible business is expected to go beyond making profit and also consider the interests of its employees, customers, community, and the environment (Albasu & Nyame, 2017). It is expected to cater for these stakeholder interests through volition rather than compulsion. This makes social responsibility a business concept that goes beyond merely meeting legal requirements, to one that hinges on ethics. However, the existence of cognitive biases may not allow the most well-intentioned and ethical of owners and managers of businesses to always make decisions in an ethical manner. Besides, not all individuals are ethical – and unethical individuals do end up in business too. This means that social responsibility in business could be compromised either through the ethical dilemmas that result from the cognitive biases that plague all humans (ethical owners/managers included) as well as from the dodgy behaviour of unethical individuals who get to own and/or manage business (Carroll et al., 2018:204). Despite this, businesses are expected to self-regulate and self-report their social responsibility activities. The concern has always been whether businesses will appropriately report social responsibility (or the lack of it) given the underlying issues of cognitive biases and unethical conduct.

To avoid the problem of self-reporting bias, some researchers (e.g. Agbim et al., 2013; Turyakira et al., 2014) resort to surveying all other stakeholders except the owner and/or the manager to assess the social responsibility of the business. While this approach seems to promote objectivity in the data collected, it may be more feasible to employ it for data collection in large firms than in small and micro firms. This is because a substantial proportion of micro and small businesses (especially in Africa) either employ very few or no employees at all, as a result, that stakeholder group is not easily available (Page & Soderbom, 2012:10). Second, where micro and small businesses are located in urban areas, their customers may not be easily traceable because of the poor record-keeping practices of such firms (Ghasia et al., 2017). Finally, micro and small businesses located in urban areas may not be easily visible to their communities as are their counterparts in the rural areas. Therefore, seeking to by-pass owners and/or managers to collect social responsibility data from customers and community members may prove to be a tall order when it has to do with micro and small businesses in urban areas especially. It is with this understanding that this paper seeks to propose a way of using self-reported data to assess the social responsibility of micro and small firms in urban areas in a way that will get around the self-reporting bias associated with such data.

A review of the literature shows that two approaches to dealing with the problem are emerging, but mainly in the large business arena. The first approach deals with data collected from customers (i.e. external stakeholders) while the second approach tackles firm-level data collected from owners and/or managers (i.e. internal stakeholders). In the first approach, two studies come in handy. First, Inoue et al. (2017) sought to distinguish between attitudinal loyalty and behavioural loyalty because of the doubts they had about prior studies that tended to measure the relationship between corporate social responsibility (CSR) and perceived customer loyalty rather than observed customer loyalty. According to them studies that merely ask customers to indicate their perceptions of a firm's CSR and the extent to which they have become loyal to the firm because of the perceived CSR, are only measuring the attitudinal aspect of the phenomenon instead of the actual behavioural aspect thereby leading to a distorted view of the situation. Therefore, they recommended the collection and analysis of behavioural data (i.e. observation data) to deal with the problem. Second, Kuokkanen (2016) also pointed out that measuring CSR through survey data collected from customers can lead to a fictitious measurement of the phenomenon because of the possibility of social desirability bias. Social desirability arises from issues surrounding the integrity of the views that consumers express in surveys – be it intentionally or unintentionally – such that the credibility of research is threatened. To deal with the problem Kuokkanen (2016) suggested a conscious effort to create a social desirability bias variable that can be employed to control statistical analysis and improve the credibility of the results of such studies.

Two studies are also used to illustrate the second approach (i.e. dealing with self-reporting bias in data collected from owners and/or managers). First, Ballou et al. (2018) through their study of the top 250 companies on the Fortune Global 500 list and 100 largest companies by revenue from 34 countries around the globe found that resorting to certified accountants to assure CSR reporting quality helps greatly in reducing the self-reporting bias associated with self-reported data. This is because accounting firms are better able to identify the inaccuracies in previous reports than non-accounting assurers as well as prevent future reporting inaccuracies. Second, Radhari et al. (2020) after exploring the CSR priorities and performance of the largest 23 retailers, recommended the reliance on reported data rather than interviews or surveys to analyse the social responsibility of businesses. In doing this, they developed a model and used independently sourced data from the sustainability reports and websites of the retailers to operationalise the model. By so doing, they thought to have minimised self-reporting bias in the data employed for the analysis.

Therefore, it can be seen that some attempts are being made to deal with the problem of social desirability bias and self-reporting bias associated with data collected from both external stakeholders (customers) and internal stakeholders (owners/mangers) of business. This paper falls within the second approach where attempts are being made to deal with the self-reporting bias issues associated with data collected from internal stakeholders (i.e. owners and/or managers). However, this paper is different from the prior studies for three reasons: 1) whereas the prior studies seem to be concerned about a way of 'purifying' either the method or type of data collected, this paper is seeking to detect the extent of self-reporting bias in the data using descriptive statistics; 2) the prior studies were conducted in the large business domain while this paper focuses on small, medium and micro enterprises (SMMEs); and 3) this paper examines the phenomenon in the African setting (South Africa and Ghana) which seems under-researched in this regard.

After this introduction, the theoretical framework is discussed. This is followed by the methods, results, and implications of the study for practice and research. A summary and conclusion end the paper.

2. THEORETICAL FRAMEWORK

This paper is underpinned by the stakeholder theory, a theory brought to the limelight by Freeman in 1984. The stakeholder theory provides a useful framework for analysing the social responsibility of firms because it provides an important link between ethics and strategy. The theory affirms that the responsibility of business goes beyond the parochial view of making profits for shareholders to include causes that benefit society and the environment (Albasu & Nyame 2017). There are three sub-divisions of the theory, namely: descriptive, normative, and instrumental. These sub-divisions do overlap and differentiating among them can be confusing. Despite that, descriptive stakeholder theory can be viewed as the aspect that explains the actual behaviour of firms, managers, and stakeholders, while normative stakeholder theory addresses the moral duties that firm managers ought to show towards their stakeholders. Instrumental stakeholder theory is concerned with what the firm stands to gain by managing its relationships with the various stakeholder groups (Frynas & Yamahaki, 2016). This paper uses the instrumental version of the stakeholder theory, which when contextualised, affirms that small, medium and micro enterprises' (SMMEs') undertaking of socially responsible activities is expected to lead to improved financial and non-financial performance.

Within the framework of stakeholder theory, the paper is able to make use of the substantive theory, which is corporate social responsibility – referred to as business social responsibility (BSR) in this paper – and the associated theories of social desirability bias and self-reporting bias. The revealed preference theory is then tapped into to address the concern of social desirability bias in BSR reporting.

Corporate social responsibility is a theory that has evolved over time and has gained ascendancy over the past three to four decades. In its earliest form, Simon (1955) for example described a corporate business as an organisation that seeks to attain a satisfactory level of each of its multiple goals instead of maximising a single objective function (i.e. profit). By so doing he concluded that a corporate business is a satisficing rather than a maximising organisation because it aims to achieve a satisfactory level of each of its multiple goals derived from its different stakeholder groups. Therefore, Simon's (1955) conceptualisation of the satisficing behaviour of the firm took him to the domain of corporate social responsibility even if he did not expressly say so.

While the likes of Simon were at it, others (e.g. Friedman, 1970; Karnani, 2011) felt that the only responsibility of business is to make profits and satisfy the interest of its shareholders. Indeed, Friedman (1970) stated categorically that it will be irresponsible for business to distract itself with non-economic goals and risk losing focus of its main objective of profit-making; by not making profits, businesses may end up causing the society harm because it is only when businesses are viable (i.e. making profit) that they are able to provide employment to members of society and pay taxes to government. Therefore, the only responsibility of business is to make profit. With time, however, it has been shown that the economic goal of business can co-exist with non-economic goals without necessarily sacrificing profits. In fact, a business case has been made for business social responsibility whereby integrating social and environmental concerns into the strategy of the business is deemed to ultimately increase profit (Albuquerque et al., 2019). In addition, the coming into force of the stakeholder theory has given impetus to the notion of corporate social responsibility.

In this framework, this paper defines corporate social responsibility as *actions taken by firms with respect to their customers, employees, communities, and the environment that go beyond what is required by law while optimising profit and aimed at contributing to sustainable economic development*. However, as the paper looks at the concept from a small business perspective, the term "business social responsibility is used in this paper instead of corporate social responsibility (CSR). This is because the word "corporate" connotes large business, which is not the focus of this study. Referring to the concept as "business social responsibility" (BSR) makes it possible to accommodate firms of all sizes.

The discussion of the evolution of the concept of BSR has shown that it can be a contentious subject although it seems to have gained ascendancy in recent history. Secondly, the concept depends largely on the volition of business owners and managers since it is based on actions over and above what the law requires of business. Therefore, much is left to the discretion of business in terms of what BSR actions to undertake and what to report in that regard. With the heightened awareness of society of the need for business to be socially responsible (Wang et al., 2016:534), businesses may end up mis-reporting their social responsibility practices to look good in the eyes of society. This is the problem of social desirability bias.

Social desirability bias arises when respondents under-report socially undesirable activities and over-report socially desirable ones (Latkin et al., 2017). Therefore, the reliability of self-reported data on BSR may be weakened by social responsibility bias – leading to self-reporting bias (Moore & Rutherfurd, 2020) in cases where the respondents are the ones reporting on their own performance. For this reason, self-reporting bias is often imputed to BSR data collected from firm owners and/or managers. To circumvent this problem, some researchers (e.g. Kamyabi et al., 2013; Turyakira et al., 2014) have suggested the collection of data from the external stakeholders rather than the internal stakeholders of the firm. However, this paper is of the view that some types of BSR data must of necessity be collected from internal stakeholders. Besides, external stakeholders of small, medium, and micro enterprises (SMMEs) may not be easily traceable in some jurisdictions. Therefore, this paper seeks to find a way of analysing data collected from internal stakeholders (especially, owners/managers) by finding a way of first testing for, and minimising, self-reporting bias.

The Revealed Preference Theory provides the basis for analysing the data collected from internal stakeholders to minimise self-reporting bias in this paper. The Revealed Preference Theory was propounded by Paul Samuelson in 1948. Since then, there has been variations of it to the extent that it is now viewed as a broad programmatic framework for analysing choice behaviour rather than a specific theory (Hands, 2014). Overall, the theory states that individuals' actions reveal more about their preferences than their words. In other words, *'It is not what you say, it is what you do that reveals what you want'* (Echenique et al., 2013). In the context of this paper, the general principle of the revealed preference theory is used to test for self-reporting bias in data collected from owners and/or managers of SMMEs by comparing mean scores of selected 'expected benefits' items and selected 'realised benefits' items of BSR. If the mean scores of the 'realised benefits' items are lower or equal to the mean scores of the 'expected benefits' items, then self-reporting bias may be deemed to have been minimised in the sense that the structuring of the 'expected benefits' and 'realised benefits' items has unconsciously limited respondents' ability to unduly over-state the benefits that their firms really derived from their social responsibility activities. By so doing, they may be revealing their true position compared to if a more direct method was used.

In this framework, this paper seeks to respond to the research question:

1. *In what way can self-reported data be utilised to objectively analyse the social responsibility of small business?*
2. *To what extent do SMMEs spend annually on social causes?*

3. METHODS

This paper uses a quantitative approach where primary data is collected and subjected to statistical analysis to arrive at conclusions. Specifically, the study took the form of a cross-sectional survey with data collected at a single point in time (Creswell, 2014). Since the data was being collected from SMMEs in two countries, it was important to first gain an understanding of what is meant by a small, medium or micro enterprise (SMME) in either country in order to arrive at a common definition for this paper. A measuring instrument was then designed and its credibility assured before data was collected and analysed. The details of the method are presented as follows.

3.1 Defining Small, Medium, and Micro Enterprises (SMMEs)

There is not a universally accepted definition for small, medium and micro enterprise (SMMEs) despite the many definitions that have been offered (Grimm Paffhausen, 2014). The criteria often used to define SMMEs are headcount, annual turnover, and annual assets; but owing to challenges with data availability and accuracy, headcount (i.e. number of employees) is the commonest criterion used (World Bank, 2019). For this reason, this paper bases the headcount definition of SMMEs. The Government Gazette of the Republic of South Africa (2003) defines an SMME as an enterprise that employs not more than 100 full-time employees. Within this overall definition, sub-categories are defined as: Micro (1 – 5 employees); Very Small (6 – 20 employees; Small (21 – 50 employees; Medium (51 – 100 employees).

Unlike South Africa, Ghana has no legislation to aid the definition of an SMME. Different definitions are employed by different bodies depending on their focus (see e.g. Steel & Webster, 1991; Osei et al. 1993; Kayanula & Quartey, 2000). In recent times, however, the tendency is for researchers to employ the definition offered by the Regional Project on Enterprise Development manufacturing paper (see e.g. Teal, 2002; Yamoah et al., 2014). This definition views micro firms as those employing fewer than five employees, small enterprises as employing 5-29 employees, and medium enterprises as those that employ 30-99 workers. Despite the differences in the definitions of some sub-categories, this definition is the one that comes closest to the South African definition. For this reason, this paper defines an SMME as an enterprise that does not employ more than 100 full-time employees. The country definitions as well as the working definition are summarised in Table 1.

Table 1: Country and Working Definitions of SMMEs by Headcount

Firm Size	South Africa	Ghana	Working Definition
		Full-Time Employees	
Micro	1 - 5	1 - 4	1 - 5
Very Small	6 - 20	N/A	N/A
Small	21 - 50	5 - 29	6 - 50
Medium	51 - 100	30 - 99	51 - 100

3.2 Aspects of the Measuring Instrument

The measuring instrument was a survey instrument that had 11 sections. Four of the sections elicited responses on the firm's BSR practices in relation to the stakeholders (i.e. employee issues; customer issues; community issues; environmental issues) while three sections sought owners and/or managers' responses on the firms' awareness of the BSR concept, their reasons for engaging in BSR, and the obstacles they face in engaging in BSR. There was a section that elicited demographic data of respondents and their businesses. The most important sections for this paper are Sections 8, 9, and 11 which contained items measuring the expected benefits, realised benefits, and the financial matters involved in SMMEs' BSR undertakings. The details of these three sections are as follows.

Section 8, Expected benefits: Using a five-point interval scale, the items in this section asked respondents to indicate the extent to which they agreed that engaging in socially responsible activities will result in: enhanced company image, increased sales, greater worker productivity, low operating costs and penalties, and increased customer loyalty.

Section 9, Realised benefits: This section focused on eliciting information on benefits that are more easily quantifiable and have actually been derived by SMMEs in the most recent three to five years. Again, the five-point interval scale was used for respondents to determine the extent to which their firms experienced improvements in the following metrics: employee attendance, sales, overall financial performance, number of loyal customers.

It is important to note at this point that sales and customer loyalty were measured under both 'expected benefits' and 'realised benefits'. The purpose is to check for the self-reporting bias in the responses of the respondents by using these items as 'control items' of sorts.

Section 11, Financial Matters: This section contained three items that sought information on SMMEs' financial performance over the past three to five years in terms of, a) average annual sales growth; b) average annual profit growth; and c) the percentage of pre-tax profit spent on social causes.

3.3 Assurance of Credibility

The measuring instrument was taken through a process to ensure the credibility of the results that would emanate from it. First, a literature review was conducted to get a comprehensive understanding of the constructs being measured for the purpose of achieving content validity of the instrument (e.g. Kumar, 2014). Second, the measuring instrument was pre-tested in both countries to check if there were issues in wording, format and related matters prior to it being used for the actual data collection. The pre-testing revealed very few issues which were addressed before the actual data collection. For example, it was found that response rates tended to be lower in cases where the questionnaires were left for self-completion than if administered by an enumerator. Therefore, the decision was made to engage trained enumerators to administer the questionnaires. Third, the internal consistency of the instrument was verified using the Cronbach's alpha co-efficients with a co-efficient of around 0.70 or more being viewed as indicating internal consistency (Field, 2012). In fact, Cronbach's alpha co-efficient for South Africa was 0.911 whereas that for Ghana was 0.867. Finally, external consistency was checked by comparing the Cronbach's alpha co-efficients emerging from the measurements of both countries. Since both were above 0.70, that indicated external consistency because the instrument had achieved internal consistency in two different environments.

3.4 Population and Sampling

The population of this study is all SMMEs in the urban areas of the Greater Accra Region of Ghana and the Free State and Northern Cape provinces of South Africa. Since it was difficult to obtain a complete list of all members of the population in each country, cluster sampling was used to select groupings of SMMEs in the two populations (Creswell, 2014; Kumar, 2014) from which individual firms were then selected using simple random sampling. The cluster sampling made it possible to deliberately focus on the urban areas of the two populations. This led to a minimum of 300 SMMEs being targeted in each population. A sample size of 300 is deemed ideal in this type of study to keep the margin of error within reasonable limits (Sweeney, 2009).

3.5 Data Collection and Analysis

Going by the chosen sampling approach, data collection in South Africa focused on the Mangaung Metropolitan Municipality in the Free State and the Sol Plaatjies Municipality in the Northern Cape Province. In Ghana, data was collected in the Accra Metropolis and Ashaiman Municipality in the Greater Accra Region.

Data analysis involved data preparation and the statistical treatment of the data. At the data preparation stage, the data was cleaned of errors and omissions and captured in Microsoft Excel for further checks before being exported into the Statistical Program for Social Sciences (SPSS) for statistical treatment. For this paper, the statistical treatment essentially involved the computation and interpretation of descriptive statistics (i.e. frequency counts and percentages; mean; standard deviation). To answer the first research question, means of the expected and realised situations of selected items were compared to check the extent to which the realised situation differed from the expected situation. The selected items under both ‘expected benefits’ and ‘realised benefits’ are sales and customer loyalty, which play the role of ‘control items’. If the mean of the realised situation is lower or about equal to the expected situation, then self-reporting bias is deemed to have been minimised. The second research question is answered using frequency counts and percentages.

4. RESULTS AND DISCUSSION

This section presents and discusses the results of the study. First, the demographical information of the respondents is presented. This is followed by the result of the check for self-reporting bias in the data and then, the result and discussion of SMME spending on social causes in South Africa and Ghana.

4.1 Demographics

The demographic information of the businesses sampled can be seen in Table 2.

Table 2: Business Characteristics

Type of Business	Ghana		South Africa		Combined	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Commercial farming	5	2.21%	3	1.36%	8	1.79%
Health/Medical	14	6.19%	4	1.82%	18	4.04%
Hospitality: Restaurant/hotels	16	7.08%	18	8.18%	34	7.62%
Mining	0	0%	3	1.36%	3	0.67%
Retail	111	49.12%	55	25.00%	166	37.22%
Transport	6	2.65%	21	9.55%	27	6.05%
Construction	21	9.29%	82	37.27%	103	23.09%
Other	53	23.45%	34	15.45%	87	19.51%
Total	226		220		446	
Age of Business						
5 years or less	93	41.15%	49	22.27%	142	31.84%
6-10 years	86	38.05%	73	33.18%	159	35.65%
11-20 years	40	17.70%	67	30.45%	107	23.99%
21 years or more	7	3.10%	31	14.09%	38	8.52%
Total	226		220		446	
Number of employees besides owner						
1-5 Employees	162	72.00%	149	69.63%	311	70.84%
6-10 Employees	51	22.67%	34	15.89%	85	19.36%
11-20 Employees	10	4.44%	13	6.07%	23	5.24%
21 or more Employees	2	0.89%	18	8.41%	20	4.56%
Total	225		214		439	

The table seems to suggest that the Ghana population has more micro firms (firms employing 1-5 employees) than the South African population. It is significant to note, however, that more than two-thirds of the firms sampled in either country were micro firms (72% in Ghana and 69.63% in Ghana). This aligns with the view in the literature that micro firms tend to dominate in developing economies (Wang, 2016:167; Al Mamun et al., 2018:2). Also, the retail sector appears to be a convenient place for a significant proportion of SMMEs to start from in both countries (49.12% in Ghana, and 25% in South Africa) although the construction sector seems to be the most popular sector in the South Africa sample, harbouring 37.27% of SMMEs. The significant involvement of SMMEs of both countries in the retail sector in both countries aligns with Abor and Quartey's (2010) position that SMMEs tend to engage in retail or manufacturing and that SMME activity in the retail sector varies significantly between countries.

4.2 Checking for Self-Reporting Bias in Self-Reported Data

In discussing the measuring intrument under the 'Methods' section, it was made known that two items (i.e. sales and customer loyalty) were purposefully deployed under both the 'expected benefits' and 'realised benefits' section of the questionnaire to serve as control items in checking for self-reporting bias in the data collected. It was also mentioned that checking for self-reporting bias involves comparing the means of the items as measured under 'realised benefits' with their means as calculated under 'realised benefits'. If the means of the items under 'realised benefits' are found to be less than or about equal to their corresponding means under 'expected benefits', then self-reporting is deemed to be minimised in the self-reported data collected from owners/managers. This is because the theory of social desirability bias suggests that respondents have the tendency of under-reporting socially undesirable activities and over-reporting socially desirable ones (Latkin et al., 2017). Therefore, when the means of the ‘realised benefits’ items are not higher than the means of the corresponding ‘expected benefits’ items, that may be an indication of the curtailment of over-reporting and the minimisation of self-reporting bias. The results of this check are provided in Tables 3 and 4.

In both countries, the mean score of the sales item under ‘realised benefits’ is lower than the mean of sales item under ‘expected benefits’ (i.e. **Ghana:** 4.34 [realised] versus 4.39 [expected]; **South Africa:** 3.23 [realised] versus 3.53 [expected]). Similarly, the mean score of the customer loyalty item under ‘realised benefits’ is lower than the customer loyalty item mean under ‘expected benefits’ in both countries (**Ghana:** 4.53 [realised] versus 4.57 [expected]; **South Africa:** 3.41 [realised] versus 3.70 [expected]). Therefore, the lower mean scores of the control items under ‘realised benefits’ seem to be an admission on the part of owners/managers that their realised benefits of BSR fall short of their expected benefits. If so, then owners/managers have been modest and over-reporting and self-reporting bias may have been minimised in the data collected from owners/managers in both countries.

Table 3: Summary Statistics for Expected Benefits

Factor 7: Expected Benefits	**Ghana**			**South Africa**		
	N	Mean	Std. Dev.	N	Mean	Std. Dev.
q30. Enhanced company image is a benefit that a socially responsible company is more likely to derive.	226	4.55	0.50	220	4.05	0.97
q31. Increased sales is a benefit that a socially responsible company is more likely to derive.	226	4.39	0.56	220	3.53	1.09
q32. Greater worker productivity is a benefit that a socially responsible company is more likely to derive.	226	4.41	0.61	220	3.34	1.01
q33. Low operating costs due to lower legal costs and penalties is a benefit that a socially responsible company is more likely to derive.	226	3.62	1.38	220	3.00	1.07
q34. Increased level of customer loyalty is a benefit that a socially responsible company is more likely to derive.	226	4.57	0.52	220	3.70	1.04

Table 4: Summary Statistics for Realised Benefits

Factor 8: Realised Benefits	**Ghana**			**South Africa**		
	N	Mean	Std. Dev.	N	Mean	Std. Dev.
q35. Employee attendance has improved in my company over the last three years.	226	4.24	0.63	220	3.23	1.01
q36. Sales have been growing in my company over the last three years.	226	4.34	0.49	220	3.23	1.13
q37. Overall financial performance has been improving in my company over the last three years.	226	4.26	0.70	220	3.20	1.14
q38. Number of loyal customers has been increasing in my company over the last three years.	226	4.53	0.54	220	3.41	1.03

4.3 SMME Spending on Social Causes

With the confidence gained that self-reporting bias may not be an issue in the self-reported data employed in this study, it is now possible to trust the integrity of the data and use it to determine the extent to which SMMEs spend on social causes in both countries.

Table 5 shows that the majority of SMMEs in both countries spend 1% to 4% of their pre-tax profits on social causes with the number being higher in South Africa (80%) than in Ghana (55.76%). In reverse, this means that 44.24% of the Ghana SMMEs and 20% of the South Africa SMMEs spend 5% or more of their pre-tax profits on social causes. Therefore, the SMMEs in the Ghana sample appear to have the tendency of spending a greater proportion of pre-tax profits on social causes than their South African counterparts. This appears to be matched by the growth in sales and profits experienced by firms in the two samples over the period. Whereas 93.37% of SMMEs in the Ghana sample claim to have experienced an average annual sales growth of 11% or more, more than 64% of the South Africa SMMEs reported a lower growth rate of less than 10% over the same period. In terms of profits, 91.16% of SMMEs in Ghana experienced an average annual growth of at least 11% in the last three to five years compared with 32.27% in South Africa. In fact, majority of the South Africa SMMEs (67.73%) grew by less than 11%.

Although there appears to be an association between spending on social causes and financial performance of firms as the results in Table 5 seem to suggest, it is noteworthy to point out that it is difficult to entirely attribute sales and profits growth of firms to spending on social causes for two reasons. First, a positive relationship between spending on social causes and firm financial performance many not mean spending on social causes has led to improved financial performance; rather, the profitability of the business and the consequent availability of slack resources may have made it for it to spend on social causes (Flammer, 2013:2). Second, growth in the national economy plays a pivotal role in the financial performance of businesses (CFAI, 2012:586) leading to a situation where the businesses in an economy experience growth in profits whenever that economy is growing. In this light, the Ghana economy has been found to have experienced more growth over the past decade than South Africa's (IMF, 2020:22). Therefore, it is unsurprising that the Ghana SMMEs experienced more sales and profit growth than their South African counterparts. Not being able to entirely attribute firm performance to spending on social causes however does not obscure the fact that SMMEs in both countries are nontheless spending on social causes as the data in Table 5 shows. Similarly, Dzansi and Pretorius (2009) found that the notion of firm spending on social causes is not the preserve of large businesses only, but has also permeated the mindset of SMMEs in the Greater Taung Local Municipality in the North West Province of South Africa. For this reason, they recommended the naming of the phenomenon as 'business social responsibility' (BSR) – instead of 'corporate social responsibility' (CSR) – to accommodate both large and small business. The results of this study appear to add weight to their argument.

Table 5: Financial Performance and Spending on Social Causes

	Ghana		South Africa		Combined	
	Frequency	**Percent**	**Frequency**	**Percent**	**Frequency**	**Percent**
Annual sales growth over the last three to five years						
Decreasing (1-20%)	1	0.44%	16	7.27%	17	3.81%
No change (0%)	1	0.44%	73	33.18%	74	16.59%
Increasing (1-10%)	14	6.19%	52	23.64%	66	14.80%
Increasing (11-20%)	55	24.34%	29	13.18%	84	18.83%
Increasing (21-30%)	75	33.19%	15	6.82%	90	20.18%
Increasing (31-40%)	52	23.01%	17	7.73%	69	15.47%
Increasing (41-50%)	22	9.73%	14	6.36%	36	8.07%
Increasing (Over 50%)	6	2.65%	4	1.82%	10	2.24%
Total	226		220		446	
Annual profit growth over the last three to five years						
Decreasing (1-20%)	1	0.44%	18	8.18%	19	4.26%
No change (0%)	1	0.44%	77	35.00%	78	17.49%
Increasing (1-10%)	18	7.96%	54	24.55%	72	16.14%
Increasing (11-20%)	46	20.35%	26	11.82%	72	16.14%
Increasing (21-30%)	81	35.84%	12	5.45%	93	20.85%
Increasing (31-40%)	50	22.12%	14	6.36%	64	14.35%
Increasing (41-50%)	24	10.62%	7	3.18%	31	6.95%
Increasing (Over 50%)	5	2.21%	12	5.45%	17	3.81%
Total	226		220		446	
Percentage of pre-tax profit spent on social causes						
1 – 2%	63	27.88%	150	68.18%	213	47.76%
3 – 4%	63	27.88%	26	11.82%	89	19.96%
5 – 6%	55	24.34%	20	9.09%	75	16.82%
7% or more	45	19.91%	24	10.91%	69	15.47%
Total	**226**		**220**		**446**	

5. IMPLICATIONS OF THE STUDY FOR PRACTICE AND RESEARCH

As BSR becomes more and more integrated into quality standards in the global marketplace (Ali, Frynas & Mahmood, 2017:273), it becomes necessary for SMMEs to see it as a means to accessing markets locally and internationally. It is therefore significant to note from the results of this study that SMMEs are not seeing BSR as the preserve of large firms, but are getting involved by spending on social causes. The lower growth experienced by the South African economy over the past decade (IMF, 2020:22) makes it particularly important for SMMEs in that country to consider BSR as a tool to enhance their financial performance. This is because being BSR compliant makes it possible for them to access both domestic and international markets. Therefore, even when the domestic market is growing at a lower rate, they may be able to sell their products in faster growing economies abroad as long as they have met the quality standards, which invariably include BSR requirements in most developed markets these days. Similarly, the Ghana SMMEs, although experiencing sales and profit growth perhaps mainly because of a higher growth in that economy, should also consider BSR as a tool for accessing international markets. That way, they will be diversifying their market base and will not be relying excessively on the domestic market and, as a result, suffer the full consequence of the under-performance of the national economy whenever that economy is in decline. In both countries, it may be necessary for the government to approach the SMME associations and networks to understand the obstacles that the SMMEs face in integrating BSR into their operations so that government can provide them the necessary support to overcome these obstacles. This is because SMMEs are known to be major contributors to the national economy through job creation, contribution to GDP, and poverty reduction (Wang, 2016:167; Al Mamun et al., 2018:1). Therefore, government support to them amounts to supporting the growth of the national economy.

On the issue of self-reporting bias in self-reported data, this paper has made an attempt to find a way of dealing with the issue, even if in a simplistic way. The point of it all is that, situations may arise where a researcher has no option but to work with self-reported data when studying the BSR practices of firms. If that happens, a method – even if second best – must be employed to objectively analyse the data. It is from this perspective that this paper deployed control items under 'expected benefits' and 'realised items' in the questionnaire in order to test for self-reporting bias in the data. The method may not have been perfect, but it did provide a yardstick for the researcher to come to the conclusion that self-reporting bias was not an issue in the data and thus proceeded to analyse the SMMEs' spending on social causes. Further research is needed to increase the rigour of this method.

6. SUMMARY AND CONCLUSION

The voluntary and self-regulatory nature of BSR requires that the practice of (and reporting on) the phenomenon is very much left to the discretion of owners and/or managers of businesses, although civil society may subject businesses to a certain level of scrutiny of their BSR compliance. Unfortunately, this watchdog role of civil society may further increase the risk of businesses succumbing to social desirability bias where they mis-report their BSR activities to look good in the eyes of the public. For this reason, relying on self-reported data to analyse the BSR activities of firms is often frowned upon by researchers. To avoid the self-reporting bias inherent in such self-reported data, some researchers rather choose to collect data from the other stakeholders of the firm (e.g. customers and community members). However, for SMMEs situated in urban areas in some jurisdictions it may not always be that easy to sample these other stakeholders because of problems such as weak record-keeping practices on the part of the businesses and poor physical address systems on the governmental front that make it difficult to trace such stakeholders. Besides, even if a researcher finds it easy to contact and sample the external stakeholders, there may still be the need to collect some aspects of the data from owners and/or managers. This makes it necessary for a way to be found to circumvent the possible self-reporting bias inherent in such self-reported data in order to objectively analyse the BSR practices of firms. It was from this background that this paper set out to: 1) find ways of using self-reported data to objectively analyse the BSR of SMMEs in South Africa and Ghana; and, 2) determine the extent to which SMMEs in the two countries' samples spend on social causes.

The results of the study (see Tables 3 and 4) show that measuring the 'expected benefits' and 'realised benefits' aspects of BSR affords the researcher the opportunity to deploy control items into the measuring instrument to check for self-reporting bias. This is because a likely source of social desirability bias is when owners and/or managers have to state the benefits their businesses have derived from BSR. The expectation is that owners/managers will seek social acceptance by over-stating their businesses' realised benefits from BSR compared to the expected benefits. Therefore, if the mean scores of the control items under 'realised benefits' are less or equal to the mean scores of their counterparts under 'expected benefits', then self-reporting bias may have been minimised because owners/managers have been 'modest' in stating their realised benefits of BSR. In the particular case of this study, the control items deployed under both 'expected benefits' and 'realised benefits' were sales and customer loyalty. The results from both countries showed lower mean scores for the sales and customer loyalty items measured under 'realised benefits' compared to under 'expected benefits'. As a result, it was concluded that self-reporting bias was not an issue and that the self-reported data could be relied on to analyse SMMEs' spending on social causes.

Table 5 shows the results of the analysis of SMMEs' spending on social causes in both countries. The majority of SMMEs in both countries spent some proportion (1% to 4%) of their pre-tax profits on social causes. More of the Ghana SMMEs (44.24%) compared to their South African counterparts (20%) reported spending 5% or more of their pre-tax profits on social causes over the same period. In the same vein, the Ghana SMMEs tended to report more annual sales and profits over the period than their South African counterparts. While the results indicated an association between spending on social causes and sales and profits results of SMMEs in both countries, it was however difficult to entirely attribute financial performance to spending on social causes because of: 1) the two-way relationship between BSR and financial performance (i.e. BSR affects financial performance and financial performance affects BSR); and 2) the overall performance of a national economy influences financial performance of businesses (the Ghana economy has reported more growth over the past decade than South Africa's, so it may be a matter of course its SMMEs reported more sales and profits than South Africa's).

With the foregoing, it can be concluded that it is possible to objectively analyse SMME BSR using self-reported data if the appropriate mechanisms are put into place.

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THE SOUTH AFRICAN SUPPLY CHAIN MANAGEMENT POLICY: PERCEPTIONS OF ITS INFLUENCE ON POLICE SERVICE DELIVERY IN THE NORTHERN CAPE PROVINCE

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Abstract

Purpose: The aim of this paper is to contribute to the understanding of how supply chain management policies enhance the service delivery capabilities of government departments. The main objective is to assess the perceptions of personnel of the South African Police Service in the Northern Cape (SAPS NC) of the impact of the SCM policy on the ability of SAPS to deliver service to the public.

Methods: The study was conducted within the framework of public policy theory. The dimensions of the South African SCM policy as well as the concept of service delivery were defined and factored into the measurement instrument for data collection. Data collection took the form of a cross-sectional survey in which 174 staff members of SAPS NC were respondents. Statistical analysis of the data was then conducted to yield results.

Findings: The statistical analysis of the data revealed that the SCM policy has to some extent enhanced internal and external service delivery, but there is room for improvement with respect to external service delivery.

Limitation: The main limitation is only descriptive analysis is used to make findings. In addition, the study is confined to the Northern Cape Province of South Africa. Therefore, findings of this study cannot be generalised to the whole of South Africa.

Contribution: The main contribution of this paper is the attempt to explicitly link a public policy (i.e. the South African SCM policy) to service delivery at both the internal stakeholder and external stakeholder levels. The study is useful in deepening understanding of supply chain management in the public service and how it can be sharpened to enhance internal and external service delivery in the African context especially.

Key Words: Internal Service Delivery; External Service Delivery; Internal Stakeholders; External Stakeholders; Public Policy.

1. INTRODUCTION

Public policy is the principled guide to action taken by administrative executive branches of the state with regard to a class of issues, in a manner consistent with law and institutional customs (Smith & Larimer, 2018:3). It is also viewed as a system of courses of action, regulatory measures, laws, and funding priorities concerning a given topic promulgated by a government entity or its representatives (Goodman et al., 2007:111; Philips & Green, 2015). Constitutions, legislative acts, and judicial decisions are the sources of public policy. The relevance of public policy lies in its ability to solve problems efficiently; serve and support governmental institutions and policies; and encourage active citizenship (Hill & Varone, 2017:16). The ability of public policy to solve societal problems is often referred to as service delivery (Mcloughlin, 2015:343). The term "service delivery", when used in the public sector, refers to the goods and services that institutions at the different tiers of government are by law required to provide to the populace (Schmied et al. 2010; Reddick & Turner, 2012). Therefore, in solving societal problems, public policy invariably leads to the delivery of goods and services to the public. Goods and services can only be delivered to end users in the context of supply chains. Any government that seeks to achieve efficient service delivery to its citizenry ought to be concerned about the mechanisms put in place to manage the supply chains through which goods and services are delivered to its people. It is in this light that the government of South Africa has instituted the Supply Chain Management Policy to enhance service delivery in the public sector.

The concept of Supply Chain Management was introduced within the public sector as part of the series of budgetary and financial reforms that were initiated by Government of South Africa in 2003 in its attempt to modernise the management of the public sector (Bizana et al., 2015:668). The majority of public sector institutions have commenced with a phased supply chain management implementation policy focused on addressing the inefficiencies in procurement, contract management, inventory/asset control and obsolescence planning in the public sector. It is however, not clear to what extent this policy has improved service delivery.

A number of researchers have studied and reported on supply chain management but from different contexts and sometimes different perspectives. For instance, Naude (2009) studied supply chain management problems experienced by South African automotive components manufacturing companies. However, this study concentrated too much on cost and pricing issues to the detriment of supply chain management policy matters. Lewis (2005) on the other hand conducted a study on financial and supply chain management outcomes in Western Cape public hospitals. The emphasis of that research was on how supply chain management outcomes improved empowerment and equity in disadvantaged communities within the context of the Black Economic Empowerment (BEE) policy. Klemencic (2006) concentrated on the supply chain performance areas of the Danfoss District where the research sought to understand the strategies being used to achieve competitive advantage and simultaneously improve customer satisfaction. Casadesus and de Castro (2005) researched how quality can improve supply chain management. This research did not put much emphasis on supply chain management policies and whether they contributed to quality in supply chain management. However, the research of Ambe and Badenhorst-Weiss (2012) did put some emphasis on the

South African Supply Chain Management (SCM) policy. But their study focused on the challenges in implementing the policy in the public sector without necessarily looking at the policy's impact on service delivery. Seemingly, the only study that has come closest to addressing the subject of this research is the one by Bizana et al. (2015). That study looked at supply chain management as a contributory factor to local government service delivery in South Africa. Even so, the context was local government rather than the South African Police Service (SAPS).
It can be seen that the context and/or issues focused on differed in each of the studies above. Whilst previous studies have been conducted on the issue of supply chain management, they do not appear to focus on the extent to which supply chain policies impact on service delivery let alone in the SAPS. The only study that seems to have focused on this subject (i.e. Bizana et al., 2015) situated the study in local government instead of in the police service. Besides, that study depended heavily on qualitative data rather than quantitative data. Thus making it an inductive study. Bearing in mind that no two organisations offer the same setting (context), it is reasonable to suggest that implementing the same supply chain management policy in different organisational settings may come up with varying challenges leading to different end results such as service delivery consequences. It is thus necessary to investigate how the implementation of supply management policy has impacted on police service delivery in the Northern Cape Province.

There does not seem to be any research report suggesting that the existing supply management policy has improved or constrained service delivery in SAPS. However, the common perception is that always there is excuse from the police of inadequate resources when they have to attend to a particular situation affecting the community. For instance, the *Diamond Field Advertisement Newspaper* reported on Page 4 of its 6th November 2011 issue of how residents of Windsorton felt disappointed about the police's failure to attend to their needs whilst two newly acquired vehicles remained unused for over two months. It is important to determine how useful or otherwise the current procurement policy has been to internal and external service delivery in SAPS. For this reason, this study investigates the perceived influence of the Supply Chain Management (SCM) policy on police service delivery in the Northern Cape Province (SAPS NC).

The aim of this paper is to contribute to the understanding of how supply chain management policies enhance the service delivery capabilities of government departments. The main objective is to assess SAPS NC officials' perceptions of the impact of the SCM policy on the ability of SAPS to deliver service to the public. After this introduction, the theoretical framework is discussed. This is followed by the methods and the results sections after which the implications for policy and research are discussed. The paper then ends with a conclusion.

2. THEORETICAL FRAMEWORK

This study considers public policy in general and supply chain management policy in particular as an instrument of development. This is because public policy is essentially a course of action adopted or created by government in response to public problems (Hill & Varone, 2017:16).

As governmental solutions to societal problems invariably means development (Mcloughlin, 2015:343), public policy which is the mechanism government uses to identify and formulate solutions to the problems can, in that regard, be viewed as an instrument of development. Therefore, the theories underpinning this work are public policy theory, supply chain theory and service delivery theory. Service delivery is used as a proxy for development in this study because it entails the goods and services that government institutions deliver to the populace to solve the public problems.

Supply chain implies some interconnectedness of activities (system of activities) in the supply process. General systems theory is based on the Aristotelian dictum that “The whole is more than the sum of parts” (Bertalanffy 1972:407). Therefore, supply chain management theory is based on general systems view of how the links in the chain can work together effectively to ensure customer satisfaction when delivery is made to the consumer (Mbanje & Lunga 2015:1) beyond what an unco-ordinated approach would have achieved. Thus, general systems theory becomes relevant in the chain of activities in the supply process because it serves as an overarching theory that explains the synergy derived from individual parts working as an organic whole rather than as disparate parts.

Supply chain management is the identification, acquisition, access, positioning and management of resources and related capabilities an organisation needs or potentially needs in the attainment of its strategic objectives (Flynn 2006; Kruger et al., 2015:41). It integrates all activities and processes across functional and organisational boundaries in order to optimise customer value, and sharing of benefits by all participants in the chain (Irvine, 2015:143). Therefore, it can be concluded that supply chain management is directly linked to service delivery, and has an influence on service delivery by public institutions.

Service delivery can be viewed from either a private sector perspective or a public sector perspective. From a private sector perspective, service delivery is the actual delivery of a service and/or a product to a customer (Vargo & Lusch, 2004; Chen, Tsou & Huang, 2009:39; Lusch, 2011) whereas public sector service delivery is the provision of public activities, benefits, or satisfactions to the citizens (Overbeek et al. 2009; Batley & Mcloughlin, 2010; Schmied et al. 2010; Reddick & Turner, 2012). Thus public service delivery also invariably involves the provision of services or products by the government, to the citizens as mandated by acts of parliament (Fox & Meyer, 1995:118; Mcloughlin, 2015:343). Therefore, service delivery can either be tangible (products) or intangible (services). However, Mfomme and Barnes (2004) affirm that service delivery can also be internal or external depending on whether the beneficiaries are internal or external stakeholders. Internal service delivery occurs when goods and services are delivered to internal stakeholders whereas external service delivery is when goods and services are delivered to external stakeholders. In their view, internal service delivery is a prerequisite for the achievement of external service delivery.

Service delivery has three elements, namely: target market, service concept, and service delivery systems design (Ponsignon et al. 2011:325). “Target market” refers to who the right customer is, while "service concept" can be described as the mix of tangible and intangible aspects of what is being delivered to the customer. Finally, the "service system" is concerned with how the service concept is provided to the customers. It encompasses the structure (for example, facilities, equipment) and infrastructure (for example, skills, policies) to deliver the service concept. According to Ponsignon et al. (2011:324), the interactions of these three elements must lead to the successful deployment of business strategy so that value is created for both the customer and the organisation. This value can be determined in terms of customer satisfaction, retention, and overall profitability. Value is, therefore, co-created by the customer and the firm (Lusch 2011:15).

Service delivery to external stakeholders will not be optimal if internal stakeholders of the Police Service are not well resourced. As the internal stakeholders of the South African Police Service (SAPS) are invariably its employees, it must ensure that adequate services are delivered to them in a way that makes it possible for them to deliver on their mandate to the general public (Mfomme & Barnes, 2004). The employees need to understand the service concept, the service system, and the target market in order for them to effectively deliver services to the general public. Therefore, internal service delivery hinges on making employees understand the service concept, the service system, and the target market which can largely be achieved through training and information sharing. It also involves providing adequate resources for the employees to carry out their mandate. The service concept is the mandate (i.e. prevent, combat and investigate crime) that the Constitution and the White Paper on policing expect of the police service, the service system are the policies and infrastructure that aid in the execution of the mandate, and the target market is the general public. If employees gain a thorough understanding of these elements of service delivery, they are able to serve their external stakeholders better. The aim of internal service delivery is to make them gain this understanding as well as provide employees the resources to carry out their duties.

The primary objective of the SCM policy is to create an environment that enables government departments to manage the supply of goods, services, and works in a manner that is fair, equitable, transparent, competitive, and cost-effective, by: 1) adherence to relevant legislative and regulatory requirements within the framework of broader contemporary government priorities, and b) implementing enhanced supply chain management functions to improve the role of supply chain management in improving service delivery (Department of Public Works, 2008:6). To achieve this objective, the policy categorises supply chain management into a number of components, key of which include: demand management, acquisition management, logistics management, and performance management (National Treasury, 2015:28). Demand management involves understanding what the needs of the end-user are whereas acquisition management entails accessing the inputs to address the needs of the end-user. Logistics management addresses the physical flow of goods and services in the entire supply chain while performance management deals essentially with controlling the processes of the supply chain to achieve its objectives.

In this framework, the following research questions are posed:

1. What is the extent of internal service delivery as perceived by SAPS NC personnel?
2. What is the extent of external service delivery as perceived by personnel of SAPS NC?

Internal service delivery is determined by measuring the level of understanding of the key elements of the SCM policy as well as the extent of logistical management. This is because: 1) employees first need to understand the policies of an organisation in order to carry them out effectively, therefore the first step to achieving that is to expose them to the policies so that they can internalise them; 2) the various units of SAPS require logistics in order to deliver on their mandate to the general public, therefore the extent to which logistical management is undertaken also indicates internal service delivery.

External service delivery is objectively assessed by comparing the mean scores of items under 'Service Concept' with those under 'Value' to check if there is self-reporting bias. The items under these two components of service delivery are the same except that those under 'Service Concept' measure the expected situation whereas those under 'Value' measure the realised situation. Therefore, a significantly lower mean score for 'Value' items compared to that for 'Service Concept' items will indicate that realised external service delivery falls short of expected external service delivery. If so, then self-reporting bias has been minimised in the sense that the structuring of the 'Service Concept' and 'Value' variables has unconsciously limited respondents' ability to unduly over-state their organisation's level of external service delivery to the public. This approach to minimising self-reporting is based on the revealed preference theory which is a way to infer the preferences of individuals given the observed choices. The revealed preference theory, which is a theory from micro-economics, essentially states that individuals' actions reveal more about their preferences than their words (Samuelson, 1948; Echenique et al., 2013). In other words, *'It is not what you say, it is what you do that reveals what you want'*. Therefore, when respondents unconsciously indicate that the level of external service delivery achieved does not measure up to the level of external service delivery expected, they may be revealing their true position compared to if a more direct method is used. It is for this reason that this paper uses this theory to attempt to minimise self-reporting bias in respect of external service delivery.

3. METHODS

3.1 Population and Sample

The staff strength of SAPS NC is 7 307, which was also the population size of this study. With a highly formalised organisational structure, identifying individuals in the population was fairly easy as the nominal roll (staff list) came in handy as a very reliable sampling frame. Multi-stage sampling technique was used to ensure that, 1) that the majority of respondents of the survey have been in the organisation for a long enough period to understand the phenomenon that is being measured, and 2) the various categories of the staff are sufficiently represented in the sample (see Table 1 below). As a result, a total of 176 questionnaires were distributed to the relevant categories of personnel of SAPS NC. Of this number, 174 questionnaires were returned with all being found useful for analysis.

Although, selecting 176 persons out of a total population of 7 307 might seem inadequate (i.e. only 2.4 percent of the population), the homogeneity of the population made it possible to extract useful information from the barest minimum of the entire population. According to Bryman et al. (2017:177), high sample sizes only become necessary when there is the need to measure the variations associated with the different segments of a very large and heterogeneous population (e.g. national population); but where the population is homogeneous (as in the case of an organisation), a minimum sample size is enough to reveal the patterns in the phenomenon that the researcher is investigating.

3.2 Instrumentation and Assurance of Credibility

The questionnaire for the survey had seven sections to collect data on demographics, service system, service concept, value, supply chain components, the supply chain management (SCM) policy, and the challenges experienced in implementing the policy. The section on the supply chain components was sub-divided into demand management, acquisition management, logistics management, and performance management. Each section is described in more detail below.

Section 1, Demographic Data: This section contained four items that asked respondents to provide their personal details in relation to the SAPS.

Section 2, Service System: This section contained seven items, Questions 1 to 7 (Q1 to Q7), and respondents were asked to indicate the extent to which the service delivery of SAPS NC meets the needs of clients. The question was on a five-point Likert-type scale ranging from "Not at all" (1) to "To a great extent" (5).

Section 3, Service Concept: The six items in this section (Q8a to Q8f) sought to measure the extent to which the responsibilities of the SAPS as defined by statutes are considered relevant by respondents. Again, respondents were asked to answer on a five-point Likert-type scale ranging from "Not at all" (1) to "To a great extent" (5).

Section 4, Value: The six items in this section (Q9a to Q9f) were a follow-up to those in section 3. The items sought responses concerning the extent to which respondents were satisfied with the way SAPS carried out the responsibilities described in section 3. The questions were posed on a five-point Likert-type scale ranging from "Not at all" (1) to "To a great extent" (5).

Section 5, Supply Chain Management Elements: There were 27 items in this section. The first four (Q10a-Q10d) asked respondents to indicate the extent to which they understood the elements or components of supply chain management. The remaining 23 items (Q11a-Q24g) then sought to know the extent to which the various components of the supply chain management policy (i.e. demand management, acquisition management, logistical management, and performance management) have been implemented in SAPS NC. The questions were posed on the five-point scale ranging from "Not at all" (1) to "To a great deal" (5).

Section 6, Supply Chain Management Policy: Using three items, this section asked respondents to indicate the extent to which they found the supply chain management (SCM) policy relevant to current circumstances in the procurement of goods and services in SAPS NC. Again, the same five-point scale was employed.

Section 7, Challenges: This was the last section in the questionnaire and the only item here was left open to give respondents the flexibility to come up with as many challenges as possible. The only question posed in this section was, "What have been the challenges in implementing the supply chain management policy in SAPS NC?"

To assure the credibility of the measuring instrument, rigorous literature reviews were conducted on the broad variables (i.e. SCM and Service delivery) to identify items that help measure them. In addition, the instrument was pre-tested in the SAPS of the Free State and North West Provinces which share boarders with the Northern Cape Province and have similar socio-cultural characteristics as it. These measures ensured the validity of the measuring instrument. The instrument's reliability was assured by computing Cronbach's alpha coefficients for the seven sections of the questionnaire. Six of the sections had Cronbach's alpha coefficients ranging from 0.849 to 0.977. The only section that fell out of this range had a Cronbach's alpha of 0.667. A Cronbach's alpha coefficient that is above 0.60 indicates a reliable variable – although these guidelines do differ from researcher to researcher (Field, 2012:675; De Smedt al., 2013:2295).

4. RESULTS AND DISCUSSION

4.1 Demographics

Table 1 shows the descriptive statistics of the demographic data collected in the study. The statistics are in the form of frequency counts and frequency percentages on the four variables measured under the demographic data section of the survey instrument (i.e. tenure, section, gender, and age).

Table 1 shows that 155 out of the 174 respondents have been in the organisation for six or more years with only 19 having a tenure of less than six years. This is derived from the frequency counts under "Tenure". This translates into a frequency percentage of 89.08% of respondents having a tenure of six or more years with the remaining 10.92% having a tenure of less than six years. This means that the overwhelming majority of respondents of the survey have been in the organisation for a long enough period to understand the phenomenon that is being measured (i.e. the impact of the supply chain management policy on service delivery) given that the implementation of the Supply Chain Management (SCM) policy began in 2003 (National Treasury, 2004:2; Bizana et al., 2015:668).

Table 1: Frequency Table on Demographics

Variables	Categories	Frequency	Percent
Tenure	1 - 5 years	19	10.9%
	6 - 10 years	45	25.9%
	11 - 20 years	58	33.3%
	21 - 30 years	38	21.8%
	Over 30 years	14	8.0%
Section	Operational service	54	31.0%
	Support services	120	69.0%
Gender	Male	87	50.0%

	Female	87	50.0%
Age	19 - 25 years	3	1.7%
	26 - 30 years	12	6.9%
	31 - 40 years	75	43.1%
	41 - 50 years	63	36.2%
	Over 50 years	21	12.1%

4.2 Internal Service Delivery as Perceived by SAPS NC Officials

As explained in the section on the theoretical framework, internal service delivery is determined by measuring SAPS NC officials' understanding of the key elements of the SCM policy as well as their perception of logistical management in the organisation. Therefore, the following two sub-sections report the results along these two lines.

4.2.1 SAPS NC Officials' Understanding Levels of Key SCM Policy Elements

The results in Table 2 show that SAPS NC personnel have a good understanding of the key elements of the supply chain management policy. This is shown by the mean score of above 3 for all of the variables shown in the table. On an interval scale of 1 to 5 such as the one used in this study, a score of 3 translates approximately into a percentage of 60% (i.e. 3/5 x 100 = 60%). Therefore, unsurprisingly, the mean score percentages shown in Table 2 are all above 60% because all the mean scores are above 3 – although the Statistical Package for Social Sciences (SPSS) software used to analyse the data computes a weighted mean rather than an arithmetic mean. A weighted mean may deviate from an arithmetic mean sometimes if there is more weight on the upper side or lower side of the measurement (CFAI, 2012a:367).

The results in Table 2 are significant because a good understanding of a policy is the first step to its correct implementation (National Treasury, 2004:22; Ambe & Badenhorst-Weiss, 2012:1103). As the SCM policy is expected to improve service delivery (Bizana et al., 2015), a good understanding of its key elements is a first step to achieving that. In addition to that, the results show an aspect of internal service delivery. According to Mfomme and Barnes (2004), organisations need to provide training and information to their employees in order for them to understand the service concept, the service system, and the target market in order for them to effectively deliver services to the general public. Therefore, training and information-sharing can be deemed as forms of internal service delivery as long as they aim to improve employees' understanding of policies.

Table 2: Descriptive Statistics on SAPS NC Officials' Understanding of SCM

Supply chain policy components	**Mean**	**Mean %**	**Standard Deviation**
Demand Management	3.272	65.4%	1.286
Acquisition Management	3.356	67.1%	1.303
Logistics Management	3.489	69.8%	1.243
Performance Management	3.385	67.7%	1.229
Composite	***3.3775***	***67.5%***	***1.2652***

4.2.2 SAPS NC Personnel's Perception of Logistical Management

According to Mofomme and Barnes (2004) service delivery can be to either internal stakeholders or external stakeholders. They add that internal service delivery is a prerequisite to external service delivery. Therefore, before assessing SAPS NC personnel's perception of external service delivery in the next section, a snap view is first taken of how logistics are acquired and deployed to enable personnel to undertake their duties.

As in the previous table, the mean scores in Table 3 are above 3 except for the item on the efficient use of store and warehouse space which registers a score just below 3 (i.e. 2.971). However, this is made up for by the considerably higher mean scores registered on the other items. This means that SAPS NC officials are largely of the view that logistics management under the SCM policy is being done reasonably well – suggesting that internal service delivery is taking place.

Table 3: Summary Statistics of Logistics Management

Logistic management	**Mean**	**Std. Deviation**
To what degree are orders placed in a timely manner for goods and services?	3.213	0.953
To what extent are orders placed in the right quantity?	3.299	0.969
To what extent are orders placed to the correct specifications?	3.282	0.935
Are goods received in a timely manner?	3.052	1.010
Are goods distributed in a timely manner?	3.121	1.060
Are inventory levels set correctly to avoid shortages?	3.138	1.055
Are stores and warehouse space employed efficiently?	2.971	1.072
Composite	***3.15229***	***1.00771***

This finding contradicts Mfomme and Barnes' (2004) conclusion when they conducted a similar study into the quality of service delivered by the SAPS in the North Rand, Gauteng. In their study, they used the *Batho Pele* principles to assess the quality of service delivered to internal stakeholders (i.e. employees) and external stakeholders (i.e. customers or clients) alike. Given that the *Batho Pele* principles inform service delivery in all government ministries, departments, and agencies (Department of Public Service and Administration 1997; Mbacke, 2014) and by implication the Supply Chain Management (SCM) policy, they naturally inform the way the supply chain management unit of SAPS NC delivers service to its stakeholders also. Therefore, the internal service delivery achieved in SAPS NC has to do with quality also. This gives a basis for comparing this study's finding on internal service delivery with Mfomme and Barnes's (2004) finding, which shows that there is internal service delivery in SAPS NC whereas the same could not be said of SAPS in the North Rand, perhaps because the SCM policy had just been implemented for only one year at the time.

4.3 SAPS NC Personnel's Perception of External Service Delivery

The White Paper on Policing re-iterates the provision in section 205(3) of the Constitution of the Republic of South Africa that states that, "The objects of the police service are to prevent, combat and investigate crime, to maintain public order, to protect and secure the inhabitants of the Republic and their property, and to uphold and enforce the law" (Civilian Secretariat for Police, 2016:10). These objects are invariably the services that the police service is expected to deliver to the South African populace. Therefore, the Police Service's service delivery to its external stakeholders is based on these services.

A close look at Tables 4 and 5 shows a remarkable similarity between their items. This is because service concept defines the combination of tangible and intangible products that ought to be delivered to the customer (Schmied et al., 2010; El Arifeen et al., 2012) whereas value is the realisation of the service concept. Thus, when the service concept is put into action, it transforms into realised benefit or value to the customer.

Table 4: Summary Statistics of Service Concept

Service Concept	**Mean**	**Std. Deviation**
Prevent crime?	3.885	1.064
Combat crime?	3.937	1.032
Investigate crime?	3.931	1.089
Maintain Public order?	3.914	1.069
Protect and secure inhabitants of the Province and their property?	3.954	1.008
Uphold and enforce the law?	3.983	1.000
Composite	***3.934***	***1.04367***

Table 5: Summary Statistics of Value

Value	**Mean**	**Std. Deviation**
Crime prevention	3.155	0.902
Combating crime	3.167	0.867
Investigation of crime	3.086	0.918
Maintaining Public order	3.213	0.922
Protecting and securing inhabitants and their property	3.195	0.871
Upholding and enforcing the law	3.213	0.857
Composite	***3.1715***	***0.8895***

The 'Value' section of the survey instrument gave SAPS NC personnel an opportunity to do an introspection on the extent to which they think they have delivered on their core mandate to the general public. Therefore, it is significant to note that whereas the respondents scored the items highly (i.e. composite mean score of 3.9340) under 'Service Concept' (Table 4), they were less enthusiastic to score them that highly under 'Value' (i.e. composite mean score of 3.1715 on Table 5). The composite mean score of the 'Service Concept' items is 19.38% above that of the 'Value' items. This means that respondents were more convinced about the extent to which the items measure service concept than the extent to which SAPS NC has delivered on those items to the general public – even though a mean score of 3 and above generally indicates a good rating. In addition to this, dispersion of the individual responses (standard deviation) from the mean responses is lower in the 'Value' items (composite std. = 0.88950) than in the 'Service Concept' items (composite std. = 1.04367). This means that there is more convergence in respondents' answers to the 'Value' items than to the 'Service Concept' items. This shows the reasonable amount of consensus with which respondents have indirectly revealed their view on the seeming inadequacy of service delivery to the general public.

The implication of all these is that SAPS NC's internal stakeholders (personnel) seem to think that there is room for improvement in service delivery to external stakeholders in the Northern Cape Province even though there is a reasonable amount of external service delivery. This finding aligns with a similar one by Maboa (2018), who evaluated service delivery in the Germiston Police Station and found the need to improve customer service in that police station as paramount.

5. IMPLICATIONS OF THE STUDY FOR POLICY AND RESEARCH

The results of the study have shown that the implementation of the SCM policy in SAPS NC has led to internal service delivery. Internal service delivery was measured by 1) SAPS NC officials' understanding of the key elements of the SCM policy; and 2) the perceived effectiveness of logistical management engendered by the SCM policy. This is because the effective implementation of any policy requires that the people involved are first made to understand the content of the policy and what it takes to implement it. In addition, logistical management also indicates internal service delivery because it measures how the supply chain unit of SAPS NC acquires and allocates goods and services (logistics) for the other units to perform their policing duties to the general public. In this regard, this study's results have shown that SAPS officials have a reasonable understanding of the key elements of the SCM policy and that logistical management is being conducted reasonably well. Therefore, the internal service delivery aspect of the SCM policy is being fulfilled to a reasonable extent. This aligns with the findings of some researchers (e.g. Evans, 2018; Prakash & Srivastava, 2019; Yu et al., 2019) that any organisation seeking to achieve external service delivery, must first achieve effective internal exchanges between the organisation, employee groups, and employees. Doing so will lead to increased organisational performance.

The study results also showed that the SCM policy has led to some amount of external service delivery by SAPS NC, but perhaps not to the extent expected by personnel of SAPS NC. This is because the results in Table 4 and Table 5 showed that personnel ranked expected external service delivery (classified as 'Service Concept') higher than realised external service delivery (classified as 'Value'). Using the logic of the revealed preference theory, this means that the staff are unconsciously admitting that external service delivery in SAPS NC is not up to its expected level despite the implementation of the SCM policy. The revealed preference theory advocates that people's actions, rather than their words, should be used to judge their behaviour because individuals' actions reveal more about their preferences than their words (Samuelson, 1948; Echenique et al., 2013). Therefore, when respondents unconsciously indicate that the level of external service delivery achieved does not measure up to the level of external service delivery expected, they may be revealing their true position compared to if a more direct method is used. For this reason, this paper used this theory with the intention of minimising self-reporting bias in respect of personnel's perception of the extent of external service delivery by SAPS NC. This enhances the credibility of this finding; more so when other works (e.g. Maboa, 2018; Machethe & Obioha, 2018; Mason et al., 2019) have established that there is room for improvement in external service delivery by the South African Police Service (SAPS) as a whole.

6. CONCLUSIONS

This study set out to investigate the extent to which the supply chain management policy has affected service delivery within SAPS NC. Service delivery was defined as having two aspects: internal service delivery and external service delivery. Internal service delivery is the tangible and intangible support that the organisation provides to its employees in order to be able to serve the public or customers, whereas external service delivery is the goods and services delivered to the public or customers. In this study, internal service delivery was measured through employees' understanding of the key elements of the SCM policy (a reasonable amount of understanding shows that training and information were provided to enhance employee understanding); and 2) assessing the level of logistical management in the organisation (good logistical management will ensure that resources are deployed promptly for staff to undertake their duties). After analysing the data, the results showed that:

1. The SCM policy has led to a reasonable amount of internal service delivery from the point of view of SAPS NC staff; and
2. In terms of external service delivery, SAPS NC personnel are of the view that the SCM policy has led to some amount of external service delivery, but this realised external service delivery falls short (composite mean score = 3.1715) of expected external service delivery (composite mean score = 3.934) by 19.38%. This suggests that realised external service delivery may not be adequate.

The main contribution of this paper is the attempt to explicitly link a public policy (i.e. the South African SCM policy) to service delivery at both the internal stakeholder (internal service delivery) and external stakeholder (external service delivery) levels. This is significant in the sense that there does not seem to be a conscious effort being made to make public sector employees to understand the important role that internal service delivery plays in ensuring external service delivery. It is therefore, recommended that future implementation of the South African SCM policy should include a mechanism to enhance the synergy between internal service delivery and external service delivery in order to increase organisational impact. In the particular case of SAPS NC, such a mechanism could increase its service delivery to its external stakeholders. In terms of further research, it is recommended that other quantitative techniques, such as structural equation modelling, are used to validate the findings of this paper.

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INNOVATIVE HUMAN RESOURCES MANAGEMENT DURING THE COVID-19 PANDEMIC

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Abstract

Purpose: This study aims to describe the innovative human resources management during the COVID-19 pandemic.

Methodology: This is a literature review. The literature was selected from PubMed. The keywords were COVID-19, human resources, innovative, management

Findings: The innovative human resources management needs resilience, adaptation, and continuous curiosity to solve the problems. Global network and employee engagement are the main key points in business management during the COVID-19 pandemic.

Limitation: This paper has limited data because it is not a meta-analysis. The plan is to do research in improving human resources management during the COVID-19 pandemic and the period afterward.

Contribution: This paper is useful for giving information about how to make an innovative strategy for human resources management during the COVID-19 pandemic

Keywords: *COVID-19, human resources, innovative, management*

1. Introduction

COVID-19 has changed all aspects of life. Management of human resources development needs some innovations during the COVID-19 pandemic period (Bedford et al., 2020). Travel bans and reduced international mobility have greatly affected business management and revenue (Chinazzi et al., 2020; Fabeil et al., 2020; Sohrabi et al., 2020). Managers have to change the strategy in human resources development. Innovation must be made continuously during the COVID-19 pandemic. The decision about employee dismissal is not an easy task. Managers have to decide and arrange the employees for any dismissal, an online working, and office working. The key is communication (Cooke et al., 2020).

Only 20% of the board members and chief executive officers were prepared to face unexpected large risks. It was a survey of 500 board members. However, when the COVID-19 pandemic came, all offices suffer from the crisis. Employee selection, training, support, and health issue are all the concerns. Leadership and virtual collaboration must be well maintained. This can resolve distance-related problems during the COVID-19 pandemic. Physical distancing should not be a psychological distancing. Therefore, online support and meeting for encouragement can be done deliberately (Caligiuri et al., 2020).

Virtual workforce, virtual office, or telework are familiar terms in office management during the COVID-19 pandemic. Skills to adapt, integrate, and provide direction are critical for managers, especially human resources development managers. Leaders need to adjust their direction based on the current situation (Carnevale & Hatak, 2020).

During the COVID-19 pandemic, there are some adjustments in human resources development. There is a global change in office form from offline to online or an virtual office. Collaboration becomes a virtual sphere. Geographic distance is not a matter anymore through virtual communication. Rotational assignments are useful to train adaptation skills for every staff. Social media can be used to share positive encouragement between employees. Rewards and promotion must be maintained as usual to increase employee engagement. A more introverted employee usually is more comfortable sharing ideas in the virtual setting (Caligiuri et al., 2020).

There are selection and sorting process to choose the right man in the right place. Poor performers will be sorted out. Past performance, potential development, and current achievement are important determinants in deciding staff selection. Resilience and curiosity are important characteristics. Those critical characteristics can be used to tackle uncertainty, insecurity, and instability in job conditions during the COVID-19 pandemic (Carnevale & Hatak, 2020).

There are mental, physical, and physiological problems during the COVID-19 pandemic. Health and safety problems are the main consideration in doing the activities at the moment (Carnevale & Hatak, 2020). Depression, substance abuse, or suicidal idea can be some serious complications in doing virtual works in an uncertain time. However, some employees might feel more comfortable working from home (Caligiuri et al., 2020).

2. Methodology

This is a literature review. The literature was selected from PubMed. The keywords were COVID-19, human resources, innovative, management

3. Results and discussions

The chief executive officer and human resources head department must take important decisions and steps during the COVID-19 pandemic. They have to keep the employees healthy, safe, and productive. The existing productivity must be maintained while working from home. Many managers are struggling to control the employees remotely from home. It is a new challenge (Caligiuri et al., 2020).

The employee might seek alternative workplaces such as coworking-spaces, cafes, or libraries before the COVID-19 pandemic. However, this cannot be done when the pandemic began. The employees have to stay at home. Therefore, they cannot unplug from working demands due to the limited border between work and private life. School closure forced the parents to have multitasking jobs while working at home. Meanwhile, the singles and childless workers faced loneliness when they worked from home all the time (Chawla et al., 2020).

International business is prone to global threats and issues. COVID-19 pandemic is one of the global issues. Managing international business needs special international human resource management. Multinational enterprise managers must face the challenges in this pandemic. Expatriate assignments, virtual networks, global projects, and international travel have to be handled during this hard time. Coping responses must be leveraged. Open-minded, learn, and grow are positive activities to encounter stress and anxiety during the COVID-19 pandemic (Caligiuri et al., 2020).

Agility competencies for enduring uncertain situations are tolerance, resilience, and curiosity. Resilience is needed to counteract the stressful situation. Natural curiosity is good to thrive in an uncertain situation like the COVID-19 pandemic. Selection of employees can be done based on these positive characteristics (Cooke et al., 2020).

The COVID-19 pandemic is an ideal time to foster cross-cultural team cohesion. The same stress, anxiety, and problems are global. These same problems can become a tie to bind the collegial global teams. Cross-cultural training on the relationship is important to reduce ambiguity for cultural differences across the nations. Training can be used to look for similarities with colleagues from many different cultures. Different cultures are not obstacles in this global international business (Caligiuri et al., 2020).

Stimulation can be given by online training, motivational video links, or web. It will manure the need to learn and grow. Skill investment in self-directed learning is suitable to overcome the gap of knowledge during the COVID-19 pandemic. Webinars about resilience and mindfulness, also virtual counseling can boost endurance and reduce stress (Caligiuri et al., 2020).

During the COVID-19 pandemic, traveling and business dinners are replaced by virtual meetings at home. To accommodate the time zone in other countries, employees need to forsake their rest time. The unusual rhythm of working time may impede the health of the employee (Caligiuri et al., 2020).

Social isolation and physical distancing can harm mental health. Empathy will encourage support for employees. Flexible work arrangements are suitable for nowadays conditions. It is a flexible schedule for working from home. It has an outside standard business hour. It increases the working hours. Negotiation between work and family is mandatory. Taking regular work break is important to reduce working pressure (Donthu & Gustafsson, 2020)

Green human resources management is essential in corporate social responsibility. It creates efficient resource management and a socially responsible workplace. This research was done in Asia. It facilitated behaviors consistent with innovative human resources management (Jabbour & Renwick, 2020).

4. Conclusion

Innovative Human Resources Management during the COVID-19 pandemic needs multidisciplinary collaboration. Multilevel with plural conditions must be taken into consideration. The COVID-19 pandemic is an opportunity to make a difference in managerial leadership. It is a challenge for doing better and better in every activity. Resilience, employee engagement, adaptation, and making adjustments are important characteristics.

Limitation and study forward

This paper has limited data because it is not a meta-analysis. The plan is to do research in improving human resources management during the COVID-19 pandemic and the period afterward.

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THE EFFECT OF POPULATION GROWTH ON COMMERCIAL PROPERTY RENTAL VALUES IN BAUCHI METROPOLIS, NIGERIA

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Abstract

Purpose: *This study is aimed at investigating the effect of population growth on commercial property rental values in Bauchi metropolis for the period of 10 years (2010-2019), the study examines the population trend and commercial property trend of three markets namely; Wunti Market, Central Market and Muda-lawal Market in Bauchi metropolis and the effects of population and commercial property values.*

Methodology: *Data was obtained from National Population Commission (NPC) Bauchi branch with the use of data collection form for population trend and 12 data collection forms were distributed to practicing estate surveyors and valuers within Bauchi metropolis to obtain the trend of commercial property rental values for 10 years using purposive sampling. the data is further analyzed using descriptive statistics and linear regression analysis to determine the effects between the two variables.*

Findings: *The findings revealed that population trend has shown a progressive growth in the 10 years with a minimum 3.2% of and a maximum 4.1% respectively, the commercial property rental values has also shown a progressive growth of both shops and offices in all the three markets. Furthermore, the findings from the regression result revealed that as the population increases so does the commercial property rental values*

Limitation: *The study is carried out in Bauchi Metropolis and does not extend to other places outside Bauchi Metropolis. furthermore, the study is limited to commercial property rental values only.*

Contribution: *The study can be of relative significance to the government in terms of planning and policy formulation, it will also be important to the estate surveying and valuation profession.*

Keywords: *Population, Commercial Property, Rental values, Effects, Growth, Market.*

1. Introduction

Global land use has significantly changed during the past decades. Historically, the driving force for most of land use changes is population growth (Ramankutty & Foley, 1999). Population growth is often used as a proxy for land use change (Kok, 2004), but at lower scales, a set of complex drivers are important too (Lambin, et. al. 2001). Increasing demand on food as a result of population growth has created more pressure on land resources (Bauer, 1973)

Value in its ordinary meaning refers to the utility or satisfaction which a goods and services offer. In real estate profession, value mean the worth of an interest in land or land and building or claim on chattels assessed by appropriate valuation method reconciled the ethical and economic consideration necessary for reflection in modern dealings. The investment, profit, residual and comparative method of valuation in substance, tilt toward economic consideration while contractors test marries ethical consideration. With basic economic issues as revealed in their various principle. Concept of value generally are of various perspective or ideas or notion which people have about values; these various concept of value emanates from the comprehensive meaning of value with respect to laid down method of valuation in real estate operation (Kuye, 2007). According to Hummel, (2011). Property values refers to the open market value of a given place of property, through the actual price of the property may be higher or lower. Property value takes in to account the size and location of the property as well as any improvement on land.

Aluwi and Adegore, (2007) defined population with particular reference to a certain geographical entity. They reason that the study of population is important in order to solve problem relating to the daily life of the people. Such problems according to them include housing, food and general welfare problems. However, population growth refers to increase in number of people living in a geographical place. According to John (2006), population means people who live in an area, city etc. in other word it is a particular group or type of people or animals living in an area. According to Helen "Nigeria's 2006 census result resurrect north, south rivalry" agence France press, Jan, 11 2007 (April 2007) provisional results of the 2006 census in Nigerian show that Kano in the north in Nigerian's most population state (9.4 million) followed by Lagos (9.0 million) in the south. North states account for 75 million people while the southern states are home to 65 million. The total population was 140 million. Nigeria has the population of 180 million people in the 2016 projection. The increase in the population play a significant role, the impact increase in demand of land and building which resulted in high rental values and capital values of properties especially residential and commercial properties. Population has observed to be one of the factors affecting the demand and supply of goods and services including real estate properties. It has been universally accepted that in the hierarchy of human need after food is shelter, everyone need an abode over his head and those of his family after tedious day work.

2. Literature review

One of the processes that shape current and future demand for real estate properties are the demographic changes taking place in a specific area. They determine a number and the structure of the groups of buyers on the real estate market. The numerical amount of the population is the result of total population growth, which means population growth or loss in a given time period. It is shaped by the birth rate and balance of migration, with consideration to the possible balance of administrative changes of the studied unit. A negative value implies population loss, whereas a positive value signifies population growth (Jelonek, 2013).

Population growth is influenced by some factors among which include increase in rate of birth, migration from one place to another the rate at which young school leavers migrate to cities is so alarming that if imported regularly on existing infrastructural facilities and even the social lives cities. The rate at which population in Nigerian town and cities are growing become an alarming factors that required the immediate attention of government at the federal, state, and local government level to tackle and property address the problems which occurs as a result of huge population growth brought to human being, environment, and facilities. The geometric increased in population increased the demand for land and building this has encouraged investment in residential, commercial and industrial properties, despite of this increased in the population growth, the rental values of these properties keep on increasing. Commercial properties such as shops and offices are mostly affected due to higher demand mostly by the professional business organization and nongovernmental organization who require offices, store and shops for their various operation. Due to these increased in population growth commercial properties in the metropolitan center attracts higher rack rent which was enjoy by the existing ones, and urban dwellers are left with no option that to go for the one available at that prices. While the middle class people who cannot afford to pay the higher rent trade on the street or temporary shops. It is against this background that the study is set to examine the impact of population growth on commercial property rental values with particular reference to Bauchi metropolis.

Rent is the economic return to land resources. It is also the value of land on annual basis (Ifediora, 2005). As an economic return to real property, *rent* varies in concept and form. Rent which is determined by the interaction of demand and supply in the property market in the absence of any government interference is known as commercial rent (Harvey & Jowsey, 2003) or market rent (Ifediora, 1993; Mackmin, 1995 & Investment Property Forum, 2007). The basis for the existence and growth of urban areas is found in the gregarious nature of mankind and also in the cultural, economic and political advantages that stem from the agglomeration or clustering together of people

From the standpoint of intensity of use, rent-paying capacity and land values, the areas occupied by central business districts in urban areas represent some of the most valuable lands (Lean & Goodall, 1966; Barlowe, 1986; Harvey & Jowsey, 2003). In urban areas where the central business district has retained its attractiveness, economic strength and viability, the central business district is almost always found near the hub of the city's traffic and transportation system and at sites both accessible and convenient to large numbers of people. This creates a potential for high volumes of retail and other commercial activities, which in turn justifies intensive land use practices, high rents and high land values (Lean & Goodall, 1966; Barlowe, 1986; Ighalo, 2002; Harvey & Jowsey, 2003). Measuring commercial property rental patterns is important as it provides information to make a decision about investing and developing and can be used to predict the cyclical behaviour of commercial property development (Born & Phyrr, 1994). Rental growth forecast parameters are often incorporated into discounted cash flow models for property appraisals (Boon & Higgins, 2007). Most literature on commercial property rental determinants are based on studies conducted in four geographical regions of the world. These include America, Europe, Asia and Australia (Yusof, 2001; Chin, 2003; Boon & Higgins, 2007). In searching through previous literature on the determinants of commercial property rental growth, studies in African cities and particularly Nigerian cities are not too common.

Previous studies in the past have looked at the effect of population growth on residential property rental values in Bauchi metropolis. However, there is little or no indepth study carried out with regard to the impact of population growth on commercial property rental values in Bauchi. Therefore, this study is going to address the issue/ gap by looking at the impact of population growth on commercial property rental values in Bauchi metropolis.

3. Research methodology

For the purpose of this study a descriptive and exploratory research design is adopted using quantitative research approach. the population of the research comprises of National Population Commission (NPC) Bauchi office and practicing Estate Surveyors and Valuers (ESV) firms within Bauchi metropolis. This consist of (1) National Population Commission (NPC) and twelve (12) registered Estate Surveyors and Valuers within Bauchi metropolis, this is obtained based on the information from National Institution of Estate Surveyors and Valuers (NIESV) Bauchi branch. Based on this research the Estate Surveyors and Valuers were used as the respondents because they have better knowledge and record on rental values. This practicing professionals have both past and present records on rental values received for the property under their firms' management, the National Population Commission (NPC) Bauchi office is use to obtain population figures since they have better knowledge on population figures within Bauchi metropolis.

In carry out is research, the instrument used for the data collection is a well design data collection form. The form is designed in such a manner so as to obtain responses which are expected to help the researcher in evaluating the situation at hand and also easing the work. The data collection form distributed to estate surveyors and valuers (ESV) practicing within the study area and national population commission (NPC) office within the study area. The data collection form is designed in a tabular form capturing property rental values received per annum passing on different types of commercial properties (shops and offices) in three different location of market areas i.e. central market, Wunti market and Muda-lawal market within Bauchi metropolis for the period of 10 years (2010-2019). A total of 13 data collection form were administered, in which 12 out of the 13 forms were distributed to estate surveyors and valuers (ESV) and the remaining 1 is administered to national population commission (NPC) of Bauchi office. The forms are administered based on purposive sampling techniques and aimed at examining the impact of population growth on commercial property rental values in Bauchi metropolis. All data collected through the source stated above were analyzed and presented using descriptive statistics, tables and linear regression analysis for the population and rent paid for the period in the study.

4. Results and discussions

Table 1. Population Trend of Bauchi Metropolis (2010-2019)

Year	Population	Population Growth Figure	% of Growth
2010	258,839	-	-
2011	270,009	11,170	4.1
2012	281,179	11,170	3.9
2013	292,349	11,170	3.8
2014	303,519	11,170	3.7
2015	314,689	11,170	3.5
2016	325,859	11,170	3.4
2017	337,029	11,170	3.3

2018	348,197	11,160	3.2
2019	359,365	11,168	3.3

Table 1 presents the population figure, population growth figure and the percentages of the population growth from 2010 to 2019 in Bauchi metropolis. The table shows that, the population grows with a minimum of 3.2 in 2018 and a maximum of 4.1 in 2010 respectively.

Table 2. Average Annual Rental Values of Commercial Property in Three Difference Market Areas (2010-2019).

	Wunti market		Central market		Muda-lawal market	
Year	Shop N	Offices N	Shop N	Office N	Shop N	Office N
2010	65,000	95,000	57,500	84,200	36,600	67,500
2011	65,000	95,000	57,500	84,200	37,000	70,000
2012	69,100	96,600	59,200	85,000	37,800	71,300
2013	70,100	100, 000	60,900	85,000	44,200	73,300
2014	81,200	114,266	65,800	95,000	45,000	82,000
2015	85,800	115,000	66,600	95,000	46,000	83,300
2016	87,500	120,000	67,500	100,800	50,000	84,200
2017	97,500	135,000	82,500	112,500	55,800	92,500
2018	102,000	137,500	84,200	114,200	56,000	92,500
2019	103,300	146,600	85,000	116,600	62,500	93,300

Table 2 above highlights the average annual rental values in Naira (N) obtained by taking average rental values of the figures given by estate surveyors and valuers firms, since there are many estate surveyors firms filling the data collection form, different figures arises for one respective year. Therefore, an average of all the figures provided by the surveyor's firm is taken to represent the commercial property values. The property values presented represents the three difference market within the Bauchi metropolis (Wunti market, Central market and Muda-lawal) market respectively for the period of 10 years (2010-2019).

Table 3. Average annual rental values of commercial properties three markets (2010-2019)

Wunti Market						
	Shops			Offices		
Year	AARV(N)	RVG	%RVG	AARV(N)	RVG	%RVG
2010	65,000	-	-	95,000	-	-

2011	65,000	-	-	95,000		
2012	69,200	4,200	6.4	96,600	1,100	1.1
2013	70,000	1,100	1.5	100,000	4,600	4.7
2014	81,200	11,200	16.00	114,266	14,266	14.2
2015	85,000	4,200	5.1	115,000	1,266	1.1
2016	87,500	2,000	2.3	120,000	5,000	4.3
2017	97,500	10,000	11.4	135,000	15,000	12.5
2018	102,500	5,000	5.1	137,500	2,500	1.8
2019	103,300	1,300	1.2	146,600	9,600	6.9
Central Market						
2010	57,500	-	-	84,200	-	-
2011	57,500	-	-	84,200	-	-
2012	59,200	1,700	2.9	85,000	1,200	1.4
2013	60,900	1,600	2.7	85,000	-	-
2014	65,800	4,900	8.0	95,000	10,000	11.7
2015	66,600	800	1.2	95,000	-	-
2016	67,500	900	1.3	100,800	5,800	6.1
2017	82,500	15,000	22.2	112,500	11,700	11.6
2018	84,200	1,700	2.0	114,200	1,700	1.5
2019	85,000	1,200	1.4	116,600	2,400	2.1
Muda-lawal Market						
2010	36,600	-	-	67,500	-	-
2011	37,000	400	1.0	70,000	2,500	3.7
2012	37,800	800	2.1	71,300	1,300	1.8
2013	44,200	6,400	16.9	73,300	2,000	2.8
2014	45,000	800	1.8	82,500	9,200	12.5
2015	46,000	1,000	2.2	83,300	800	0.9
2016	50,000	4,000	8.6	84,200	900	1.0
2017	55,800	5,800	11.6	92,500	8,300	9.8

2018	56,000	200	3.4	92,500	-	-
2019	62,500	6,500	11.6	93,300	800	0.8

AARV=average annual rental value, RVG=rental value growth, %RVG=percentage of rental value growth, N= Naira

Table 3 highlights the average annual rental values of three markets (Wunti, Central and Muda-lawal) within Bauchi metropolis respectively obtained from practicing estate surveyors and valuers. The rental value growth is also indicated and its obtained by finding the difference between the previous year and the current year. Furthermore, the percentage of rental growth is also obtained by dividing the rental growth by the average annual rental values of each respective year and multiplying by 100 for both the shops and offices in the three respective markets. The AARV of shops and offices in Wunti market is N65,000 and N95,000 in the year 2010, by the year 2019 the values rise to N103,000 and N146,000 respectively with a minimum growth of 1.2% and 1.1% and a maximum growth of 16.0% and 14.2% respectively. Central market AARV of shops and offices in the market is N57,000 and N84,000 by the year 2010, by the year 2019 the values rise to N85,000 and N115,000 with a minimum rental growth of 1.2% and 1.4% and a maximum growth of 22.0% and 11.6% respectively. In Muda-lawal market AARV of shops and offices in the market is N36,600 and N67,000 by the year 2010, by the year 2019 the values rise to N62,500 and N93,3000 with a minimum rental growth of 1.0% and 0.8% and a maximum growth of 16.9.0% and 12.5% respectively.

Table 4. The Effect of Population Growth on Commercial Property Rental Values

	Wunti market		Central market		Muda-lawal market	
	Shops	Offices	Shops	Offices	Shops	Offices
R-Square	.965	.950	.890	.917	.957	.953
Sig.	0.000	0.000	0.000	0.000	0.000	0.000
F-value	219.378	152.376	64.440	88.141	176.202	163.447
Beta	.982	.975	.943	.957	.978	.976

The regression result from the above table indicates the effects of population growth on commercial property rental values. According to the regression result, the R-Square indicated that the dependent variable (property values) for all the three markets is being explained by the independent variable (population) with a minimum R= .89 and a maximum of R=.965 respectively which indicates that 89% and 96% of the dependent variable is being explained by the independent variable. The result is significant with 0.000 throughout which is $P<0.005$. Furthermore, the result has a minimum f-value of 64.440 and a maximum of 219.378 while a beta of .943 and .982 respectively. This result clearly indicates that there is a significant influence of population growth on commercial property rental values.

This study explored on the impact of population growth on commercial property rental value in Bauchi metropolis for the period of 10 years (2010-2019), the findings from this study revealed that the population trend in the study area shows an upward movement of the population every year with a minimum growth of 3.3% and the maximum of 4.1%

respectively. This finding is equally supported by findings of national population commission of Nigeria (2016). Their findings revealed that, Nigeria have an annual population growth of 2.5% every year. This is also supported by the findings of Mudi (2012). Almost all the occupiers of the commercial properties within the Bauchi metropolis are tenant as 96% of them paid rent to the owners (landlord), and have agreed to have experienced changes in the rental values of the properties they are occupying in the recent time. The study further reveals that there is a significant effect of population on commercial property rental values in all the three respective commercial markets within Bauchi metropolis. Every increase in population will bring about an increase in commercial property rental values. This finding is supported by the findings of Inman (2015) which revealed that, the Britain growing population will push the shop and office price higher.

5. Conclusion

The increase in population growth has responded greatly to the increase of rental values of commercial properties within the area of study. This research work shows that, as the trend in the population growth is moving upward so also the trend of rental does. This means that, population lead to the increase in rental value of commercial properties. This study revealed that, the increase in population of Bauchi metropolis has been a contributing factor to the high demand for shops and offices. As demand increase so also the rent increase. This is traceable to the fact that population growth has leads to increase in rental value of commercial properties within Bauchi metropolis. Based on the analysis, the direction of population graph over time maintained an upward movement pattern so also that of rental value moves upward. This means that the population growth affects rental value. Finally, from this research it can be seen that, the higher the population the higher the rental value of commercial properties within the study area.

Recommendation

In order to address the problem of rapid increase in rental value of commercial properties, there is need to control the growth population in urban areas by making the rural areas attractive. This will reduce the problems of rural to urban migration of people. This will reduce the demand pressure for commercial properties. This will equally lead to reduction of rent in the urban areas: Government at both federal and state level should relocate some of offices (ministries), to the local government areas so as to reduce the population of people in the urban areas, doing the above, will control the demand for commercial properties; There is also need for government to intervene by introducing policies that will favour the development of commercial properties and activity participate in the provision and supply of commercial properties to the market; Micro finance banks such as Bauchi state investment should be encourage granting loans for small scale developers to obtain enough capital to increase their investment in land and landed properties; There is need for the government to introduce new policies that will encourage real estate investment and attract investors from other parts of the country and beyond to the state; The public should try to live with one another, this will less the issue of migration to those states that are peaceful; Registered estate surveyors and valuers practice, should assist the researchers by proper record keeping of all their transactions. The record can either be valuation or management transaction. This can help to the effectiveness of research work, there is also need for further research on the factors that lead to increase in population so as to control the rent. However, if the above recommendations propounded are considered by relevant authorities. All things being equal as it is, rental value of commercial properties is likely to reduce or stabilize in the future.

Limitation and study forward

The study is limited to the effect of population growth on commercial property rental values in Bauchi Metropolis, further studies should look at the effects of the population growth on residential property values.

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ANALYSIS OF DOMESTIC TOURIST EXPERIENCE IN KOMODO ISLAND BASED ON TRIPADVISOR REVIEWS

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Abstract

Purpose: This study aims to identify the dimensions of domestic tourists' experiences in Komodo Island based on TripAdvisor reviews.

Methodology: To achieve the aim of the study, authors collected data from TripAdvisor website in the form of reviews between January 2013 and January 2020. In total, 72 reviews posted on TripAdvisor website were collected. The attributes collected from TripAdvisor were the reviews' title and text, ratings, gender, and types of travel. Collected data were then analyzed through theme analysis technique using NVivo 12 plus software.

Findings: The result of this study shows that the dimensions of domestic tourists' experiences in Komodo Island shared on TripAdvisor including sensory experiences, physical experiences, hedonic experiences, cognitive experiences, social experiences and negative experiences.

Limitation: This study limited itself in analysing domestic tourists experiences visiting Komodo Island based on TripAdvisor review. In order to get a complete picture of tourist experiences in Komodo National Park, further research is expected to analyze more tourists review from more social media platforms

Contribution: The result of this study is expected to become valuable input for the Management of Komodo National Park, specifically for the management of Komodo Island tourism in managing the destination.

Keywords: *Tourist Experience, TripAdvisor, Online reviews, Komodo Island*

1. Introduction

Tourists tend to share their experiences on social media when visiting tourism destination. Experiences shared by tourists on social media are important information for other tourists, researchers as well as for tourism destination management. Online reviews are becoming important sources for tourism research and practices (Taecharungroj & Mathayomchan, 2019). For other tourists, experiences shared by visitors on social media become a valuable source of information before they decide to travel to a tourist destination. Many independent travellers are now able to select their destination and plan their trip without the help of travel agencies, based on advice shared on electronic media by fellow travellers (Shanka et al., 2002; Egresi & Prakash, 2019). Tourist's experiences are strongly influence other travellers' decisions, especially when experiences are shared online (Stoleriu et al., 2019). For the destination management, understanding these experiences' components and final outcomes (i.e., shared memories) is essential to improving visitor satisfaction and destination evaluation and management (Stoleriu et al., 2019). There are plenty social media platforms for tourists to share their experiences when visiting tourism destination. The social media platforms such as Facebook, Instagram, YouTube or websites for traveller, such as Expedia or TripAdvisor are using widely among tourists. TripAdvisor is the largest online network of travellers in the world (Egresi & Prakash, 2019). It has become the most popular review platform in the tourism industry for users and researchers alike (Taecharungroj & Mathayomchan, 2019). TripAdvisor has long been one of the most popular platforms for tourists to give opportunities to engage in actively sharing experiences on the Internet (H. Park & Kirilenko, 2019). The website provides specific information regarding worldwide tourist destinations, such as brief descriptions of destinations and the main things to do there (i.e., attractions, restaurants, or hotels), as well as visitors' reviews, photographs, and ratings (Stoleriu et al., 2019). According to TripAdvisor official website, the online platform helps 463 million travellers each month, make every trip their best trip. Travelers across the globe use the TripAdvisor site and app to browse more than 860 million reviews and opinions of 8.7 million accommodations, restaurants, experiences, airlines and cruises (TripAdvisor, 2020).

Experiences are "events that engage the individual in a personal way" (Pine and Gilmore, 1999). Visitor experience as an individual's immediate or ongoing, subjective and personal response to an activity, setting or event outside of their usual environment (Packer & Ballantyne, 2016). Numbers of researchers (Packer & Ballantyne, 2016; Tussyadiah & Zach, 2012; and Pearce, 2011) have identified components of tourist experiences. Table 1 presents the components of tourist experiences introduced by Packer & Ballantyne (2016); Tussyadiah & Zach (2012); and Pearce (2011).

Table 1. Components of Tourist Experiences

Authors	Tourist Experiences Components
(Packer et al., 2018)	• physical experiences (movement, action, a sense of energy, physical stimulation); • hedonic experiences (a sense of excitement, enjoyment, fun, amusement, indulgement); • sensory experiences (perceptual, aesthetic and object experiences, sensory responses to surroundings); • emotional experiences (surprise, respect, joy, pride, nostalgia, awe, love, caring, empathy); • restorative experiences (escape, relaxation, revitalization, rest, freedom, liberation, peace, comfort); • relational experiences (social interactions, belonging, sharing, friendliness, companionship, connectedness); • introspective experiences (contemplation, imagination, reflection, thoughtfulness, introspection, internal dialogue); • spiritual experiences (a sense of spiritual connection, reverence, transcendence, connection with the sacred, communion with nature); • transformative experiences (inspiration, capability, mastery, accomplishment, fulfillment, self-knowledge, sense of importance, creativity); and • cognitive experiences (intellectual experiences, learning, novelty, discovery, exploration, understanding, concentration, involvement, choice).
(Tussyadiah & Zach, 2012)	• sensory and physical experience; • affective or emotional experience; • cognitive and perceptual experience; and • social experience.
(Pearce, 2011)	• sensory elements (visual, hearing, smell, touch, taste, orienting, responses); • affective components (happiness, surprise, fear, joy, anxiety, excitement, love, sympathy, indifference); • cognitive elements (perceiving, thinking, choosing, learning); • behavioral components (movement in space, movement over time);

- relationships (intimate relationships, developing relationships, tourist local relationships).

As tourists' experiences shared on social media platform is essential to improving visitor satisfaction and destination evaluation and management (Stoleriu et al., 2019), this study aim to identify the experiences of domestic tourists visiting Komodo island based on TripAdvisor reviews. The result of this study is expected to become valuable input for the Management of Komodo National Park, specifically for the management of Komodo Island tourism in managing the destination.

2. Research methodology

The aim of this study to identify the experiences of domestic tourists visiting Komodo island based on TripAdvisor reviews. To achieve the aim of the study, authors collected data from TripAdvisor website in the form of reviews between January 2013 and January 2020. In total, there were 72 reviews posted on TripAdvisor website written in Bahasa Indonesia. The attributes collected from TripAdvisor were the reviews' title and text, ratings, gender, and types of travel. The collected data were entered into Microsoft excel and then writing error correction was performed. The correction process was performed without eliminating the meaning of the sentences. For the purpose of publishing the paper in Journal, all reviews written in Bahasa Indonesia by domestic tourist on TripAdvisor website were translated into English.

Collected data in form of reviews were analyzed through theme analysis technique using NVivo 12 plus software. NVivo qualitative data software were utilized to analyzed for themes (Mathe-Soulek et al., 2015). Domestic tourists' reviews collected form TripAdvisor website were then entered into NVivo 12 plus software for theme analysis.

3. Results and discussions

According to the data collected, 28 reviews were written by females (39%), 29 reviews were written by males (40%), and 15 domestic tourists visiting Komodo Island did not state its gender (21%). Among 72 domestic tourist visiting Komodo island, 39 domestic tourists travelled with friends (54%), 13 domestic tourists travelled with family (18%), 7 domestic tourists travelled solo (10%), 3 domestic tourists travelled as a couple (4%), 2 domestic tourists travelled on business (3%), and 8 domestic tourists did not mention its type of travel. About 47 domestic tourists visiting Komodo island provided 5 stars rating (65%), 18 domestic tourists gave 4 stars rating (25%), 6 domestic tourists gave 3 stars rating, and only 1 domestic tourist provided 2 stars rating.

The most frequently mentioned words on reviews were "Komodo", "Pulau" (*island*), "Trip", "Binatang" (*animal*), "Melihat" (*seeing*), "Ranger", "Labuan Bajo", "Pemandangan" (view), "Indah" (*beautiful*), "Kapal" (*boat*), "Pantai" (*beach*), "Wisata" (*tourism*), "Laut" (*sea*), and "Indonesia". Table 2 presents the top 14 frequently mentioned words by domestic tourists in the TripAdvisor reviews.

Table 2. Top 14 words mentioned by domestic tourists

Word	Count	Word	Count
Komodo (Komodo)	259	*Pemandangan* (View)	25
Pulau (Island)	170	*Indah* (Beautiful)	22
Trip (Trip)	61	*Kapal* (Boat)	18
Binatang (Animal)	40	*Pantai* (Beach)	17
Melihat (Seeing)	36	*Wisata* (Tourism)	17

Ranger (Ranger)	28	*Laut* (Sea)	15
Labuan Bajo (Labuan Bajo)	27	*Indonesia* (Indonesia)	13

Dimensions of Domestic Tourists Experiences in Komodo Island

This study has revealed the dimensions of domestic tourists' experiences in Komodo Island shared on TripAdvisor website including sensory experiences, physical experiences, hedonic experiences, cognitive experiences, social experiences and negative experiences. Table 3 presents the dimensions of domestic tourists' experiences in Komodo Island.

Table 3. Domestic Tourists Experiences in Komodo Island

Dimensions of tourist experiences	**N**	**%**
Sensory experiences	36	29.75%
Physical experiences	35	28.93%
Hedonic experiences	32	26.45%
Relational experiences	7	5.79%
Cognitive experiences	6	4.96%
Negative experiences	5	4.13%
Total	**121**	**100.00%**

Sensory Experiences

Nature encounters are often associated with multisensory experiences that stimulate visitors through their sense of sight, hearing, smell, and touch (Hill et al., 2014; Packer et al., 2018; Stoleriu et al., 2019). Sensory experiences including perceptual, aesthetic and object experiences, sensory responses to surroundings (Packer et al., 2018). This study has revealed that the majority of domestic tourists visiting Komodo Island response to the surroundings environment of Komodo Island captured by their sense of sight. The result of theme analysis using NVivo 12 plus software indicated that predominately of domestic tourist experiences in Komodo Island were connected to sensory experience. The experience covers 29.75% of overall domestic tourist experiences in Komodo Island.

The scenery of Komodo island and its biodiversity were form of sensory experiences captured by sense of sight of domestic tourists visiting the Island. The result of theme analysis indicated that the majority of domestic tourists visiting Komodo Island gave appreciation to the scenery of Komodo island (70.18%), and its biodiversity (29.82%).

Based on the theme analysis, the most reviewed scenery by domestic tourists visiting Komodo Island on TripAdvisor website were scenery in general (unspecified) (47.50%), underwater scenery 17.50%, and ocean and beach scenery (15.00%), landscape (5.00%), and other scenery includes mountains, hills, salt water lake, sunrise, sunset (15.00%). The examples of domestic tourists review regarding the scenery of Komodo island are outlined below:

- "Holiday"
  "I spent my time on a vocation to Komodo (island) to achieve my dream of seeing endemic animals namely Varanus komodoensis, (in) here (Komodo island) I was amazed by the natural setting and also very good natural scenery" (Reference #1)
- "Let's see the dragon"

“This is the island with the largest Komodo dragon population. Travelling here by the sea with a beautiful dry and green view. We can choose the kind of trekking we want.” (Reference #2)

- "Paradise in West Flores”
  “There is a paradise called Komodo National Park. Not only because of the uniqueness of endemic animals, but TN Komodo also has a very interesting landscape both on land and underwater. The most complete paradise in Indonesia is in Flores with the presence of Komodo as a tourism icon there." (Reference #3)
- "Visit Komodo national park area”
  “This is the island you don't get bored of visiting. Amazing underwater, great land panorama. Unfortunately the to many garbages,... “. (Reference #4)

The most appreciated biodiversity of Komodo Island was Komodo dragon (Varanus komodoensis) (70.59%) and other biodiversity including manta, cockatoo, marine biota, reef and fish (29.41%). The examples of domestic tourists review regarding the biodiversity of Komodo island are outlined below:

- "Amazing Komodo Animal”
  “Wasn’t expecting to meet Komodo dragons in their habitat, but the first impression was amazing..... I was finally able to see how big the Komodo dragon was from a very close distance. Felt like Jurassic Park." (Reference #5)
- "Meet the Komo”
  “I travelled to Komodo National Park in late April. It's amazing to see Komodo dragons directly up close... .”. (Reference #5)
- "The best trip to Komodo”
  “Trekking while seeing Komodo, snorkelling on the beach with beautiful coral reefs and fish and seeing the ocean from the top of the hill. It's amazing the view there.". (Reference #6)

This study has shown that domestic tourists admired natural beauty and biodiversity of Komodo Island which was captured by their sense of sight. Sensory experience captured by the tourist's sense of sight is important for managing a destination. The combination of tourist experiences evolves into image perception, which can be used to determine the ability of the destination to attract visitors in the future. In fact, self-image is an important element influencing tourists in choosing a tourist destination (Kamenidou et al., 2010; Wijayanti & Damanik, 2019).

Physical Experiences

Physical experiences includes movement, action, a sense of energy, physical stimulation (Packer et al., 2018). This study has shown that domestic tourists excercised physical activities during their visit in Komodo Island. Physical experiences cover 28.93% of overall domestic tourist experiences in Komodo Island.

Movement is the most reviewed form of physical experience by domestic tourists on TripAdvisor website. It covers more than half (58.60%) of overal physical experiences. The second most reviewed form of physical experience is sightseeing (17.39%), then snorkeling (8.70%), taking photographs (6.52%) and other physical activities (8.70%).

Examples of domestic tourists reviews regarding movement are outline below:

- "Great trip"

"Great trip, after visiting padar island, we went directly to komodo island, using good tour guide service and very good service, friendly...". (Reference #7)

- "Komodo"
  "This island is very unique, here (komodo island) live very dangerous komodo dragons. It's so frightening at the beginning of track. (Reference #8).
- "Komodo Island sail trip"
  "... Trekking on komodo island has 3 types namely short, medium, and long. The longest track route was about 2 hours long...". (Reference #9).
- "Where else can I see komodo dragons?"
- "The hike didn't take long time to get around the island. We were guided by our tour guide to see the islands and komodo dragons. The view from above was amazing.". (Reference #10).

Examples of domestic tourists reviews regarding sightseeing are outline below:

- "Advanture P. Komodo"
  "The island is a breeding ground for komodo dragons. Here (komodo island) you were invited to walk around the island and take a closer look at the animal (komodo). Ask tour guide to guide you to the top of the island to see surrounding islands from the top of the summit...". (Reference #11).
- "Go back to ancient times"
  "... we can enjoy sunrise on komodo island, snorkelling at manta spot, visiting the surrounding islands. and the highlight is photographing the ancient animals of komodo dragons...". (Reference #12).
- "Uniqueness of komodo dragon"
  "... After seeing the nest where the female Komodo dragon lays eggs, the journey continued to Sulphurea Hill.". (Reference #13).

Examples of domestic tourists reviews regarding snorkeling are outline below:

- "The best trip to Komodo"
  "Trekking while seeing Komodo, snorkeling on the beach with beautiful coral reefs and fish and seeing the ocean from the top of the hill. It's amazing the view there.". (Reference #14).
- "The island of dragon"
  "... wasn't dissapointed snorkelling here (komodo island) even the wave was strong...". (Reference #15).

Examples of domestic tourists reviews regarding taking photograph are outline below:

- "Komodo island, big komodo"
  "It's a bit of scared when you come here. Afraid of being chased by komodo dragons. When invited by ranger walking, it turns out that in the middle of the trip we saw 2 komodo dragons. Finally we took a picture with the two komodo dragons." (Reference #16).

Other insignificant form of physical activities exercised by domestic tourists in Komodo Island were island hoping, hiking, diving.

Hedonic Experiences

Hedonic experiences are sense of excitement, enjoyment, fun, amusement, indulgement (Packer et al., 2018). The using of figurative language by tourists or customer review is expression form of Hedonic experience. As Kronrod & Danziger (2013) stated that using figurative language in consumer-generated content is worthwhile in conveying a hedonic experience. In this study, figurative laguages expressed by domestic tourist in TripAdvisor reviews were classified into hedonic experiences.

The results of this study revealed that hedonic experiences cover 26.45% of overall domestic tourist experiences in Komodo Island. The examples of domestic tourists reviews regarding the hedonic experiences are outlined below:

- "Holiday”
  “I spent my time on a vocation to komodo (island) to achieve my dream of seeing endemic animals namely varanus komodoensis, (in) here (komodo island) I was amazed by the natural setting and also very good natural scenery.” (Reference #17).
- “Exotic!!!!”
  “Can't be described with words,..." (Reference #18).
- “Komodo Island”
  “Komodo island is one of the islands where Komodo dragons live. Finally, one of my wish lists fulfilled, which is to see Komodo dragons directly in their habitat...” (Reference #19).
- "Great trip"
  "Great trip, after visiting padar island, we went directly to komodo island, using good tour guide service and very good service, friendly..., the underwater view was awesome". (Reference #20)

Social Experiences

Social interactions with others during travel have been found to be a critical component of the tourist experience (Haldrup and Larsen2003; Murphy, 2001; Park & Santos, 2017). Social experience-involvement refers to the social experience surfacing during the tour, which is determined by the interactions of the participants (Zatori & Beardsley, 2015). Relationships experience includes intimate relationships, developing relationships, tourist local relationships (Pearce, 2011). This study indicated that domestic tourists interacted with local people and with fellow tourists during their visit in Komodo Island. Social experience cover 5.79 % of overall domestic tourist experiences in Komodo Island.

Some examples of interaction between tourist, and interaction between tourist and local people are outlined below:

- "The Iconic Komodo Island”
  “Komodo Island is the largest island in Komodo National Park... In this location (we) met flores people, and many children sold souvenirs. The view from this island is amazingly beautiful, typical of Flores (view)." (Reference #21)
- "1 wonder of the world"
  “... About 2-3 hours journey by the sea from labuan bajo port. We'll get to komodo village. A very unique village. The residents were friendly..." (Reference #22)
- “Komodo Island was exciting and thrilling”
  “… Our group consists of 4 people accompanied by 1 ranger carrying a wooden weapon. Our rangers were quite informative about the history of this island or the habits of the Komodo dragons ... ”. (Reference #23)

Learning Experiences

Nature encounters are usually associated with nature-based activities, learning opportunities, recreation, and outdoor adventures (Stoleriu et al., 2019). Tourist experience serves as a great source of intellectual enrichment, which might come from visiting tourist attractions, sites in a destination, participating sightseeing tours, etc. Tourist experiences are highly suitable for satisfying the desire to gain knowledge and expand intellectual horizons, thus providing value for the individual (Zatori & Beardsley, 2015). The result of this study indicated that learning experiences cover 4.96% of overall domestic tourist experiences in Komodo Island. This study has confirmed that domestic tourists gain new knowledge when visiting Komodo Island.

Examples of domestic tourists reviews on TripAdvisor website regarding learning experiences are outlined below :

- "Good Island"
  "... from tour guide we learned that there are many Komodos lives on this island. That is why the island was named as Komodo Island." (Reference #24)
- "Komodo Island, The Wonder of the World in Indonesia"
  "... first of all we visited Komodo village in Komodo island. Houses in this village is very interesting because they are kind of staged house, (villagers built staged house) because they feared Komodo dragons wandering around and coming to their village....". (Reference #25.
- Trekking in Komodo Island (Loh Liang), AWESOME :)
  "... Komodo on Komodo island (Loh liang) were more friendly than Komodo on rinca island, and there were more Komodos to be found..." (Reference #25)
- "Komodo Island is fun and thrilling"
  "... Our ranger was quite informative about the history of this island or the habits of Komodo dragons". (Reference #26).

This study has shown that source of learning were from rangers, tour guides and from tourists own observations.

Negative Experiences

Another domestic tourists' experience in Komodo Island was negatif experience. Although domestic tourist review were mostly positive, there are few number of tourists who were dissatisfied with the condition of Komodo Island. Negative experience appears 4.13% of overall tourists reviews. This study has revealed that dirty beaches and inadequate infrastructure such as lack of toilet facilities and lack of food providers causing dissatisfaction among few domestic tourists visiting Komodo Island.

Domestic tourists reviews on TripAdvisor website related to negative experiences are outlined below:

- "Visiting komodo national park"
  "This is the island i never get bored to visit. Amazing underwater, wonderfull landscape scenery. Unfortunately there were a lot of garbages, and tourist population needs to be controlled."(Reference #27)
- "Less known paradise"
  "There was only few Komodo population on this island. The beach was dirty, and lack of places to eat on the island reduced its value." (Reference #28)

4. Conclusion

Visitors posting reviews of their experiences in social media and travel websites is a growing global phenomenon (Prakash et al., 2019). Domestic tourists visiting Komodo Island use social media to share their experiences. The result of this study shows that the dimensions of domestic tourists' experiences in Komodo Island shared on TripAdvisor website including sensory experiences, physical experiences, hedonic experiences, cognitive experiences, social experiences and negative experiences.

The result of this study is expected to become valuable information for the Management of Komodo National Park, specifically for the management of Komodo Island tourism in managing the destination.

Limitation and study forward

This study limited itself in analysing domestic tourists experiences visiting Komodo Island based on TripAdvisor review. In order to get a complete picture of tourist experiences in Komodo National Park, further research is expected to analyze more tourists review from more social media platforms

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ANALYSIS OF EFFECTIVENESS AND CONTRIBUTION OF REGIONAL TAX ON ORIGINAL REGIONAL INCOME IN KOTA KUPANG

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ABSTRACT

This research was conducted at Badan Pendapatan Daerah Kota Kupang with the aim of knowing how much the contribution of the effectiveness of regional taxes and the contribution of regional taxes in Kota kupang to the regional income of the city of Kupang in 2015-2019. The approach used in this research is descriptive quantitative with data analysis techniques carried out by comparing the realization of local tax revenue against the target of regional taxes at times 100% to determine the contribution of regional tax effectiveness. Furthermore, to calculate the contribution of local taxes to local revenue, it is done by comparing the realization of local taxes to the original regional income times 100%. The results show that the average contribution of regional tax effectiveness for five years shows the criteria of being effective and even very effective, except for the types of entertainment tax and parking tax which give less or even ineffective contributions. Meanwhile, the contribution of local taxes to local revenue shows very good criteria, but the contribution of local levies is less or less. Therefore, it is hoped that the regional government will be able to explore the tax potential which is still ineffective and to improve the strategy in optimizing the overall regional original income.

Keywords: effectiveness, contribution, locally-generated revenue

1.1 Introduction

Regional autonomy in Indonesia has come a long way, since the proclamation of the Republic of Indonesia independence on August 17, 1945, the provisions governing Regional Autonomy have been contained in Article 18 of the 1945 Constitution. In this regard, the Government of Indonesia has issued laws and regulations governing government administration in the regions, namely Law Number 1 of 1957, which was enhanced by Presidential Decree Number 6 of 1959, then replaced by Presidential Decree Number 2 of 1960, then changed to Presidential Decree Number 7 of 1965, which was enhanced through Law Number 18 of 1965, and changed to Law No. 5 of 1974 concerning the Principles of Government in the Regions, then Law No. 22 of 1999 concerning Regional Government, later replaced by Law no. 32 of 2004, which was later enhanced by Law no. 12 of 2008 concerning the Second Amendment to Law No. 32 of 2004, and the last one is Law No. 23 of 2014 concerning Regional Government. The era of regional autonomy, which officially came into effect in Indonesia since January 1, 2001, requires regions to be creative in finding sources of revenue that can finance regional government expenditures in the context of implementing governance and development. Of the various alternative sources of revenue that may be collected by regions, the law on regional governments stipulates that regional taxes are one of the sources of revenue originating from within the region and can be developed according to the conditions of each region. Lubis (2010: 86) explains that: "To carry out the government, the regions have the right to impose levies on the community. Based on the 1945 Constitution of the Republic of Indonesia which places taxation as one of the manifestations of statehood, it is emphasized that the placement of burdens on the people, such as taxes and other levies that are compulsive is regulated by law. Thus, local tax collection must be based on law "

So far, regional levies in the form of regional taxes are levied based on Law Number 18 of 1997 concerning Regional Taxes and Regional Levies, as amended by Law Number 34 of 2000, and now it has been enhanced by Law Number 28 of 2009. In accordance with the law, regions are given the authority to collect 16 (sixteen) types of taxes, namely 5 (five) provincial taxes and 11 (eleven) types of regency / city taxes. Apart from that, regencies / municipalities are still given the authority to determine other types of taxes as long as they meet the criteria stipulated in law. The law also regulates the maximum tax rates for the eleven types of taxes. Furthermore, to increase the effectiveness of the supervision of regional levies, the supervisory mechanism was changed from repressive to preventive, that is, each regional regulation on taxes and levies before being implemented must obtain prior approval from the central government. In addition, regions that stipulate policies in the area of regional taxes that violate the provisions of higher laws and regulations will be subject to sanctions in the form of postponement and / or deduction of general allocation funds and / or profit sharing funds or restitution.

Then with the enactment of Law Number 28 of 2009, the ability of regions to finance their expenditure needs is getting bigger because regions can easily adjust their income in line with an increase in the regional tax base and discretion in setting rates. On the other hand, not giving authority to regions to determine new types of taxes and levies will provide certainty for the public and the business world which in turn is expected to increase public awareness in fulfilling their tax obligations.

Kota kupang is the only city (municipality) located in the Province of East Nusa Tenggara (NTT). Kota kupang is an area that is directly adjacent to Kupang Regency as well as the capital of East Nusa Tenggara Province, in this case Kota kupang is a strategic city in NTT, because besides being the center of the provincial capital it is also a transit area for all regions in NTT. In its position, Kota kupang plays an important role in the development of Kota kupang as well as the capital city of the province because it is a cross-border area which is also the gateway to the East which in itself provides a very large opportunity for development in Kota kupang. The Kota kupang Government in an effort to develop and develop its region has made efforts to increase its original regional income sources according to its potential. so that the increase in the target every year can be followed by achieving the realization consistently.

The results of research at the Kota kupang Regional Revenue Agency show that each year the realization of Regional Original Revenue in the City of Kupang has increased from 2015 to 2016. The increase in the realization of Regional Original Revenue is inseparable from the efforts of local governments to increase regional revenue from potential local tax sources. However, from 2017 to 2019 there was a decrease between target and realization.

Kota Kupang continues to strive to develop regional development and facilities in the City of Kupang and targets to collect taxes effectively and efficiently in order to achieve regional development goals.

The increase in regional taxes from year to year which is calculated from the realization of the total revenue cannot be used as a measure of the success of tax collection that has been carried out by the Kota kupang Government. One measure of the success of local tax collection is by calculating the effectiveness of local tax collection. Effectiveness is the success or failure of the organization in achieving its goals. The concept of effectiveness if it is related to tax collection, the effectiveness in question is how much the realization of local tax revenue has succeeded in achieving the target that should have been achieved in a certain period.

Table 1.2
Target and Realization of Local Tax Revenues in Kota kupang 2015-2019

Year	Locally-Generated Revenue	
	Target	Realization
2015	57.181.967.900	56.935.865.366
2016	64.675.050.000	75.670.444.391
2017	89.532.997.000	83.286.284.438
2018	92.058.209.000	82.223.587.896
2019	125.607.997.000	108.473.862.346

Source: Badan Pendapatan Daerah (DISPENDA), Kota Kupang 2020

Based on the table above, it can be seen that every year the target for achieving local taxes to be collected always increases. This shows that the City of Kupang has quite potential sources that can be utilized as a source of Regional Original Income. In 2015 and 2016 the realization of local taxes exceeded the proclaimed target, although in the last three years, namely 2017 and 2018 to 2019, the realization has still not met the target. The Kota kupang Government, which is responsible for local tax management, needs to make efforts to optimize the collection in order to obtain a large enough regional income for the development of Kota kupang, NTT. The amount of local tax revenue revenue depends mainly on the collection mechanism. The realization that did not meet the target became a very interesting problem for researchers to become a research topic in order to find out what was actually happening at that time which caused the target not to be achieved optimally. Based on this, the researchers are interested in conducting research on "Analysis of the Effectiveness and Contribution of Local Taxes to Local Revenue in Kota kupang".

1.2 Problem Formulations

Based on the introduction above, it can be concluded:

a. How big is the effectiveness of local taxes on the Original Regional Revenue of Kota Kupang in 2015-2019
b. How big is the level of contribution of local taxes to the Original Regional Income of Kota kupang in 2015-2019?

1.3 Research Objective

Based on the elucidation, the objectives of this research are:

a. This is to determine the effectiveness of local taxes on the Regional Original
b. Revenue of Kota kupang in 2015-2019.
c. This is to determine the level of contribution of local tax revenues to the Regional Original Income of Kota kupang in 2015-2019.

2. LITERATURE REVIEW

2.1 Regional Autonomy

2.1.1 Regional Autonomy Definition

Etymologically, regional autonomy comes from the Greek language, which is the word derived from the words autos and namos. Autos means itself and namos means rules or laws. Based on this etymology, autonomy is defined as regulating or governing alone. Thus, regional autonomy can be interpreted as the transfer of authority and responsibility from the central government to the regions.

Undang-Undang Nomor 23 Tahun 2014 concerning Regional Government article 1 point 6, which is meant by "Regional Autonomy is the right, authority and obligation of an autonomous region to regulate and manage government affairs and the interests of local communities in the system of the Unitary State of the Republic of Indonesia". Meanwhile, what is meant by Autonomous Regions (as a general designation for Provinces, Regencies and Cities) according to Law No.23 of 2014, namely: "Autonomous Regions, hereinafter referred to as regions, are legal community units that have territorial boundaries authorized to regulate and manage government affairs and the interests of the local community according to their own initiative based on the aspirations of the community in the system of the Unitary State of the Republic of Indonesia. " The Republic of Indonesia as a unitary state adheres to the principle of decentralization in governance, by providing opportunities and flexibility for regions to carry out regional autonomy. Simanjuntak (2007: 36) argues that: "The decentralization policy embodied in the formation of autonomous regions and the implementation of regional autonomy is directed at accelerating the realization of community welfare through improved services, empowerment, and community participation, as well as increasing regional competitiveness, taking into account the principles of democracy. equity, justice, and potential for regional diversity in the system of the Unitary State of the Republic of Indonesia".

2.1.2 The Purpose of Regional Autonomy

According to Haris (2006:161), there are two kinds of regional autonomy, namely general goals and specific objectives. The general objective of the regional autonomy policy is to improve the quality of justice, democracy and welfare for all the various elements of the nation within the Republic of Indonesia as a whole. The specific objectives of the regional autonomy policy are:

1) Increase community involvement and participation in the decision-making process and its implementation so as to create a local government that is clean, efficient, transparent, responsive, and accountable.
2) Providing political education to the community on the urgency of their involvement in the local government process and its contribution to the establishment of a strong and legitimate national government.
3) Providing opportunities for people to elect their leaders directly and democratically.
4) Building mutual trust between communities on the one hand, and between society and government on the other.

As for Simanjuntak (2007: 38) states that: "The purpose of providing regional autonomy is to empower regions in the form of improving services, protection, welfare, initiative, creativity, and community participation, fostering democracy, equity and justice as well as unity, integrity and harmony. national by following the origins of a region, diversity and characteristics, as well as regional potential which leads to the improvement of people's welfare in the system of the Unitary State of the Republic of Indonesia”.

2.2. Locally-Generated Revenue

2.2.1 Locally-Generated Revenue Definition

Undang-Undang Nomor 23 Tahun 2014 Regarding Regional Government Article 1 point 35, what is meant by "Regional Revenue is all regional rights recognized as an addition to net asset value in the period of the fiscal year concerned". Meanwhile, according to Law No.33 of 2004 concerning Financial Balance between the Central Government and Regional Governments article 1 point 18 states that "Regional Original Revenue is revenue obtained by a region from sources within its own territory which is collected based on regional regulations in accordance with statutory regulations. -Applicable legislation ". Law No. 28 of 2009 also states the meaning of "Regional Original Income is a source of regional finance excavated from the region concerned which consists of the results of regional taxes, the results of regional levies, the results of the management of separated regional assets and other legitimate regional income". LOCALLY-GENERATED REVENUE is regional revenue that comes from exploiting the potential of the region. Wahab (2009: 31) states that "In the era of regional autonomy it is demanded to look for other alternatives that can be used optimally to increase regional income and do not continue to depend on the central government in funding all activities in the region". The Regional Government is expected to be able to run the wheels of government optimally to carry out regional development by exploring financial sources that take advantage of the potential that the region has as LOCALLY-GENERATED REVENUE.

2.2.2 Locally-Generated Revenue Source

The increase in Regional Original Revenue (LOCALLY-GENERATED REVENUE) absolutely must be carried out by local governments in order to be able to finance their own needs, so that regional government dependence on the central government decreases and in the end the regions can become independent. Based on Law No.32 of 2004 in chapter VIII concerning Regional Finance, article 157 that Regional Original Revenue comes from:

a. Local Tax Results
   The results of regional taxes are local levies according to regulations established by regions for household financing as public legal entities. Local taxes are levies imposed by local governments, the results of which are used for general expenditures which are not immediately given back services, while the implementation can be enforced.
b. Result of Regional Retribution
   The results of regional levies are fees that have legally become regional levies as payment for usage or for obtaining services or for obtaining services from work, business or belonging to the relevant regional government. Regional levies have characteristics, namely their implementation is economical, there are direct rewards even though they must meet formal and material requirements, but there are alternatives to whether they want to not pay, which are fees that are not prominent in nature, in certain cases regional levies are cost returns. which has been issued by the local government to meet the demands of community members.
c. The result of separated regional wealth management
   The results of the management of separated regional assets are regional revenues derived from the management of separated regional assets. Law number 33 of 2004 classifies the types of proceeds from the management of separated regional assets, specified according to the object of income which includes the share of profit on equity participation in regional owned companies / BUMD, the share of profits on equity participation in state-owned companies / BUMN and the share of profits on investment. capital in privately owned companies and community groups.
d. Other legal Locally-Generated Revenue
   Law Number 33 of 2004 explains that legitimate Regional Original Revenue is provided to budget regional revenues that are not included in the type of tax and the results of separated regional wealth management This revenue is also a regional revenue that comes from other things belonging to the regional government. Law number 33 of 2004 classifies what is included in legitimate regional original income including:
   a) Proceeds from the sale of regional assets that are not separated.
   b) Current account service.
   c) Interest income
   d) The profit is the exchange rate of the rupiah against foreign currencies.
   e) Commissions, discounts, or other forms as a result of the sale, procurement of goods or services by the government.

2.3 Tax

2.3.1 Definition of Tax

Undang-Undang Nomor 6 Tahun 1983 regarding General Provisions and Tax Procedures which have been revised several times and most recently contained in Law No. 28 of 2007 (hereinafter referred to as UU KUP) defines taxes as follows: "Taxes are mandatory contributions to the state that are owed by private persons or entities that are compelling under the law, without receiving direct compensation and used for state purposes for the amount of - the great welfare of the people".

The definition of tax according to Siahaan (2005: 7) is as follows: "In general, taxes are levies from the public by the State (government) based on a law that is enforceable and payable for those who are obliged to pay them without getting any return (contra). achievement / remuneration) directly, the results of which are used to finance state expenditures in government administration and development".

Soemahamidjaja in Ilyas (2011: 6) states that "Taxes are mandatory contributions in the form of money or goods, which are collected by the authorities based on legal norms, in order to cover the costs of producing collective goods and services in achieving general welfare". In addition, Soemitro in Mardiasmo (2016: 6) also states that "Taxes are people's contributions to the State treasury based on law (which can be enforced) without receiving any service-lead (counter-achievement), which can be directly demonstrated and used. to pay for general expenses". From the definition of tax, it can be concluded that there are five elements inherent in the definition of tax, namely:

1. Tax payments must be based on law
2. It can be forced
3. There is no counter-achievement (reward) that can be directly felt by tax payer
4. Tax collection is carried out by the state, both by the central government and regions (may not be collected by the private sector), and
5. Taxes are used to finance various government expenditures (routine and development) for the benefit of the general public.

Taxes have a very important role in the life of the state, especially in the implementation of development because taxes are a source of state revenue to finance all expenditures including development expenditures. Currently the government is disseminating information to the public to be able to participate in paying taxes obediently. This is done by improving the applicable tax laws and regulations and imposing burdensome sanctions if taxpayers are unable to pay their taxes owed to the state treasury in a timely manner.

2.3.2 Tax Collection Basic Theory

The implementation of rights and obligations in taxation, a State is obliged to regulate its implementation under the aegis of law. This is to provide a sense of justice and protection to the community as tax payers or payers. Ilyas (2011: 21) suggests the theories underlying tax collection that can be justified by a country, namely:

a. Insurance Theory

Insurance theory is defined as a public interest (someone) which must be protected by the state. It is as if the community is responsible for the safety and security of their souls to the State. Given the interests of the community itself, the community must pay a "premium" to the state.

This insurance theory only provides a basis, because basically this theory is not appropriate to base the existence of tax collection. Premiums are not exactly the same as taxes, because premiums in this theory should be the same as levies whose counter-performance can be felt directly by the premium provider. Meanwhile the notion of tax is not the case. The premium given to the state is not the same as the premium given to the company in the sense of the real premium. If the community experiences a loss, the state cannot provide compensation as appropriate for an insurance company and the amount of premium given cannot be calculated in an equal amount.

will be awarded by the stated.

b. Interest Theory

The theory of interest is defined as a state that protects the interests of the assets and lives of its citizens by taking into account the sharing of the tax burden that must be collected from all its residents. All costs or expenses to be incurred by the state charged to all citizens based on the interests of the existing citizens. Citizens who have a lot of assets, pay higher taxes to the state to protect the interests of the citizens concerned. On the other hand, citizens who have few assets pay less tax to the state to protect the interests of those citizens.

c. Carrying Power Theory

The basis for this theory is the principle of justice, namely that everyone who is subject to tax must be the same weight. Taxes that must be paid are according to a person's bearing style, the measurement of which is the amount of income and the amount of expenditure made. This means that what must be fulfilled in a person's life is not included in the sense of bearing style. The power (bear style) to pay new taxes is done after a person's primary needs have been met. This primary need is the minimum principle for a person's life. If it has been fulfilled, then the tax payment will be made. In the context of the Income Tax Law, the minimum principle of life as intended can be referred to as Non-Taxable Income (PTKP). If a person has income below the PTKP limit, it means that the person does not need to pay taxes, or his bearing style of paying taxes is nil. On the other hand, if their income is above the PTKP, then they will be subjected to a shoulder style to pay taxes in accordance with the provisions based on the principle of justice stipulated in the Income Tax Law.

d. Purchasing Theory

This theory emphasizes that tax payments made to the state are intended to maintain the people in the country concerned. The buying style of a household in society is the same as the buying style of a country household. Tax payments made to the state are more emphasized on the function of regulating (regularent) of taxes so that people continue to exist.

e. Service Theory

This theory emphasizes the organische staatsleer notion which teaches that the nature of the state as an organization (association) of individuals, then arises the absolute right of the state to collect taxes. Seeing the history of the formation of a country, this devotion theory can be said to be an agreement in society (each) individual to form a state and hand over part of its power to the state to lead society. Because of the trust given by the community to the state, tax payments made to the state are evidence from society to the state, because the state is in charge of administering the interests of its people. This devotion theory is also called the absolute tax liability theory.

2.3.3 Tax Function

Taxes play a very important role for a country, because taxes are a source of state revenue, which can be used as a tool to regulate economic activities and as an equal distribution of people's income. Taxes have four main functions in economic development, namely as follows (Cahyono, 2007: 49)

a) Budgetary Function (Main Source of State Treasury)

Taxes are very relied upon as the main source of government revenue originating from within the country. This can be seen in the APBN because taxes are the largest contributor to state revenue

b) Allocation Function (Source of Development Financing)

Taxes that have been collected by the state to fill the State treasury (budgeters) are not allowed to just settle in the state treasury. However, it must be allocated to finance development in all fields.

c) Distribution Function (Income Equity Tool)

Taxes collected by the government from taxpayers are used to finance development in all fields. The use of taxes for development costs must be evenly distributed throughout the country so that all citizens, both rich and poor, can enjoy the results development financed from this tax.

d) Regulatory Function (Regulatory Tool for Economic Activities)

Through taxes, the government can regulate economic activity. Through fiscal policy, the government can set high taxes, for example, to overcome the inflation rate. Likewise, if the government sees that the economy tends to experience a decline (sluggishness), the government can implement a low tax policy. With low taxes, entrepreneurs will be motivated to increase their investment. If investment increases, employment opportunities will expand and production will increase. In the end, high enough economic growth will be achieved and people's prosperity will increase and the economy will become stable. The tax regulatory function is often called the stabilization function.

2.4 Regional Tax

2.4.1 Definition of Regional Tax

Undang-Undang Nomor 34 Tahun 200-concerning Regional Taxes and Regional Levies which were later revised by Law Number 28 of 2009 defines regional taxes as follows "Local taxes, hereinafter referred to as taxes, are compulsory contributions to the regions owed by individuals or entities of a coercive nature based on law, without receiving direct compensation and used for regional needs for the greatest prosperity of the people".

According to Mardiasmo (2006: 12) defines local taxes as follows “Local taxes are mandatory contributions made by individuals or entities to regions without a balanced direct compensation, which can be enforced based on the prevailing laws and regulations, which are used to finance the administration of regional governments and regional development.

Based on these definitions, it can be concluded that local taxes have the following characteristics:

1. Local taxes derived from state taxes submitted to the regions.
2. The submission is based on law.
3. Local taxes are collected by regions based on the force of laws and regulations.
4. The results of local tax levies are used to finance operations regional governance and regional development.

Regional tax collection authority is the authority owned and exercised by the Regional Revenue Service. A good local tax is a tax that will support the granting of authority to the regions in the framework of decentralization financing. For this reason, local governments in collecting taxes must still place them according to their function.

2.4.2 Types of Regional Tax

Align with regional administration division, according to Undang-Undang Nomor 28 Tahun 2009, regional tax can be categorized into two kinds, namely:

1) Level I Regional Taxes or Provincial Taxes, consisting of:
   a. Vehicle tax
   b. Transfer of Motor Vehicle Name
   c. Motor Vehicle Fuel Tax
   d. Surface Water Tax
   e. Cigarette Tax
2) Level II Regional Taxes or Regency / City Taxes, consisting of:
   a. Hotel Tax
   b. Restaurant tax
   c. Entertainment Tax
   d. Advertisement tax
   e. Street Lighting Tax
   f. Non Metal Mineral and Rock Tax

g. Parking Tax
h. Groundwater Tax
i. Swallow's Nest Tax
j. Rural and Urban Land and Building Tax
k. Fees for Acquisition of Rights to Land and Buildings

2.4.2 Regional Tax Rate

The local tax rate collected by local governments is regulated in Law no. 28 of 2009 which is stipulated with the highest tariff limitation is different for each type of tax, namely:

1. Motor vehicle tax is set at a maximum of 10%
2. The transfer fee for motor vehicles is set at a maximum of 20%
3. Motor vehicle fuel tax is set at a maximum of 10%
4. Surface water tax is set at a maximum of 10%
5. Cigarette tax is determined at the highest to be 10% (ten percent) of cigarette excise
6. Hotel Tax is set at a maximum of 10%
7. Restaurant tax is set at a maximum of 10%
8. Entertainment Tax is set at a maximum of 35%
9. Advertisement Tax is set at a maximum of 25%
10. Street Lighting Tax is set at a maximum of 10%
11. Non-Metal Mineral and Rock Tax is set at a maximum of 25%
12. Parking Tax is set at a maximum of 30%
13. Ground water tax is set at a maximum of 20%
14. The wallet bird's nest tax is set at a maximum of 10%
15. Rural and Urban Land and Building Tax is determined at most high of 0.3%
16. Acquisition Fee for Land and Building Rights is determined at the highest by 5%

Although the limit for the highest tax rate is determined, there are different arrangements regarding the determination of tax rates by local governments between provincial taxes and district / city taxes. Currently, the determination of provincial tax is regulated in Government Regulation no. 65 of 2001 concerning Regional Taxes, stipulates the highest tax rate, this is intended to give freedom to the regional government concerned to manage their respective finances based on the capabilities and conditions of the region concerned.

2.4.4. Tax Collection Constraints

The following are some of the debilitating obstacles to local tax collection. According to Lisasih in Syah (2014: 20), some of the obstacles in collecting local taxes are as follows:

First: The realization of the supervision of regional regulations on regional taxes is relatively weak. The provisions of Law Number 34 Year 2000 mandate that regional regulations regarding taxes and levies issued by regional governments must be submitted to the central government, namely to the Minister of Home Affairs and the Minister of Finance at the latest 15 (fifteen).) days since stipulated. However, not all provinces and districts / cities submit regional regulations to the central government, there are still many provinces and districts/cities that do not pay attention to the mandate in the provisions of the law. Lack of awareness of the province and district/city in fulfilling the mandate of the law certainly weakens local tax collection, in the absence of submission of these regional regulations there may be the possibility of issuing regional regulations which later turn out to be problematic due to public interest and / or more legislation. high.

Second: Centralization of central government power in the supervision of local tax collection. All government implementation activities in the regions are still required to have a system of supervision from the central government but supervision should no longer leave a gap for the central government to implement centralization of power which in turn can lead to conflicts between central and regional or between provinces and districts / cities, because if that is the meaning of autonomy the area becomes blurry.

Oversight by the central government that is too tight can weaken tax collection because the existence of too tight central government supervision can limit the freedom of the government and local communities so that local governments cannot independently manage aspects of their lives according to their aspirations, sense of justice and culture.

Third: The regions are not ready to handle tax disputes

The problem that arises in tax disputes in general is how to determine the appropriate type of local tax to be imposed (directly or indirectly), to whom and at which level of government (district or city). Tax disputes as disputes arising in the field of taxation between taxpayers or tax bearers and authorized tax officials as a result of the issuance of a decision that can be appealed or sued to the tax court based on taxation laws and regulations, including a lawsuit for the implementation of billing based on the Billing Law Tax with a Warrant. The existence of these tax disputes, whether regulatory disputes, tax assessment disputes or tax collection disputes automatically weakens tax collection.

Fourth; Granting of permits, recommendations and implementation of public services that are insufficient or not in accordance with the scope of their duties, Lack of guidance to all official apparatuses Lack of ability to listen to, respond to and seek solutions to staff complaints, whether they are assigned as data collectors, data analyzers, calculations, SKPD issuance, or billing.

2.5 Effectiveness

The word effective comes from the English language, namely effective, which means successful or something that is done successfully. The word effective means the occurrence of an effect or the desired effect, in an action. Effectiveness is a condition which implies the occurrence of a desired effect or effect.

According to Mardiasmo (2015: 20) "Effectiveness is a measure of the organization's success or failure to achieve its goals". Meanwhile, according to Mahmudi (2010: 86) effectiveness is: "Effectiveness is the relationship between output and objectives. The greater the output contribution to achieving goals, the more effective the organization,

program or activity is. An organization, program, or activity is considered effective if the resulting output can meet
expected goals, or it is said to be spending wisely ".

The effectiveness of the local government is if the objectives of the local government can be achieved according to the planned needs. In accordance with Permendagri No. 13 of 2006, "Effectiveness is the achievement of program results with predetermined targets, namely by comparing outputs with results".

2.6 Contribution

The big Indonesian dictionary means "Contribution is a contribution", whereas according to the economic dictionary (Guritno, 1992: 76) is something that is given together with another party for the purpose of certain or collective costs or losses. So that the contribution of Regional Taxes to Regional Original Income (LOCALLY-GENERATED REVENUE) can be interpreted as a contribution given by Regional Taxes to Regional Original Income.

3. Research Method

3.1 Research Approach

The research approach used in this research is quantitative descriptive research using comparative analysis to determine the level of effectiveness and contribution of local taxes to LOCALLY-GENERATED REVENUE in Kota kupang. This research process begins with data collection which includes data on the realization of revenue from LOCALLY-GENERATED REVENUE, target and realization of local taxes, and details of local taxes. The data that has been collected is carried out by the next process, namely quantitative calculations to determine the effectiveness and contribution of local taxes using the ratio analysis method, presented in tables and graphs. The results of the analysis are then described to explain the contribution and level of effectiveness of local taxes in Kota kupang in the observation period.

3.2 Time and Place

This research was conducted at Dinas Pendapatan Daerah Kota Kupang, which is located on Jalan Timor raya, the Kupang Mayor's Office Complex (Kelapa Lima). The time needed for this research is approximately 6 months, starting from June to December 2020

3.3 Type and Data Source

3.3.1 Data type

The types of data used in this study are as follows:

1. Primary Data
   Primary data is data obtained by conducting field research through interviews with related agencies to obtain data and information related to this research.
2. Secondary Data
   Secondary data comes from related agencies, namely the Regional Revenue Agency which is directly related to local taxes and local revenue. Sources include:

a. Target and realization of the City of Kupang Regional Original Revenue in 2015-2019
b. The target and realization of local taxes for the City of Kupang in 2015-2019.

3.4 Data Collection Technique

The research methods used are as follows.

1) Library Research
   This research was conducted through the literature to obtain a theoretical basis for research carried out by reading various literature related to this research topic, namely in the form of notes, books, journals and so on.
2) Documentation
   It is done by collecting historical data or documents relevant to this research. The documentation method is data collection by seeing, reading, studying, then recording data that is related to the object of research.
3) Field observations (Field Research)
   The research was conducted in an effort to obtain data to support this research, so that field research was carried out by various related agencies that could support this research.
4) Interview Method
   The interview is a data collection technique by conducting interviews or direct questions and answers with respondents, namely parties related to the problem of the object to be studied. In this case, employees at the Regional Revenue Agency and parties related to the implementation of regional tax revenue in Kota kupang

3.5 Data Analysis Technique

3.5.1 Regional Tax Effectiveness Analysis

The effectiveness of local taxes shows the ability of local governments to collect local taxes according to the targeted amount of local tax revenue. The level of effectiveness of local taxes can be calculated using the following formula. (Halim, 2004: 164) Meanwhile, to see the effectiveness of different types of regional taxes, it is done by comparing: Realization of local taxes (types of local taxes) versus the target set at times 100%. The criteria used in assessing the effectiveness of local taxes are:

Table 3.1 Classification Criteria for Regional Tax Effectiveness

Achievements(Percentage)	**Assessment Criteria**
➢ Greater than 100 %	Very effective
➢ 100 %	Effective
➢ 90%-99%	Effective enough
➢ 75%-89%	Less effective

- Smaller 75% Not effective

Source: Mahmudi, 2019 (Analisis Keuangan Pemerintah Daerah)

3.5.2 Regional Tax Contribution Analysis

The contribution of local taxes is an indicator used to determine how much local taxes contribute to total Regional Original Income (LOCALLY-GENERATED REVENUE). To calculate the contribution of local taxes to Regional Original Income using the following formula. (Halim, 2004: 163)

$$\text{KPD} = \frac{\text{Realization of Regional Tax Revenue}}{\text{Realization of Locally-genderated revenue}} \times 100\%$$

The criteria used in assessing the contribution of local taxes to Regional Original Income are as follows

Classification Criteria for Contribution of Percentage of Local Taxes

Achievements (Percentage)	**Assessment Criteria**
0,00% - 10 %	Very less
10,10%- 20%	Less
20,10%- 30%	Moderate
30,10%- 40%	Pretty good
40,10%- 50%	Good
Diatas 50%	Very good

Source: Depdagri Nomor 690.900.327 Tahun 1996

RESULT AND DISCUSSION

4.1 general description of the object of research

4.1.1. A Brief History of the Regional Revenue Agency of Kota kupang

Badan Pendapatan Daerah Kota Kupang, before being converted into a Regional Financial Agency, was originally established with the nomenclature of the Kota kupang Regional Revenue Service, which is hereinafter abbreviated as Dispenda for Kota kupang, which is the entity for the Coordinator and Manager of Regional Original Revenue (LOCALLY-GENERATED REVENUE) for Kota kupang. This service was originally formed based on the Decree of the Minister of Home Affairs of the Republic of Indonesia Number KUPD. 7/12 / A-101 Year 1978. Initially the Kota kupang Regional Revenue Service had the status of the Kota kupang Administrative City Regional Revenue Service and in its task carried out collection activities for Original Regional Revenue and IPEDA from 1980 to 1992 the name

IPEDA was changed to Land and Building Tax (PBB) which is currently still joined by Regional Revenue Service of Kupang Regency. Subsequently, the status of the Kupang Administrative City Regional Revenue Service was changed to the Kota kupang Administrative City Regional Revenue Service Branch from 1983 to 1996 which in charge of handling LOCALLY-GENERATED REVENUE and PBB billing from 1992 to today. The service branch changed its name again to the Kota kupang Government Revenue Service in 1996 to 1998 changed to the Kota kupang Dispenda from 1998 to 2008 and was changed again to Dispenkeu Kota Kupang in 2008 to March 2014 to December 2016 to become Dinas Pendapatan Daerah Kupang and changed the name Dispenda to the Badan Keuangan Daerah Kota Kupang which continues to handle funds for the management of the Regional Budget and Local Revenue, Finance and other assets.

Since the formation of the Administrative City of Kupang to become a Municipal Municipality for the Level II Region of Kupang in accordance with Law Number 5 of 1996, the Regional Revenue Service for the City of Kupang was formed with the Decree of the Governor of the NTT Level I Region No. Kota Kupang Number 34 of 2002 Concerning the Establishment of the Organization and Work Procedures of the Regional Office and Technical Institutions of Kota kupang, amended again by Perda No. 06 of 2008 concerning Organization and Administration of Offices and amended again by Perda No. 04 of 2013 at the same time gives a portion of the responsibility in the collection of Land and Building Tax (PBB) and Regional Original Income in the Kota kupang area in collaboration with the Kupang Pratama Tax Service Office and subsequently in 2013 PBB-P2 was transferred to Regional Taxes of Kota kupang until now .

4.2 Research Result

This study aims to determine how much the level of effectiveness of local taxes in the city of Kupang and to find out how much the contribution of local taxes in the city of Kupang to Local Revenue (LOCALLY-GENERATED REVENUE) of Kota kupang in the period 2015-2019.

4.2.1 The Effectiveness of Local Taxes on Local Revenue in Kota kupang in 2015-2019.

Effectiveness is a measure of the success of an organization including public sector organizations, in this case the Local Government to achieve its goals. The amount of effectiveness of local taxes can be calculated by comparing the realization and the target set. The level of effectiveness of local taxes in the city of Kupang in 2015-2019 can be done using the following calculations:

$$\frac{\textbf{\textit{Regional Tax Realization}}}{\text{Regional Tax Target}} \quad \text{x } 100\%$$

Based on the formula above, the calculation of the effectiveness of local taxes per type of tax in Kota kupang is as follows

Table 4.1
Calculation of Regional Tax Effectiveness in Kota kupang 2015-2019.

No.	Tax Type	Year (in percentage)				
		2015	**2016**	**2017**	**2018**	**2019**
1	Hotel	140,34	136,53	101,03	102,94	91,45
2	Restaurants	150,43	149,25	100,37	114,54	122,01
3	Entertainment	113,58	222,05	66,6	91,06	78,78
4	Billboard	117,53	94,96	90.41	86,57	95,17
5	Street Lighting	128,51	113,46	106.99	110.42	98,56
6	Excavation C	118,78	108,22	-	-	-
7	Parking	131,43	181,18	116,56	124,99	51,70
8	Groundwater	130,27	82,66	-	-	-
9	PBB	116,63	138,92	112,50	108,45	102,37
10	BPHTB	138,26	134,73	147,16	94,71	109,44
Average		**128,58**	**136,20**	**103,69**	**102,47**	**93,68**

Based on the results of the calculation of the effectiveness of each type of local tax as in table 4.1 above shows the lowest percentage occurred in the type of parking tax, which was 51.70 percent in 2019, then also the other lowest percentage occurred in the type of entertainment tax, namely 66.6 percent in 2017 and 78.78. percent in 2019. In the above data there is also a blank column on the C excavation tax object and groundwater which was not recorded in 2017 to 2019 because the tax object is no longer the object of regional tax in Kota kupang. Meanwhile, the data for land and building tax cannot be found.

Table 4.2

Criteria for Local Tax Effectiveness in Kota kupang

No.	Tax Type	Year				
		2015	**2016**	**2017**	**2018**	**2019**
1	Hotel	Very effective	Very effective	Very effective	Very effective	Effective
2	Restaurants	Very effective	Very effective	Very effective	Very effective	Very effective
3	Entertainment	Very effective	Very effective	Less Effective	Effective	Less Effective
4	Billboard	Very effective	Effective	Effectice	Effective Enough	Effective

5	Street Lighting	Very effective	Very effective	Very effective	Very effective	Effective
6	Excavation C	Very effective	Very effective	-	-	-
7	Parking	Very effective	Very effective	Very effective	Very effective	Not Effective
8	Underground water	Very effective	Effective	-	-	-
9	PBB	Very effective	Very effective	Very effective	Very effective	Very effective
10	BPHTB	Very effective	Very effective	Very effective	Very effective	Very effective

Table 4.2 above shows that overall the effectiveness of local taxes in Kota kupang is very effective for 2015-2019. However, the criteria for less effectiveness exist in 2017 and 2019 for the type of entertainment tax. While the ineffective criteria occurred in 2019 for the type of parking tax, so this is evidenced by the low average calculation of effectiveness compared to the previous year in this study of 93.68 percent.

4.2.2 Contribution of Regional Taxes to Local Revenue in Kota kupang in 2015-2019

To find out the amount of contribution that can be contributed from local tax revenue to local revenue in Kota kupang, the following calculations are carried out:

Contribution = Regional Tax Revenue Realization x 100% Locally-generated revenue Realization

Based on the contribution formula, the street lighting tax contribution to the Kota kupang local tax can be calculated as follows

Calculation of the Contribution of Regional taxes and levies against Original regional income of Kota kupang

2015-2019

	Revenue	**Year**				
		2015	**2016**	**2017**	**2018**	**2019**
1	Regional Tax	51,24	56,43	87,68	85,27	93,80
2	Regional Retributions	20,17	18,43	11,42	14,01	5,47

The criteria for assessing the contribution of local taxes and levies to Original local income of Kota Kupang 2015-2019

No	Revenye	Tahun				
		2015	2016	2017	2018	2019
1	Regional Tax	Very good	Very good	Very good	Very good	Very good
2	Regional Retributions	Moderate	Less	Less	Less	Very less

Based on table 4.3 above, it shows that the amount of regional tax contribution to regional original income has increased from year to year, where the largest contribution occurred in 2019, amounting to 93.80 percent. This increasing contribution of taxes is not followed by an increase in the contribution of regional user fees. Regional levies actually show a lower contribution, where the lowest contribution actually occurred in 2019 where in that knowledge, the contribution of local taxes was very good. This shows that if the retribution revenue increases, it will greatly affect the contribution of taxes and other sources of revenue which are the source of local revenue.

Furthermore, based on table 4.4 above, it also shows that based on the calculation of contributions in table 4.3, the criteria for assessing local tax contributions are in a very good category for five years 2015-2019 with very good predicate. This proves that the contribution of tax or revenue from the tax sector is still the prima donna for Kota kupang in increasing its original regional income coffers. However, local levies actually contributed less, even very less in 2019 because the contribution was only 5.47 percent.

4.3 RESEARCH RESULT DISCUSSION

4.3.1 Analysis of the Effectiveness of Local Taxes on Regional Income in Kota kupang

In accordance with the regional regulations governing local taxes, the local government of Kota kupang has issued a number of regional regulations, including Perda No. 02 of 2016, Perda No.05 of 2016, perda No.05 of 2012 and Perda No.05 of 2011. These regulations regulate 8 (eight) types of regional taxes that apply in the city of Kupang. Local taxes are the main source of local revenue which is very important to finance regional households in addition to the source of revenue from transfer funds. In this connection, the central government in encouraging the acceleration of development and in the context of autonomy assigns responsibility to the regions to manage resources derived from taxes so that in the end it can realize social justice for all people.

Regions as the spearhead of development are expected to be able and able to generate revenue from the regional tax sector effectively and efficiently so that in the end they can make a large contribution to the region. Judging from the level of effectiveness of the realization of tax revenue from the city of Kupang for five years (2015-2019) the average is very fluctuating, where in 2015 and 2016 there is a tendency to increase both target and realization, but for 2017-

2019 the target is increasing but realization is always lower than the realization. This is due to the low compliance of taxpayers in paying taxes.
The following describes several types of local taxes that experience very fluctuating effectiveness ratios, including hotel taxes when viewed from the calculation of their effectiveness ratios, it can be explained that the best percentage occurred in 2015 and 2016 even though when seen in 2016 it decreased but still very effective with a percentage of 140 , 34 percent in 2015 and 135.53 percent in 2016. Then drastically decreased in 2017 by 101.03 and decreased even more in 2019 which was 91.45 percent. This is because in addition to decreasing taxpayer compliance, it is also caused by a decrease in hotel occupancy which has implications for decreasing hotel revenues. Furthermore, it can be explained that the lack of supervision of related parties in relation to hotel operations and financial reports can reduce the potential tax that must be deducted.

Restaurant tax shows the best effectiveness ratio in 2015 and 2016. However, after IRU in 2017 it decreased to 100.37 percent and then in 2018 and 2019 had an increasing trend. The decline in 2017 was more due to the low compliance of taxpayers who are in arrears and close the business and then move to another place or change the name of the business with a new owner in order to avoid taxes (interview with related parties).

Entertainment Tax in 2016 contributed the highest percentage of all types of local taxes, namely 222.05 percent. However, the biggest decline also occurred in 2017 which only contributed 66.6 percent. This is due to the lack of awareness or negligence of taxpayers. However, the impact of the closure of several entertainment venues has a very influential impact on entertainment tax revenue.

Advertisement tax generally fluctuates, however, it is still at the normal limit meaning that the difference is not significant. When calculated the average effective contribution is 96, 93 percent with the title effective. Thus, the advertisement tax has the potential to be encouraged to increase regional revenues. The same thing happened to the road management tax, where the effective ratio fluctuated, but nevertheless it was still at an average figure that the difference was not significant and was on average 111.59 percent with the predicate very effective. The parking tax in 2019 provided the lowest effective contribution of all types of local taxes which only reached 51.70 percent. This shows that the management of parking management in Kota kupang has not been carried out properly. However, in 2015-2018 the parking tax always contributes more than 100 percent with mussel in 2019 less effective, because the government is still focused on other types of taxes that can make a bigger contribution.

Next, Land and Building Tax and BPHTB should be able to provide a large effective contribution, but the calculation results show a fluctuating effectiveness ratio from 2015-2019. The low compliance of taxpayers in paying taxes is an inhibiting factor even though in general the criteria are effective and even very effective. In general, PBB must increase every time with an increase in the selling value of tax objects that occurs in an area including the city of Kupang.

Overall if the average regional tax effectiveness is calculated, it is in the effective criteria, even very effective for the five years 2015-2019, however, based on existing data it shows that the best performance occurred in 2015 and 2016. While in 2017-2019 Based on the data, it shows lower performance than in 2015 and 2016. This shows that the change of regional heads and changes in positions within the local government has an influence on policies and strategies in managing local taxes which also have implications for regional revenues including regional taxes in Kota kupang. Apart from that, other data shows that the loss of local tax sources in Kota kupang, namely the Galian C tax and groundwater tax, also affects the loss of regional income sources. In 2015 and 2016 the contribution of Excavation C tax and groundwater tax in Kota kupang was equal to 2015, the effective contribution was 118.78 percent and 108.22 percent and in 2016 it was 130.27 percent and 82.66. So the average effective contribution of these two types of taxes is 113.5 percent and 106.46 percent.

Thus, as stated by Mahmudi (2019: 190) explains that effectiveness analysis measures the level of achievement of the targets set, where we can evaluate the level of operational effectiveness of local government finances by comparing the financial information presented in its operational reports with projections. Furthermore, the range of performance achievement values to measure the level of effectiveness of financial management can be determined by the government as a standard, including very effective, effective, moderately effective, less effective and ineffective. In this regard, it can be explained that the average effective tax contribution for the City of Kupang during 2015-2019 is in the very effective criteria for 2015-2018 and in 2019 the criteria are effective.

4.3.2 Analysis of the Contribution of Regional Taxes to Local Revenue in Kota kupang in 2015-2019

Contribution rate is the proportion of tax types to total tax revenue, both before and after the enactment of Law no. 28 of 2009. Contribution in English which means participation, or contribution can be in the form of material or action, what is done for the common interest.

This study is intended to determine how much the contribution of Kota kupang local taxes to Regional Original Income in 2015-2019. Based on the results of the analysis, it shows that the contribution of regional taxes in Kota kupang in 2015-2019 shows a very good contribution for five years. However, the lowest percentage occurred in 2015 which was caused by 51.24 percent. This is due to the large contribution from retribution, amounting to 20.17 percent. Then in 2019 the amount of local tax contribution was 93.80 percent, where the amount of this contribution was the largest for five years. However, the increase in tax contributions in 2019 was not matched by an increase or a high contribution from regional levies as seen in table 4.4 above. Thus, it can be concluded that the increase in the contribution of local taxes has an effect on the contribution of levies or other sources of regional revenue to local revenue.

Several research results also show that the contribution of local taxes always provides a larger portion compared to other sources of regional revenue such as levies and other regional revenues. Therefore, the government must be able to try to optimize the source of local tax and retribution revenue by socializing taxation so that people are more aware and obedient to paying taxes.

CONCLUSION

Based on the results of research and discussion of research results regarding the effectiveness and contribution of local taxes to the regional income of Kota kupang in 2015-2019, it can be concluded as follows:

1. The level of effectiveness of local taxes as a whole has shown very effective results in 2015 and 2016 with an average of 128.58 percent and 136.20 percent. Meanwhile, in 2017-2019 there were decreases of 103.69 respectively; 102.47 and 93.68 percent. This is because the low awareness of taxpayers in paying taxes is also caused by the absence of two types of local taxes that were previously the source of regional tax revenue for Kota kupang, namely the Excavation C tax and groundwater tax.
2. The regional tax contribution of Kota kupang during 2015-2019 shows a very good contribution with an increasing trend from year to year, namely 51.24 percent, 56.43 percent, 87.68 percent, 85.27 percent and lastly. 2019 amounted to 93.80 percent. The contribution of local taxes to regional income is increasing inversely with the realization of tax revenue which is lower than the target for 2017-2019. The large contribution is also due to the decreasing contribution of regional user fees as well as other revenues to regional revenue. Changes in regional heads and changes in positions within the city government of Kupang also influence policies and strategies for institutions that manage local taxes which can lead to lower local taxes received. Next is the difficulty of local tax management officials in finding new potential.

SUGGESTION

Based on the research results and conclusions discussed above, some suggestions that should be made are as follows:

1. For Agencies
   a. As an agency in charge of managing local taxes and levies, the Regional Revenue Agency is expected to continue to provide services that make it easier for taxpayers as well as to socialize taxes and impose sanctions for taxpayers who are in arrears. In addition, it is also hoped that the government needs to pay attention to public service facilities that can be felt by the community as remuneration for people who pay taxes fairly and equally. Regional revenue agencies are also expected to periodically conduct field surveys to find out and find new potentials that can increase sources of tax revenue.
   b. The Regional Revenue Agency is expected to be able to conduct a good study in determining the target of local tax revenue in order to reflect a positive performance. In addition, it is hoped that the regional revenue agency will be able to optimize the revenue from regional user fees which in 2015-2019 contributed less or less.
2. For further researchers
   This research can be used as a reference for other researchers in order to add other variables such as fees and other sources of local revenue in calculating the contribution and effectiveness and performance of local governments in generating local revenue.

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TOURIST DESTINATION COMPETITIVENESS OF ETHIOPIA; A CASE OF AMHARA REGION

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Abstract

In an increasingly saturated market the fundamental task for the destination management, is understanding how tourism destination competitiveness can be enhanced and sustained. Competitiveness of a tourist destination is an important factor that positively influences the growth of the market share. Therefore tourism managers have to identify and explore competitive advantages and analyse the actual competitive position. There exist different approaches that model the competitiveness (Dwyer, Livaic and Mellor 2003). Among all we follow the framework (Dwyer, Livaic and Mellor 2003), which was developed in a collaborative effort by researchers in Korea and Australia and presented in Sydney in 2001, and conduct an empirical analysis on Amhara region as a tourist destination. The aim of this paper is presents the results of a survey, based on indicators associated with the model, to determine the competitiveness of Amhara region as a tourist destination.

Key Words: destination, competitiveness, indicators, tourism stakeholders, added value

Introduction

We have entered the 21st century and realized that many new opportunities await us in the tourism industry. The advent of globalization has coincided with a boom in the tourism sector and this has presented many new challenges. Free movement of capital and trade rules are the real forces behind globalization. In the context of tourism, globalization means dramatic increases in the number of destinations and also in distances among them. International tourism conditions have changed drastically and it has become necessary to address these challenges in or- der to remain competitive in the tourism market. Development of new tourism products and destinations is one of the manifestations of the tourism sector shift towards increased productivity (Fadeeva 2003).

Competitiveness is a broad concept, which can be observed from different perspectives: through products, companies, branches of the economy or national economies, in the short run or the long run. The definitions offered in the literature provide both a micro and macro connotation of competitiveness. From a macro perspective competitiveness is a national concern and the ultimate goal is to improve the real income of the community. From a micro perspective, it is seen as a firm level phenomenon. In order to be competitive, any organization must provide products and services, which must satisfy the never ending desires of the modern consumer. For such products and services, customers or clients are willing to pay a fair return or price.

Let us extend the concept of comparative and competitive advantage to international tourism. Comparative advantage seems to relate to things like climate, beautiful scenery, attractive beaches, wildlife etc. Comparative factors are close to primary tourism supply (natural, cultural and social attractiveness). We can never reproduce them with the same attractiveness. On the other hand, competitive advantage relates to tourism infrastructure, the quality of management, the skills of the workforce, government policy etc. (Ritchie and Crouch 1993). Competitive factors refer to secondary tourism supply. They can be produced and improved by the tourist firms or governmental policy. Both kinds of factors are co-dependent. Without secondary tourism supply the tourism destination is not able to sell attractions, e. g. primary tourism supply on a tourist market, and without primary supply the tourism infrastructure is not useful.

To understand the competitiveness of tourist destinations, we should consider both the basic elements of comparative advantage as well as the more advanced elements that constitute competitive advantage. Where comparative advantages constitute the resources available to a destination, competitive advantages mean a destination’s ability to use these re- sources effectively over the long-term. Destination with a wealth of re- sources may sometimes not be as competitive as a destination with a lack of resources. A destination that has a tourism vision, shares the vision among all the stakeholders, has management which develops an appropriate marketing strategy and a government which supports tourism industry with an efficient tourism policy, may be more competitive than one that has never asked what role tourism is to play in its economy (Crouch and Ritchie 1999). The most important is the ability of the tourism sector to add value to its products. The primary attractiveness can be a source for higher value added, but the value is only created through performing activities. It can happen that the comparative ad- vantage is lost due to the un-competitive secondary tourism supply. The support of tourism stakeholders is essential for successful development and sustainability of tourism and could help to improve destination competitiveness. As a result, the tourism destination will receive many benefits from enhanced tourism destination competitiveness.

Despite the extensive literature on competitiveness, no clear definition or model for discussing tourism destination competitiveness has yet been developed. There is a fundamental difference between the nature of the tourism product and the more traditional goods and services. A model of competitiveness that focuses specifically on the tourism sector is based on the nature of the tourism offering product, which from a destination perspective can be regarded as ‘an amalgam of individual products and experience opportunities that combine to form a total experience of the area visited’ (Murphy, Pritchard and Smith 2000). A destination competitiveness appears to be linked to the destination’s ability to deliver goods and services that perform better than other destinations. A large number of variables are linked to the notion of destination competitiveness. They can be quantitative, such as visitor numbers, market share, tourist expenditure, employment, value added by the tourism industry, or qualitative measured variables, such as richness of culture and heritage, quality of tourism services, etc.

Poon (1993) suggested four key principles which destinations must follow if they are to be competitive: put the environment first, make tourism a leading sector, strengthen the distribution channels in the market place and build a dynamic private sector. Go and Govers (1999), in a study of conference site selection, measured a destination’s competitive position relative to other destinations along seven attributes – facilities, accessibility, quality of service, overall affordability, location image, climate and environment, and attractiveness. In any case, these attributes are based specifically on the conventions sector of tourism. De Keyser and Vanheove (1994) analysed the competitiveness of eight Caribbean islands and they included transport system determinants in their model. The model and its four determinants proposed by Porter (1990) were utilized as a fundamental source for explaining the determinants of destination competitiveness, proposed by Crouch and Ritchie (1999). According to them, the primary elements of destination appeal are essential for destination comparative advantage and can be key motivational factors for tourists' visits. Physiography, culture and history, market ties, activities and events are examples of those resources. Furthermore, Crouch and Ritchie (1999) expanded the model on supporting factors and resources as secondary effective sources of destination competitiveness, and particularly on destination policy, planning and development and on the destination management.

All the above mentioned models served as a foundation for the development of the so called integrated model, which was used for our research. From a perspective of our study, this model was the most relevant. It brings together the main elements of destination competitive- ness, it provides a realistic display of the linkages between the various elements, the distinction between inherited and created resources seemed to be useful, and the category Management – which was the important issue of our research – included all relevant determinants that shape and influence a destination is competitive strength.

Amhara region tourism competitiveness has not been sufficiently studied and analysed yet. Thus, this paper would be the first in its kind in terms of comprehensiveness, variety of dimensions, recentness, and completeness. Therefore, the aim of this paper is to present the results of a survey made in 2019 on the competitiveness of the region as a tourist destination.

This research is constructed as follows: First, a model of destination competitiveness is presented; second, a methodological framework is outlined and data collection is described. In the third part, empirical results are presented and the article concludes with a summary of key findings.

Model of Destination Competitiveness

The model seeks to capture the main elements of competitiveness highlighted in the general literature, while appreciating the special issues involved in exploring the notion of destination competitiveness as emphasized by tourism researchers.

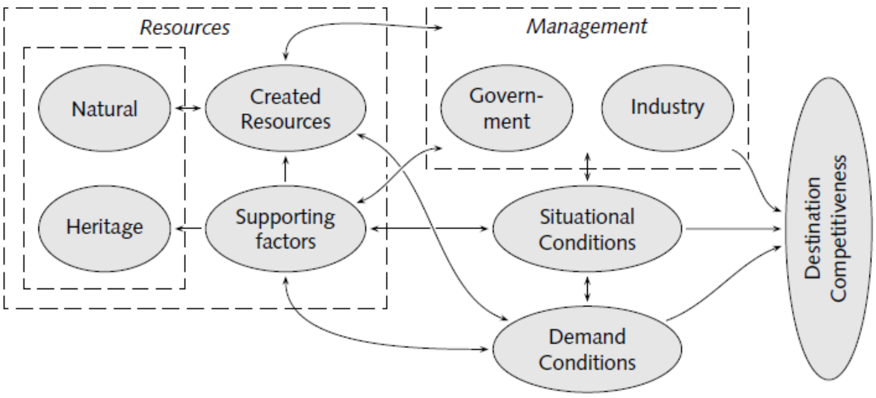

Figure 1 Model of destination competitiveness (adapted, Dwyer et al. 2003)

The model displayed in figure 1 brings together the main elements of destination competitiveness as proposed by tourism researchers. The determinants are classified under six main headings:

- Inherited Resources
- Created Resources
- Supporting Factors and Resources
- Destination Management
- Situational Conditions
- Demand Conditions

Taken together, Inherited, Created and Supporting Resources provide various characteristics of a destination that make it attractive to visit. This is why they are all placed in the same box. Inherited resources can be classified as Natural and Cultural. The Natural Resources include physiography, climate, flora and fauna etc. The culture and heritage, like the destinations' history, customs, architectural features, and traditions enhance the attractiveness of a tourism destination. Created Resources include tourism infrastructure, special events, entertainment, shopping and any available activities. The category Supporting factors and Resources provides the foundations for a successful tourism industry. They include general infrastructure, quality of services, hospitality, and accessibility of destination. Destination Management includes factors that enhance the attractiveness of the inherited and created resources and strengthen the quality of the supporting factors.

The factors of Situational conditions can moderate, modify or even mitigate destination competitiveness. This can be a positive or unlikely negative influence on the competitiveness. There would seem to be many types of situational conditions that influence destination competitiveness. These are Destination location, micro and macro environment, the strategies of destination firms and organizations, security and safety and the political dimension. If we want a demand to be effective, tourists must be aware of what a destination has to offer. The awareness, perception and preferences are three main elements of the tourism demand.

Methodology

Sample and Data Collection

Following the model, a survey was conducted to determine the competitiveness of Amhara region as a tourist destination. Underpinning the survey instruments was a set of indicators of destination competitiveness. We agree that indicators of destination competitiveness are many and varied.

There is no single or unique set of indicators that apply to all destinations at all times (Dwyer, Livaic and Mellor 2003). Generally they include objectively measured variables such as visitor numbers, market share, employment, earnings, as well as subjectively measured variables such as climate, richness of attractiveness, image, appeal, beauty etc.

The survey instrument was prepared. The questionnaire was tested on 11 tourism stakeholders. Some obscurities were discussed and some questions have been changed, but no essential corrections have been made. Those 11 questionnaires have not been included in the further analysis.

The most common research method of tourism attractiveness is from the visitors' perspectives. In our case this approach is limited due to the short period of visiting time and the limited knowledge of domestic and foreign visitors about a given destination, particularly about the destination management determinants. The use of tourism experts as tourism stakeholders have some benefits and advantages. Their knowledge about the entire portfolio of destination competitive resources can help to discover the tourist destination more appropriately.

The survey was performed from January to April 2019. The respondents were selected from tourism stakeholders on the supply side that is tourism industry stakeholders, government officials, university academicians and postgraduate tourism and heritage students. Out of 150 questionnaires sent, 118 or 78.6% were returned.

The sampled include;

	Types of Respondents	No.	Percent
1	Government officials	10	8.4%
2	Travel agency managers	14	22.8%
3	Hospitality sector managers	17	14.4%
4	Tourism academicians	14	11.8%
5	Tourism services employees	27	22.8%
6	Postgraduate students	10	8.4%
7	Culture and Tourism Experts	19	16.1%
8	Others.	7	5.9%
	Total	**118**	**100%**

The majority of the participants were young – up to 40 years of age (61.9%). The respondents' average length of residence in Amhara region was 23 years. The results revealed that 2 (0.02%) of respondents were residents for less than 10 years, 43 (36.4%) of them were residents for between 15 and 20 years, 18 (15.2%) of them for between 20 and 25 years and 55 (48.38%) of them for more than 30 years. Only twenty of them were not born in Amhara region. The sample was not well balanced in terms of gender (66.1% male, 33.9% female). The majority of the participants had completed college or university (78.8%), so most of the respondents were quite highly educated. This result implies that the survey questionnaires were collected from various tourism stakeholders who are currently involved in tourism related organizations, associations and business.

Variables and Measurement

The respondents were asked to indicate their own group of five most competitive destinations and to rank them from the most to the least competitive. The aim of this study was not to rank Amhara region against other competitive destinations, but to indicate the weak points in Amhara region's tourism industry. Further, the survey required respondents to give a rating (on a 5 point Likert scale, for each of the 75 competitiveness indicators) for Amhara region compared to its major competitor destinations. The options ranged from 1 (well below average) to 5 (well above average).

In order to obtain a clearer picture of the assessment made by respondents to the various questions, we group them into each of the six categories of the Model of Destination Competitiveness.

Empirical Analyses

The data on competitiveness of Amhara region as a tourist destination were acquired by using the questionnaire. Tourist stakeholders were asked to rate Amhara region's performance, on a 5-point Likert scale, on each of 75 indicators, against a group of competitive destinations. In order to obtain a clearer picture, we grouped them into each of the six categories of the Model of Destination Competitiveness (see figure 1): Inherited Resources, Created Resources, Supporting Factors, Situational Conditions, Management, and Demand. For each of these groupings, tables were produced, where mean for each question is displayed. The question with the smallest mean response within the group is listed first; the remaining responses are listed in ascending order. The SPSS standard package for personal computers was used in this regard.

Inherited resources

Inherited resources are classified as Natural and Cultural/Heritage. The natural resources of a destination signify the environmental framework within which the visitor enjoys the destination (Dwyer and Kim 2003). They are crucial for many forms of tourism and visitor satisfaction. The culture and heritage of a destination, its history, traditions, artwork etc., provides a powerful attracting force for the prospective visitor (Murphy, Pritchard and Smith 2000). Compared to the competitive dimensions, Amhara region is regarded as above average in all attributes on this dimension (see table 1). The highest rating was accorded to the heritage, historic sites, flora and fauna, artistic and architectural features, unspoiled nature, and national parks. As the finding revealed (see table 1 below) that the region is rich at both cultural and natural tourism resources. Besides, It has areas of attractive natural and cultural resources, the nature is still unspoiled and the climate is really favorable. The maintenance of the region's competitive advantage in areas of culture and nature requires constant monitoring of them with professional and in a sustainable way.

Table 1 Descriptive Statistics: Inherited Resources

	Competitiveness Indicators	M
1	Historic Sites	4.21
2	Artistic and architectural features	4.23
3	Heritage	4.46
4	National parks	4.01
5	Cleanliness	3.40
6	Traditional arts	3.61
7	Attractiveness of climate for tourism	3.83
8	Flora and fauna (e.g. animals birds, forests)	4.30
9	Unspoiled nature	4.10

Notes: n = 118, m = mean Source: Own calculations.

In general, these destination attractions (inherited resources) have been considered as tourism supply factors, which represent the driving forces generating tourism demand (Uysal 1998) and also primary sources or determinants of measuring destination attractiveness (Hu and Ritchie 1993).

The survey, conducted by the Amhara region tourism organization (2012) showed that the visitors, residents of Austria, Italy and Germany, share the same opinion (well preserved nature, a great culture and history, a great diversity in a small area). German visitors perceive Amhara region as a destination of friendly people and pleasant weather with beautiful nature, especially due to its splendid mountains and lake

Created Resources

There are at least five types of created resources that influence destination competitiveness: tourism infrastructure, special events, range of available activities, entertainment and shopping.

Mo, Howard and Havitz (1993) have argued that destination service infrastructure is the most important factor in tourists' experience.

The set of activities possible within a visit are undoubtedly important tourism attractors. These can include recreation facilities, sports, facilities for special interest, etc. The category of entertainment can be found in many forms. The amount of entertainment is less important than its quality or uniqueness.

Amhara region is rated above average in special events/festivals due to its historic and spiritual epiphany, and mostly below average on attributes of Night life, airport efficiency/quality, shopping, tourist information, recreation facilities, accommodation, natured based activities, cuisines, and access to natural areas, and mostly well below average in amusement/theme Park, water based activities, entertainment, winter based activities, adventure activities, sport facilities, casino, and health resorts and spa (see table 2).

Table 2 Descriptive Statistics: Created Resources

	Competitiveness indicators	**M**
1	Amusement/Theme parks	1.06
2	Night life (e. g. bars, discos, dancing)	2.50
3	Airport efficiency/quality	2.04
4	Local tourism transportation efficiency/quality	2.01
5	Water based activities (e. g. swimming, surfing, boating, fishing)	0.85
6	Entertainment (e. g. theatre, galleries, cinemas)	0.88
7	Diversity of shopping experience	2.00
8	Special events/festivals	3.06
9	Tourist guidance and information	2.18
10	Winter based activities (skiing, skating)	0.10
11	Adventure activities (e. g. rafting, skydiving, bungee jumping)	0.10
12	Sport facilities (e. g. golf, tennis)	0.22
13	Recreation facilities (e. g. parks, leisure facilities, horse riding)	2.33
14	Accommodation (variety/quality)	2.40
15	Nature based activities (e. g. bushwalking, bird watching)	2.44
16	Casino	0.18
17	Variety of cuisine	2.81
18	Visitor accessibility to natural areas	2.92

19	Health resorts, spa	1.27

Notes: n = 118, m =mean, Source: Own calculations.

The survey results indicate much room for improvement in the area of Created resources. Attributes that need more attention are water based activities, entertainment, winter based activities, adventure activities, sport facilities, and Casino. The survey also implies that Amhara region could develop greater community support for Amusement/ Theme parks and Health resorts and spa. Improvements should be made in the efficiency and quality of local transportation. If so, residents can benefit as well as tourists.

Supporting Factors

Supporting factors underpin destination competitiveness. They include attributes such as general infrastructure, quality of service, accessibility of destination, hospitality, etc. A destination's general infrastructure includes road network, water supply, financial services, telecommunications, health care facilities, etc.

Destinations have become reliant on the delivery of quality services. A commitment to quality by every enterprise in a destination is necessary to achieve and maintain competitiveness (Go and Govers 2000). There exists a link between destination access and destination choice. The accessibility of the destination is governed by many influences including ease and quality of auto, air, train, bus, sea access, entry permits and visa requirements, airport capacities, etc (McKercher 1998). Hospitality relates to the resident and community attitudes towards tourists and towards tourism industry. Resident support for tourism development fosters a competitive destination.

Amhara region is rated as excellent in hospitality of residents towards tourists, and above average in financial institutions and currency exchange facilities. But, below average in Quality of tourism services, Telecommunication and Communication system for tourists, and worst records in animation, and health/medical facilities to serve tourists (see table 3).

Table 3 Descriptive Statistics: Supporting Factors

	Competitiveness indicators	M
1	Animation	0.19
2	Health/medical facilities to serve tourists	0.77
3	Financial institutions and currency exchange facilities	3.19
4	Quality of tourism services	2.25
5	Telecommunication and Communication system for tourists	2.26
6	Accessibility of destination	3.21

7	Hospitality of residents towards tourists	4.01
8	Communication between tourists and residents	4.00

Notes: *n* = 118, m =mean. Source: Own calculations.

Overall, the rating of these groups of attributes was considerably lower than for the Inherited resources and Created resources.

Hospitality in Amhara region was rated highly. Thus, the region's residents in their friendliness to tourists and the ease of communications between tourists and residents were ranked as highest. Maybe there is no need to spend more time and resource on these as they performed well. Room for improvement is indicated in animation and medical/health services to tourists.

Destination Management

Destination management has a potentially important influence on destination competitiveness. It includes activities such as destination marketing, planning and development, destination management organizations and human resource development. Destination management should focus on a systematic examination of unique comparative advantages that provide a special long term appeal of the destination (Hassan 2000). Tourism planning takes place on many levels: destination, regional, national, international. Planning is carried out by different organizations and agencies. Compared to the group of competitive destinations, Amhara region is rated as below average in resident support for tourism development, appreciation of service quality importance, tourism/ hospitality training responsive to visitor needs and private sector recognition of sustainable tourism development importance. The highest rating was accorded to the resident support for tourism development. As also in the group of supporting factors, the indicator hospitality of residents towards tourists was rated the highest, there are indications that residents are aware of the tourism development benefits.

AP and Crompton (1993) profiled four levels of reactions by residents to tourism activities. The first level is embracement, which describes a euphoric stage where residents hold very positive attitudes toward tourists and their impact. Tolerance is next and describes residents who are positive on some impacts and negative on others. Adjustment, the third level, is where residents have learned to cope with tourists. The last stage describes a community where residents leave when tourists arrive.

According to Yoon, Gursoy and Chen (2000), who studied residents 'attitudes and support for tourism development, local residents are likely to participate in supporting tourism development as long as the perceived benefits of tourism exceed the perceived cost of tourism.

The human resource function is critical to the performance of any destination. Since competition between firms is determined by skills, human resources are central factors in achieving or maintaining competitiveness (Bueno 1999). Tourism stakeholders need to understand the HRM practices that strengthen the knowledge sustained competitive advantage. The rating for private and public sector commitment to tourism education and training is quite below average. This indicates that the human resources development (HRD) in tourism operation and management is not understood significantly enough.

Countries which depend on tourism economic earnings know too well that popularity and continued sustainable growth of their destinations is directly related to the quality of their tourism workforce. Efforts in tourism education and training have to be undertaken by at least three main stakeholders: government agencies, private and public schools, and industry sector (see Table 4).

Table 4 Descriptive statistics: Destination Management

	Competitiveness indicators	M
1	Extent of foreign investment in destination tourism industry	2.15
2	Government co-operation in development of tourism policy	2.33
3	Public sector recognition of importance of sustainable tourism development	2.38
4	Quality of research input to tourism policy, planning, development	2.38
5	Destination has clear policies in social tourism (e. g. disabled, aged)	1.39
6	Public sector commitment to tourism / hospitality education and training	2.40
7	Private sector commitment to tourism / hospitality education and training	2.50
8	Level of co-operation (e. g. Strategic alliances) between firms in destination	2.53
9	Development of effective destination branding	2.59
10	Tourism development integrated with overall industry development	2.60
11	Existence of adequacy tourism education programs	2.61
12	Developing and promoting new tourism products	2.66
13	Destination vision reflecting resident values	2.71
14	Destination vision reflecting stakeholder values	2.72

15	Educational structure/profile of employees in tourism	2.72
16	Destination vision reflecting community values	2.73
17	Quality in performing tourism services	2.82
18	Destination vision reflecting tourist values	2.83
19	Entrepreneurial qualities of local tourism businesses	2.97
20	Efficiency of tourism/hospitality firms	2.60
21	Private sector recognition of sustainable tourism development importance	2.10
22	Tourism/hospitality training responsive to visitor needs	3.02
23	Appreciation of service quality importance	3.03
24	Resident support for tourism development	3.16

Notes: n = 118, m =mean. Source: Own calculations.

The perception is that Amhara region rates relatively low in many indicators of the group Destination Management. The lowest ratings were given to the extent of foreign investment in the destination tourism industry, government co-operation in development of tourism policy, public sector recognition of the importance of sustainable tourism development and quality of research input to tourism policy, planning, development. In this area there really is much room for improvements. In the field of tourism, scientific research has always been important. Now, when tourism consumers are changing their habits and preferences, this is even more evident.

Situational Conditions

Situational conditions may enhance or reduce destination competitiveness. The performance of the tourism industry depends on the overall structure of the industry and the positive environment in which it is situated.

A competitive destination depends both on the micro environment and on the macro environment. On the micro level, competition among firms creates an environment for excellence. On the macro level, tourism is influenced by a range of global forces including economic restructuring of economies, demographic changes, computerization etc. The political dimension is a key factor that contributes to the nature of the destination. Safety and security can be a critical determinant of the tourism destination. The financial cost of the tourism experience is, however, important.

Amhara region is rated average in security/safety of visitors, political stability, value for money in destination tourism experiences, value for money in accommodation, use of it by firms and value for money in shopping items, but below average in co-operation between public and private sector, access to venture capital, investment environment, use of e-commerce and manager capabilities (see table 5).

Table 5 Descriptive statistics: Situational Conditions

	Competitiveness indicators	M
1	Co-operation between public and private sector	2.35
2	Access to venture capital	2.59
3	Investment environment	2.63
4	Use of e-commerce	2.16
5	Manager capabilities	2.94
6	Value for money in shopping items	3.06
7	Use of it by firms	3.06
8	Value for money in accommodation	3.19
9	Value for money in destination tourism experiences	3.14
10	Political stability	3.11
11	Security/safety of visitors	3.16

Notes: *n* = 118, m =mean. Source: Own calculations.

Demand Conditions

Demand factors assume special importance in determining destination competitiveness. The reason is that a destination may be competitive for one group of tourists but not for another group. It depends on their motivation for travel. We can distinguish between domestic and foreign demand. In many cases the domestic tourism drives the nature and structure of a nation's tourism industry. Foreign demand thrives more readily when domestic demand is well established. The competitiveness comprises three main elements of tourism demand: awareness, perception and preferences (Dwyer, Livaic and Mellor 2003). Awareness can be generated by marketing activities, the image can influence perceptions and actual visitation will depend on perceived destination product offerings.

Amhara region is rated below average in all demand conditions indicators (see table 6).

Table 6 Descriptive statistics: Demand Conditions

	Competitiveness indicators	m
1	International awareness of destination	2.00
2	International awareness of destination products	2.15
3	'Fit' between destination products and tourist preferences	2.70
4	Overall destination image	2.83

Notes: *n* = 118, m =mean. Source: Own calculations.

Each of these items is important for generating high and stable tourism flow in the future. The perceived 'fit' between destination tourism products and tourist preferences is very important in giving visitor satisfaction. Destination marketing managers should become alarmed because of the very low rating for international awareness. May be they have already made a first move.

From the analysis made above, it is a quick recap to understand the following key points as a big findings of the research as Amhara region as a tourist destination;

- Amhara region as a tourist destination is more competitive in the field of Resources (inherited and created) and Supporting Factors than in the field of destination Management.
- Amhara region as a tourist destination is more competitive in the field of Inherited Resources than in the field of Created Resources.
- Amhara region as a tourist destination is more competitive in the field of Inherited Resources than in the field of Supporting Factors.

Especially in the area of all kinds of resources, inherited and created, Amhara region is an attractive destination. This means that Amhara region has the opportunity to become a successful tourism destination, but for the efficient prosperity of tourism industry, many improvements in the area of destination management should be made.

Conclusions

In this research, we analysed the competitiveness of Amhara region as a tourist destination. We establish six main groups of variables: Inherited resources, Created resources, Supporting factors, Situational conditions, Management, and Demand. On the basis of the obtained empirical results we can reveal areas where improvements should be made to Amhara region as a tourist destination.

A majority of variables (95%) were evaluated below 4 (on the scale from 1 to 5). This means that there are only a few attributes, for which Amhara region was rated well above average. Despite the fact that the majority of our respondents were people who can be treated as destination managers, the destination management factors were evaluated the worst. This indicates that there is no clear strategy for further development. This is clearly seen from the low degree of co-operation between public and private sector, between education institutions and tourism companies. It seems that the government has no long-run solution for the co-operation between all potentially involved stakeholders.

The development of the Amhara region tourism sector in recent years has been based on the construction of physical infrastructure. The elements like quality of services, educational programmes and development of human resources, stimulation of creativity and innovation and formation of new interesting tourism products, were neglected. The development of tourism destination management, which is one of most important factors for competitiveness, was unsuccessful. The main problem seemed to be the danger, that because of the ineffectiveness in the phase of development and marketing of tourism products, the destination is losing the potential premium for the comparative advantages. This can be the reason for the diminution of the added value. It is possible that the tourism sector doesn't benefit enough from government support for the planned development of the destination and that the marketing effort doesn't work in the desired direction.

According to respondents, government co-operation in the development of tourism policy is not satisfactory. However, ensuring an appropriate and dynamic organisational structure to manage the destination tourism process is a vital element of destination competitiveness. Government should be involved in the promotion, regulation, presentation, planning, monitoring, co-ordination and organization of tourism resources.

All kinds of management activities and actions can be considered as destination competitive strategies that can allow Amhara region as a tourist destination to enhance its competitiveness. Management should take care of creating and integrating value in tourism products and resources so that Amhara region as a tourist destination could achieve a better competitive market position and share as a country and as region.

Tourism can present an important factor in the internationalization of the economy. The unfavorable environment for foreign investment in the destination tourism industry represents an obstacle in maintaining or increasing the competitiveness and for faster development of Amhara region's tourism. This is particularly important for the segment of small and medium enterprises, which represent 98% of all tourism business subjects. Ensuring a healthy investment climate is an essential ingredient of longer-term competitiveness. Investment in new products and services may also help to overcome seasonality constraints.

Every destination is comprised of many public and private actors. In practice, a strategic framework is required to outline their respective roles as well as their opportunities. Both should play their roles and achieve their specific goals and objectives. However, the cooperation between public and private sector was rated quite low. It is increasingly appreciated that a strong spirit of partnership and collaboration is required among all stakeholders to realize the potential of destination and to maximize available resources.

It is increasingly recognized and accepted that resources must be maintained and managed in an appropriate way if we want to prevent undue deterioration. This is why the low rating for public sector recognition of importance of sustainable tourism development should cause concern.

In the area of destination image, perception and awareness there is room for improvements. The ratings for these factors did not exceed 3 (on the scale from 1 to 5). Particular emphasis must therefore be placed on developing and promoting the particular image of the destination to compete effectively in the international market place. There is a gap between destination products and tourists' preferences. Changes in lifestyles, values and behavior are key driving forces in shaping the future direction of tourism marketing. Tourists are more knowledgeable, experienced, environmentally aware, independent and considerably better informed.

Recommendations

As the research empirically and scientifically revealed that a lot has to be made to benefit the Amhara region from the tourism business/industry. It is timely advised to take in to account the following proposed solutions and take actions to be the perfect tourism spot for both domestic and foreign tourists;

- The creation and innovation segment of the tourism sector to bring new and niche tourism products is very poor. As a result, the tourism business rely on the existing but age old resources. More on creating new tourism products would be the big assignment for today.
- The peace and security as well as the political stability of the destination is one of the first priority for tourism to be flourished as efficiently and effectively as possible. Unfortunately, the country in general and Amhara region in particular has experienced the recurrent phenomenon in terms of instability and unrest. A lot has to be made to restore and peace and stability in the country and in the region.
- Infrastructures are the ingredients of a successful tourist destinations. They are the backbones of the tourism business. They ease the tourist experiences and foster the destination's image. As the research showed that, the region has the least records of infrastructures to run a successful tourism business. More improvement is needed as quickly as possible.
- Destination management is the key element to run the destination as successfully as possible. It is both the art and science endeavors of the concerned public and private bodies. It is all about how to make the destination to best suit to the tourists' expectations. Unfortunately, it is the weakest performance of the Amhara region as it is clearly revealed from the research.
- Tourism is a business which depends on the demand of the origins and supply of the destinations. The demands of the tourists vary in terms of life style, values and behaviors. It is highly advisable to overlook to devise appropriate marketing and promotional strategies to know the needs and wants of the tourists so as to offer the products as exactly fit with them.

The way forward

The presented research represents only one single step in the analysis of the competitiveness of Amhara region as a tourist destination. We have listed some of the main dimensions and indicators only. The first aim of this paper was to indicate the weak points of Amhara region tourism industry. The results reveal where Amhara region is below and where it is above average, comparing it with standards.

There is a need to explore the relative importance of the different dimensions of competitiveness. Thus, for example, how important are the natural resources compared to, say, residents' hospitality, how important is the service quality compared to prices. Such researches must be prepared for the specific destinations and specific visitor market segments.

More research needs to be undertaken on the importance of different attributes of destination competitiveness. There is a need for more detailed empirical studies of consumer preferences and the determinants of travel decision.

The model allows destination competitiveness to be monitored over time. This can provide a moving picture of destination competitiveness at different points in time. The model of competitiveness could be improved by seeking better to quantitatively measure and evaluate the relative importance of various factors determining the destination competitiveness.

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ANALYSIS OF FUNDAMENTAL SERVICES IN KUPANG CITY NUSA TENGGARA TIMUR

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ABSTRACT

This study analyzes people's access to the use of basic service facilities in Kupang City, East Nusa Tenggara. Research on the portrait of basic service functions in Kupang City.
Kupang City has a high enough potential to advance basic service facilities, but it is not supported by adequate facilities and infrastructure. The absence of these supporting facilities will certainly reduce the quality of basic services in Kupang City. This research provides benefits for the NTT provincial government and can be used as a reference in improving facilities and improving basic services from bureaucrats, because the innovation of this study is the SPM of basic services that are good in accordance with the low conditions of basic service facilities.
Research Approaches and Types The implementation of this research uses quantitative descriptive methods using schalogram analysis, because the aim is to describe and describe what it is about a particular variable, symptom, state or social phenomenon. So it is hoped that with better basic services from the bureaucrats, it is expected to improve the bad image of bureaucrats in Kupang City.

Keywords: Basic Services, Schalogram Analysis, and Kupang City

PRELIMINARY

Background

In Law Number 25 of 2009, Public Service is an activity or series of activities in order to fulfill the need for fulfillment of service needs in accordance with the laws and regulations for every citizen and resident for goods, services and / or administrative services provided by public service providers. . From Law Number 25/2009, the fulfillment of basic needs is the focus of the central and regional governments to meet the basic needs of their people.

The scope of public services looks at some of the basic needs of society, which include public goods services, public services and administrative services. Public services that include public goods services, public services and administrative services including: education, teaching, work and business, housing, communication and information, health, environment, social security, energy, banking, natural resources, tourism and strategic sectors other.

In the 2019 Government Work Plan (RKP), basic services are contained in the National Priorities for Human Development through poverty reduction and improvement of village services supported by priority programs. The national priority of human development through poverty reduction and improvement of basic services with a focus on: 1) accelerating poverty reduction, 2) improving public health and nutrition services, 3) equitable quality education services, 4) increasing public access to decent housing and housing, 5) improvement of basic service governance.

1. Education

In the period 2010 to 2018, human development in Indonesia has shown continuous improvement. In the field of education, participation in education is quite high with a trend that is in line with the 2015-2019 RPJMN target. Student interest in continuing to junior high or high school is still quite high. HDI, especially for the education sector in NTT province, from 2015 to 2018 has a positive trend.

2. Health

The HDI in the health sector from 2015 to 2018 has a positive development, this illustrates the hard work of the health office in improving all health support facilities and infrastructure in all districts / cities in the province of NTT which can improve the level of public health.

3. Housing and Settlements

Based on access to safe drinking water, proper housing and access to proper sanitation during 2015 to 2018, access to clean water in NTT Province is 62.72% (2015) 60.04% (2016) and 65.20 (2017) and 72.41 (2018). The figures in 2015 to 2017 are also lower than the national achievement which is targeted to reach above 70% in three years, while in 2018 it has been able to match the national target of above 70%. Various problems of access to proper drinking water in NTT Province, especially in Kupang City, are the lack of water resources, rainfall, dry soil conditions and inefficient management of water management companies.

4. Development of Business and Tourism

The classic problem that continues to be a barrier to the advancement of the tourism sector in Kupang City is management that is not optimal. The potential for natural beauty and other tourist attractions does not have a significant impact on the economy of the people of NTT, especially Kupang City.

5. Energy Security

Energy security is needed to meet the demand for electricity from the people of the province of NTT which is experiencing slow development, this is due to the limited supply of electricity that currently exists. Electrification to see the ratio of the number of people who have received electricity to the total population in the province of NTT. For Kupang City, energy security, especially the need for electricity, is sufficiently fulfilled.

Based on the description on the background above, the authors formulate the problem which is the basis of the study in the research as follows: How do basic services function in Kupang City?

This study analyzes people's access to the use of basic service facilities, in the city of Kupang as the capital of NTT province. The reason for choosing the city of Kupang as the location of this research is because if basic services in Kupang city are good, it does not mean that basic services in other districts are good. And if basic services in Kupang city are poor / low, it does not mean that basic services in the district are also bad. Kota Kupang as a barometer of basic services has become a reference for other districts to fix basic service improvements for the community. Research on the portrait and evaluation of basic service policies in the city of Kupang is very important because it will have an impact on improving and improving basic services in the city of Kupang with the stigma of being the poorest province in Indonesia.

When viewed further, the city of Kupang is a barometer to measure the satisfaction of basic services from the bureaucracy to the community. This is because the city of Kupang as an area that has many public facilities or goods is not well used for services to the community. Kupang City has a high enough potential to advance basic service facilities, but it is not supported by adequate facilities and infrastructure. The absence of these supporting facilities will certainly reduce the quality of basic services in the capital city of NTT province.

In addition, the existence of an urbanization process in an uncontrolled globalization era also urges the productivity of basic services in the city of Kupang. Based on these conditions, a basic service development concept is needed that can bridge all the basic needs of the community, especially in the city of Kupang.

LITERATURE REVIEW

A. Public Service

Public services are a form of government intervention towards the community in an effort to fulfill their needs, but until now this intervention has not been fully felt by the community, so there are still many complaints about the low quality of public services (Mahsyar, 2011).

Public services carried out by the government and local governments are aimed at to fulfill basic services, where basic services are public services to meet the basic needs of citizens.

Good public service is influenced by the condition of the public goods themselves. If the existing public goods are good, then it will affect the service to the needs of the community. Mahsyar (2011) the public always demands the quality of public services from bureaucrats, even though the demand is not in line with expectations because empirically what has happened so far is still marked by things convoluted, slow, expensive, uncertain, tiresome. Furthermore, Mahsyar (2011) stated that the main problem of public servants is currently associated with improving the quality of service itself.

According to Albrech and Zemke in Mahsyar (2011), the quality of public services is the result of the interaction of various aspects, service systems, service provider human resources, strategies and customers. On the other hand, Muhammad in Mahsyar (2011) states that the quality of service depends on aspects such as how it is implemented, human resource support, and institutional management.

Law Number 25 of 2009 explains that public service is an activity or series of activities in order to fulfill service needs in accordance with statutory regulations for every citizen and resident for goods, services, and / or administrative services provided by public service providers.

The needs of society which are realized in public services by the bureaucracy is something that most people want to feel in this era of decentralization. Therefore, it is necessary to implement services in the service sector so that the public can feel it. Because seeing the reality until now, people have not felt the maximum public service from the local government.

B. Basic services

The Ministry of National Education (Depdiknas) in the Signs for the Implementation of Guidance and Counseling in the Formal Education Pathway (Naskah Akademik ABKIN, 2007) explains that basic services are defined as the process of providing assistance to all counseling through the preparation of classically structured experiences or groups presented systematically in in order to develop long-term behavior in accordance with the stages and tasks of development (which are set forth as a standard of independence competence) that are needed in developing the ability to choose and make decisions in living life.

In the health sector, strengthening quality primary health care is one of the health policy directions in the 2015-2019 RPJMN. However, access to and quality of basic health services currently does not reach the entire population, especially in underdeveloped, remote and Island.

Basic health services are indispensable for achieving the unfulfilled Millennium Development Goals (MDGs), 2030 Sustainable Development Goals (SDGs) and Minimum Service Standards (MSS). The success of basic health services, which are mainly promotive and preventive, will reduce the burden of continued services (Ministry of National Development Planning / Bappenas, 2018). Furthermore, basic health services which are also called basic health services consist of several types of health services which are considered essential (very important) to maintain the health of a person, family and community in order to live productively socially and economically.

In detail, the objectives of basic services according to Yusuf (2006) can be formulated as an effort to help counseling so that: 1) have awareness (understanding) of themselves and their environment (education, work, socio-culture and religion), 2) be able to develop skills to identify responsibilities or a set of appropriate behavior for adjustment to their environment, 3) able to handle or meet their needs and problems, and 4) able to develop themselves in order to achieve their life goals.

C. Quality of Service

Quality has a close relationship with customer satisfaction. Quality provides an incentive to customers to forge a strong relationship with the company. About the definition or definition of quality can have different meanings for everyone, because quality has many criteria and very much depends on the context (Radito, 2014). Quality is the level of excellence expected and control over the level of excellence is to meet customer desires (Wykof in Tjiptono 1997).

Gronroos (2007) states that service is an activity or a series of activities that are invisible (cannot be felt) that occur as a result of interactions between consumers and employees or other things provided by service providers that are intended to solve consumer problems. On the other hand, Supranto (2001) says that service is an appearance performance, intangible and quickly lost, can be felt more than owned, and customers can participate more actively in the process of consuming the service. Kotler (2004) states that service is any activity or benefits that can be given by one party to another, which is basically intangible and does not result in the selection of something and its production can or cannot be linked to a physical product.

From the various definitions above, it can be concluded that service is an activity in the form of providing services or serving those who need it to meet their needs. So that service is a process of meeting needs through the activities of others directly. Service is an activity or sequence of activities that occur in direct interaction between one person and another.

According to Parasuraman & Zeithaml (2004) service quality is a comparison between the perceived service (perception) of consumers and the quality of service that consumers expect. If the perceived service quality equals or exceeds the expected service quality, then the service is said to be of high quality and satisfies consumers. Gronroose (2007) explains that service quality based on manufacturing is the suitability of products with design specialties, while product-based quality is the level of product characteristics that can be measured.

So from the various definitions mentioned above, it can be concluded that service quality is the level of service excellence that can fulfill customer desires provided by an organization that can satisfy its customers.

D. Schalogram analysis

Service center analysis is an analysis used to determine regional / regional service centers and sub-centers. The service center determines an area or guarantees that the area is developed or underdeveloped. The service center is the center of all activities including politics, socio-culture, economy, and technology. These activities are carried out through services provided by public and social facilities in it. Therefore, a city center must have good and adequate facilities. When viewed from its function, the regional center is a central place that acts as a service center for the regions behind it and a supplier of goods and services to the region.

RESEARCH METHODS

Research Location This research was conducted in Kupang City. The data used in this study are primary data and secondary data. Primary data used in this study were obtained through observation, questionnaires and interviews. For secondary data that is quantitative in nature, namely data in the form of numbers. Sources of data are obtained from official government publications such as the Central Bureau of Statistics (BPS), the Office of Education, health, housing and housing, business and tourism, as well as energy security, Baplitbangda and from other relevant sources. To answer the problems that have been determined in the problem formulation, analysis tools are used, namely:

1. Identification and analysis of the condition of basic service facilities in the district / city. By using data sekunter in accordance with the criteria determined by the district / city that is the location of the research.
2. Schalogram analysis

RESULTS AND DISCUSSION

A. Physical Conditions of the Region

Geographically, Kupang is located at 123 ° 32 '14 "- 123 ° 37' 01" East Longitude and 10 ° 36 '14 "- 10 ° 39' 58" South latitude, administratively, Kupang City consists of 6 Districts and 51 Kelurahan (2019), with an area of 260,127 km² / 26,012.74 ha, consisting of a land area of 165,337 km² / 16,533.70 ha and a sea area of 94,790 km² / 9,479.03 ha. The administrative boundaries for the Kupang city area based on the mapping and installation of stakes for the boundaries of the Kupang city are:

North side : bordering Kupang Bay.

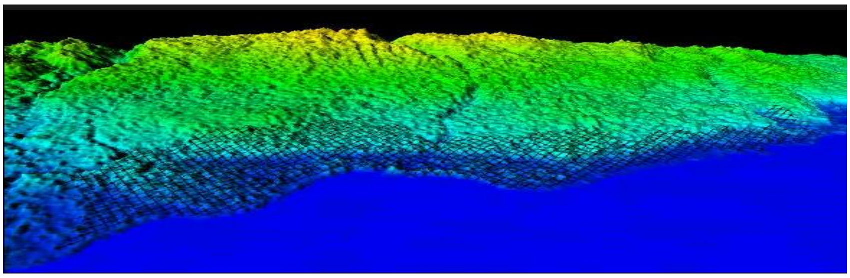
South side : bordering West Kupang District and Nekamese District, Kupang Regency

East side : bordering Central Kupang District and Taebenu District, Kupang Regency.

West side : bordering West Kupang District, Kupang Regency and the Semau Strait.

The area of Kota Kupang is generally located in the lowlands, and is topographically located in an area with an altitude between 0 - 350 masl (meters above sea level). If we look at the grouping of regions based on their topographical conditions which depict the high points of the area, the distribution in the Kota Kupang area can be described as follows:

The highest area above sea level with a high point of 100 - 350 masl., Is located in the southern part of the city of Kupang. The lowest area above sea level with a high point range of 0 - 70 masl, is located on the north and west coasts of Kupang City.



Picture 1

Altitude Visualization of Kupang City Using GDEM Aster Data.

The total population of Kupang City to date in 2017 is 438,005 people, with a population distribution of 16,730 people / km2. The population growth rate averaged 3.47% per year. The economic base of Kota Kupang (LQ analysis results) is the service and trade sector (electricity, gas and drinking water, transportation, trade, hotels and restaurants, banking) Economic growth in Kupang City for the last several years is as follows: 2002 amounted to 6.17% ; 2003 amounted to 5.91%; 2004 amounted to 5.84%; in 2005 amounted to 3.66%; in 2006 amounted to 5.19%. Economic growth has experienced unstable fluctuations. The latest BPS data in 2019 shows the economic growth of Kupang City of 6.8%.

B. Basic Services in Kupang City

The condition of basic services in the city of Kupang is an example for the form of services in NTT, because the city of Kupang can be said to be an area with an adequate level of basic services. However, the condition of adequate basic service facilities does not guarantee that basic services in Kupang city are considered good and satisfactory to the community.

According to Fanggidae, et al. (2016) public service (public service) is one of the functions of government, which is absolutely implemented. The indicator of the success of public services provided by the government is community satisfaction with these services. For this reason, through KEPMENPAN No. 25/2004, the government has established General Guidelines for Preparation of Community Satisfaction Index for Service Units of government agencies, with the intention of knowing how much the level of public satisfaction with the services provided by the government. The community satisfaction index for services provided by the government measures: service procedures, service requirements, clarity of service officers, service officer discipline, service officer responsibility, service officer ability, service speed, service justice, service officer politeness, fairness of service costs, certainty service fees, certainty of service schedules, environmental comfort and, service safety. Conceptually, there are five principles that must be considered, so that service quality can be achieved, namely, tangible (touchable), realiable (reliability), responsiveness (responsibility), assurance (guarantee) and empathy (empathy).

The results of research by Fanggidae, et al. (2016) state that in the health sector, the level of service from the Puskesmas to the community as measured in the Community Satisfaction Index (IKM) shows that the level of satisfaction and quality of services provided by the Oepoi Community Health Center in Kupang City in 2019 is in the "Good" category with a total the conversion value of the nine SMI elements was 76.62. It is hoped that the Oepoi Health Center can improve the IKM elements that are in the bad category and at the same time maintain the good IKM elements so that the community remains satisfied with the service performance provided by the Oepoi Health Center.

With regard to government services in the tourism sector, based on the results of research by Tumimomor (2013), based on the Web-based Geographical Information System (GIS) in the city of Kupang, which includes information on types of tourism, tourist locations and additional tourist facilities in the form of hotel and travel information available in Kota Kupang, that information about tourism activities in the city of Kupang and in the city of Kupang is still covered by the province of NTT. This means that tourism information has not been translated to the district / city level so that the performance of local government administrators is still not working optimally even though the budget and public service facilities are always experiencing increases and improvements.

The service system to the community has changed from time to time, initially using direct (offline) services required the support of good and adequate service facilities so that services to the community are not disturbed and delayed, let alone canceled. The speed and accuracy of services to the community needs new innovations, especially with the Covid-19 pandemic situation which demands that services to the community must continue even though the community maintains their distance and avoids crowds, so indirect (online) services are a wise and wise choice for break the chain of spreading Covid-19.

Online services as part of the application of e-government in various Regional Apparatus Organizations (OPDs) are a form of service that has undergone a form of evolution which requires strong and good internet connectivity services so that the speed of service which is the motto of online services can be realized.

The results of Payong's research, Yohanes (2019), show that many applications are online. There are still 52.94% that are used offline and 47.05% are used online. Survey data showed that 15 DPOs (50%) stated that they did not fully utilize the online system. Meanwhile, in relation to the rate of updating (updating) data and information on the website (26%) stated that it was not updated and (30%) stated that it was frequently updated. Regarding the ease with which people can access data and information, 11 DPOs (36.6%) stated that it was difficult to access information. The dimensions of training and human resource capacity with readiness values of 1.79 and 1.87 with readiness levels are not ready.

Data obtained from the NTT Provincial Medium-Term Development Plan (RPJMD) states that the average education rank is the fourth lowest in Indonesia. Realizing this, the Regional Government has a mission to improve human resources, one of which is through education. Among them is by increasing investment in education, such as increasing the number of classrooms in senior high schools, vocational schools and universities / polytechnics (Kenedy, et al. 2019).

A. Analysis of Service Functions in Kupang City

The Schalogram Analysis Technique is an analytical tool used to determine the ability of an area to provide services to the community. The higher the development of a region, the more capable it is to provide services to its people.

The facilities used in this study are facilities that characterize social and economic service functions with single object criteria and are measurable and as far as possible having hierarchical or tiered characteristics.

Based on the results of the Schalogram analysis, there are 15 Kelurahan that are included in the 1st hierarchy level (Table 1). The hierarchy value in the above calculation shows the identification of existing facilities in each kelurahan in the city of Kupang, where Hierarchy 1 shows that the kelurahan service is high which is an indication of regional development and the ability to function basic facilities to meet community needs compared to other kelurahan in sub-districts in Kupang City, such as Merdeka, Pasir Panjang and Liliba villages. Hierarchy 3 shows that the facilities in the kelurahan are incomplete or the kelurahan is not a service center for Kupang City. Each order that shows the value of the Hierarchy is closely related to regional development in the sub-district in the field of facilities or infrastructure.

Table 1
Schalogram Analysis

Nama Kelurahan	Jumlah Jenis Fasilitas	Hierarki	Nama Kelurahan	Jumlah Jenis Fasilitas	Hierarki	Nama Kelurahan	Jumlah Jenis Fasilitas	Hierarki
Alak	7	HIERARKI1	air mata	0	HIERARKI3	Oepura	0	HIERARKI3
Batuplat	2	HIERARKI3	LLBK	0	HIERARKI3	Naikolan	0	HIERARKI3
Fatufeto	0	HIERARKI3	bonipoi	5	HIERARKI3	Bakunase	3	HIERARKI3
Mantasi	1	HIERARKI3	merdeka	11	HIERARKI1	Bakunase II	2	HIERARKI3
Manuai Ii	4	HIERARKI3	solor	0	HIERARKI3	Airnona	4	HIERARKI3
Manutapen	0	HIERARKI3	Tode Kisar	5	HIERARKI1	Naikoten I	6	HIERARKI1
Naioni	0	HIERARKI3	Oeba	7	HIERARKI1	Naikoten II	0	HIERARKI3
Namusain	4	HIERARKI3	Fatubesi	0	HIERARKI3	Kuanino	6	HIERARKI3
Nunbaun Delha	0	HIERARKI3	Nefonaek	5	HIERARKI1	Nunleu	0	HIERARKI3
Nunbaun Sabu	0	HIERARKI3	Pasir panjang	8	HIERARKI1	Fontein	3	HIERARKI1
Nunhila	0	HIERARKI3	Fatukoa	4	HIERARKI3	oetete	2	HIERARKI3
Penkase Oeleta	3	HIERARKI3	Sikumana	0	HIERARKI3	oebobo	5	HIERARKI1
Kelapa lima	3	HIERARKI1	Bello	5	HIERARKI3	fatululi	5	HIERARKI1
oesapa	0	HIERARKI3	Kolhua	4	HIERARKI3	oebufu	9	HIERARKI1
oesapa barat	1	HIERARKI1	Penfui	0	HIERARKI3	TDM	5	HIERARKI1
oesapa selatan	0	HIERARKI3	Naimata	0	HIERARKI3	Kayu Putih	2	HIERARKI1
lasiana	0	HIERARKI3	Maulafa	0	HIERARKI3	Liliba	5	HIERARKI1

Sumber : Data olahan

Oebobo sub-district, being one of the sub-districts that has 6 sub-districts which are in hierarchy 1, shows that the distribution and capability of service facilities in each sub-district illustrates the ability of the kelurahan in the sub-district to develop the area. This is because the greater the service function achieved by each sub-district or village, the greater the geographical orientation of the population to obtain services, or the greater the geographical attractiveness of the sub-district to its surrounding areas and the greater the interconnection of services that occur.

As for the 36 urban villages that are included in hierarchy 3, this shows how weak these kelurahan are to develop. This means that the carrying capacity of the population in regional development in the kelurahan is not able to provide the development power of the area. For Kupang City, Maulafa District is a sub-district where all kelurahan in its area are included in Hierarchy 3. In addition, Hierarchy 3 shows that the facilities in the kelurahan are incomplete or the kelurahan is not the service center of Kupang City. Each level of the hierarchy shows a close relationship with regional development in the sub-district in terms of facilities or infrastructure.

CLOSING

CONCLUSION

The Schalogram Analysis Technique is an analytical tool used to determine the ability of an area in order to provide services to the community, to be able to provide services to the community. The facilities used in this study are facilities that characterize social and economic service functions. The condition of basic services in the city of Kupang is an example for the form of services in NTT, because the city of Kupang can be said to be an area with an adequate level of basic services. However, the condition of adequate basic service facilities does not guarantee that basic services in Kupang city are considered good and satisfactory to the community.

Based on the sklogram analysis, 29% of urban villages in Kupang City are in hierarchy 1 and 71% of urban villages are in hierarchy 3.

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THE SAFETY AND HEALTH PROTOCOLS FOR CRUISE SUSTAINABILITY IN RESUMPTION THE OPERATION IN NEW NORMAL ERA

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Abstract

Purpose: to explain the safety and health protocols for cruise industry sustainability to resume the operations in new normal era

Methodology: secondary data and document analyses were the main forms of data collection used and thematic analyses were used.

Findings: instrumental in offering help the readiness of the cruise operators to resume the sailing following set of protocols and procedures that would protect passengers and crews and to make the cruise experiences healthier and safer.

Limitation: the paper only mentioned cruise lines in Singapore which already resumption lately.

Contribution: preparation and readiness of the cruise industry for its sustainability in post-Covid-19 era

Keywords: protocols; cruise; sustainability

1. Introduction

For the last decades, the cruise tourism industry became more popular and expanding rapidly. The growth has been enormous, size of the ship grown, the number of fleets increased, new ports has been opened, and the existing ports has increase number of visitors (Klein, 2011). With its fast growth and the nature of the industry, the cruise tourism is facing many challenges. The early months of 2020, the United States Centers for Disease Control and Prevention (CDC) declared that COVID-19 caused a public health emergency under the Public Health Service Act. Following the situation, on March 14, 2020, the CDC Director issued announcement called No Sail Order to cruise ships. Since the issuance of the order, all cruise ship voluntary was paused the operation worldwide. The impact of all cruise ship was idled, crews repatriation, borders shut, destination operator loss business and the global economic are badly impacted (Cruiseindustrynews.com, 2020).

The cruise tourism industry linked with many economical businesses in the destination. The government realized the impact of the suspending cruise ships in long term will generate more economic losses and urge to find mitigate actions in order to resume sailing of cruise ships. On October 31, 2020, the No Sail Order lifted, this is the ending of suspended operation of the cruise ship for more than seven months. The CDC set the stage for cruising to resume and it will takes some time to restart the cruise tourism (Jainchill, 2020).

The Healthy Sail Panel which comprised of expert in public health, infectious disease, bio-security, epidemiology, hospitality and marine operation management issued the protocols of health and safety to enable the cruise ships to safely resume sailings. The protocols will provide cruise operator with a robust set of thoughtful from preparation, on-board sailing and to implement with determination, care, and strong commitment to protect the health and safety of passengers and crew members. The risk of COVID-19 can never be fully eliminated, but with appropriate measurements in place will able to substantially reduced it.

The Panel responsible to developing recommendation protocols for cruise operators to advance their public health response to pandemic COVID-19, improve safety and healthy and readiness to resumption the safe sail operations. The initial phases recommended by the CDC are testing and additional safeguard for crew members. The implementation of the Healthy Sail Panel protocol practiced in some cruise ship which resumed on November 2020. The World Dream Cruise Ship operated by Genting Cruise Lines (GCL) resumed sailing on November 6, 2020 in Singapore (Lee, 2020b).

This paper will explain briefly about the Healthy Sail Panel recommendation protocols to reduce the risk of infection when the cruise resumption the operation, which consists of:
1. Explain the health factors including testing, screening and exposure reduction protocols
2. Explain the sanitation and ventilation on board the cruise ships
3. Explain the response, contingency planning and execution

2. Literature Review

2.1 Cruise Ship

Cruise ships are floating cities requiring complex operation systems for energy use, water disposal, communication, organized crews and activity to take care for all needs of passengers (Cerveny et al., 2020). Cruise industry is improving onboard systems and sustainable operations especially while cruise is floating on the water. Majority of cruise ships have installed onboard wastewater and sulfur treatment plants, and considering new hull coatings and hull design as well as systems for air lubrication (Cerveny et al., 2020). Cruise tourism facilitates economic opportunities in port communities and can be essentials for making revenues to support protected area management (Brida & Aguirre, 2008).
Cruise ship makes uneven economic distribution in local port destinations. Cruise ships provide diverse dining experience, variety of shops and entertainment which is all available 24 hours seven days a week, which suppress tourist spending in ports. The growth of cruise ship travel globally has led to expanding concerns about cruise ship industry effects on the social culture environment of cruise tourist destinations. In the past two decades, there has been an issue between large coastal communities and remote ports. The ports face a challenge due to large number tourists; need to arrange transportation to bring them to the cities. Therefore, will create profit for tour operators and other sectors. However, for remote ports, this can create burden and tensions for infrastructure, unfair competition for resource and overload communities. Overall, cruise ships must create sustainable tourism for both local communities and marine ecosystems.

2.2 Cruise Ship Sustainability

Sustainability of cruise ship consists of three pillars such as environmentally friendly practices, support for protection of cultural and natural heritage, and tangible economic and social benefits to local people in host destinations (UNWTO, 2016). These pillars address an important issue about the impacts of cruise ship tourism industry especially large and mega cruise ships visitations, because it is difficult to apply sustainable tourism. In some destinations, thousands of visitors can cause major disruption to the local community. In the United Nation World Tourism Organization (UNWTO, 2016) defines sustainable tourism as tourism takes full account for the current and future economic, social, environment impacts, cater the needs of tourists, industry, environment and local communities (Ramoa et al., 2018). Many cruise ship companies have started to work with local government to create sustainable tourism association (Hudson, 2019).

2.3 Cruise Ship Safety and Health Protocol History

In 14th century there is a concept of monitoring health on board for cruise when there is a plague epidemic "black death" spread from East and wipe across Europe. To prevent the spread of the disease Venice enforced a regulation of 40 days observation of ship after arrived from affected areas. This observation known as "quarantine" (DuPont & Steffen, 2001). After the black death diseases, there are many other diseases such as cholera epidemic, this kind of epidemic enforce multiple international treaties and convention to develop world standards to prevent the spread of disease across borders (Mitruka & Wheeler, 2008).

As time pass by, there is an update and revise for safety and health protocol for cruise industry. In early 2020, Global pandemic corona virus disease spread around the world. Cruise ship industry also has updated the safety and health protocols. There is a new safety and health protocol cruise industry must adapt to a post COVID-19 world. Overall, the cruise ship company implemented safety protocol that meet safety and health procedures meet the International Health Standard Regulations to ensure all of the passengers on board of the cruise are free from COVID-19 diseases.

3. Research Methodology

3.1 Information Source and Data Collection

This is a qualitative study to explain the health and safety protocols to resume safe sail cruise ship and the data is collected from website and other online published information sources as secondary data and researchers do non-participant observation to obtain the data. From the previous research has been suggested to leverage information available online (BREJLA, Paul; GILBERT, 2012; Papathanassis, 2017).

The study will explain the healthy and safety protocol from the published documentation in online. The researchers examined the information into thematic models and this study in order to help cruise ship in readiness to resume the safe sail with priority of safety and health of the crew members and the passengers. The study will also explain the experience for the cruise ship which already resumed the operation in New Normal era.

4. Results and Discussions

4.1 Health: Testing, Screening and Exposure Reduction

In order to prevent an outbreak on board the cruise ships, the best way is to stringent the testing process and the screening prior to embarkation for crew members and the passengers. Prior to booking and embarkation the cruise ship during the ongoing pandemic, cruise operator should provide the information to all passengers to understand the risk tolerance and comfort during cruising and require their individual obligations to follow relevant protocols for example wear face masks in all the public area, physical distancing at least 6 feet and washing hand with soap properly at least 20 seconds. The crews and the passengers' safety and health are the most important and main priority to implement the strict protocols. Cruise operators reserve the right to deny boarding to passengers who will not compliance with the protocols.

In the embarkation terminal, pre-board testing for SARS-CoV-2 infection for all passengers and crew members is the first and most important step to prevent disease outbreak onboard. In Marina Bay Cruise Centre Singapore (MBCCS) where the World Dream Cruise resumed the operation on November 6, 2020, the terminal embarkation implemented safety measures include one-way traffic throughout the public area, level two of the terminal is for drop-off only and the level three transformed into a make-shift swabbing testing zone. In order to avoid overcrowding passengers in the terminal, all passengers will receive their cruise confirmation and specific timing to arrive for the testing. The immigration lanes that previously used fingers print, now upgraded to new biometric system using face and IRIS recognition technology (Lee, 2020a). Reducing the face-to-face interaction for check-in at the embarkation terminal and replaced by on-line check in facilities and other appropriate technology and procedures to allow for touch less activities from embarkation, on-board and debarkation.

For the crew members who come from all the countries, the Health Sail Panel recommend to all crews to do testing for SARS-CoV-2 between 5 days and 24 hours prior leaving their home country. Every crew member will have tested negative for the infection at least once and twice if an additional test is added. Once the crews on board the cruise ship, they should enter a 7-day till 14-day quarantine period in individual cabin to maintain separation from other crews. The purpose of the quarantine is to identify any crews who infected but not accurately identified through testing because it is too early in the infection phase of virus or they may exposed with the virus during travel to the cruise port.

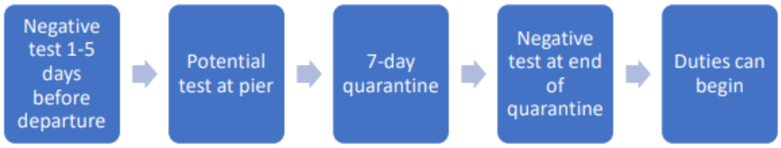

Fig. 1: Crew Testing Protocol
(SaraSingleton, 2020)

All individual must do their temperature via contactless devices in pre-boarding and once-daily basis when onboard the cruise ship. This protocol is simple and quick to identify passengers and crews who have fever since this symptom could indicate a SARS-CoV-2 infection or infection with another contagious pathogen.

On board the cruise ship, cruise operator and crew members should take care communication with the passengers to help to create an understanding of responsibility for everybody health and safety and it is essential to the cruise experience. Cruise operators should facilitate and promote social distancing in accordance with CDC guidelines. Capacity reduction should be applied to all ship and terminal venue for example restaurants, retails, casinos, lounges, swimming pool and fitness centre.

In World Dream Cruise, to maintain the physical distance, floor markers and public area display signage about keep distance at least 6 feet, alternating seats are marked out such as at the Zodiac Theatre, lobby area and the Food & Beverages (F&B) outlets (Lee, 2020a).

4.2 Sanitation and Ventilation on board the cruise ships

The infection spread according to CDC, the spread mainly from person-to-person, mainly through respiratory droplets and **airborne particles that are** produced when an infected person coughs, sneezes, sings, breathes or talks (Centers for Disease Control and Prevention, 2020). The stringent protocol for sanitation and the air management or ventilation for the passengers and crews can reduce the risk of transmission of SARS-CoV-2 via air and other public surfaces. The comprehensive cleaning protocols are increase in the high-touch surfaces and cruise operator should provide sanitizer bottle in the public area. The program called Vessel Sanitation Program (VSP) that CDC already provided the significant guidance and sanitation protocols that focused on preventing and controlling the spread of gastrointestinal illness on-board the cruise ships. From the previous published data research about the survival of SARS-CoV-2 on environmental surfaces found that the virus is stable on plastic and stainless steel surfaces for about two till three days while on the copper and on cardboard surfaces, the virus only stable for 4 hours and 24 hours (Kampf et al., 2020). When possible, one time used items should encourage rather than shared items such as disposable cutlery, and use digital code to access the itinerary on board or menu in the restaurant. The items shared amongst passengers such as salt and pepper shaker bottle is recommended to replace by use sachet of salt and pepper.

The sanitation practiced on board World Dream Cruise. At casino, the roulette and chips are sprayed and cleaned after every game play. At F&B outlets, sanitation practice including cleaning the table after every use and installed hand wash station with automatically water and soap spray (Lee, 2020a). When procuring the hand sanitizers, cruise operator must ensure that the product contained 60 – 95 % of alcohol according to CDC's recommendation for the maximum effectiveness.

The cruise crew member should be trained and educated about the best method to use and practicing the sanitation and health protocols to reduce risk of transmission of SARS-CoV-2 especially for crews with close contact with guests or serving food and drinks.

The cruise operator need to ensure the ship is well equipped with appropriate Heating, Ventilation and Air Conditioning (HVAC) system and other air management strategy control to help to prevent an outbreak on board the cruise ship. The pathogen spreading through the air may occurred by droplets and aerosols that generated by coughing, sneezing, shouting, toilet flushing, singing, and during some medical procedures.

The air management strategies recommended by the panel are to enhance filtration, optimize airflow patterns and use negative pressurization, increase number of air change per hour in specific area, use portable HEPA filter, and maximize outdoor function and physical distancing. The Panel recommended in upgrading the HVAC system on board the cruise ship to the highest level such as from MERV 8 to MERV 13. MERV stands for Minimum Efficiency Reporting Value that a system used to evaluate the efficiency of the air filtered based on how effective it is at catching particles of various sizes. The higher ratings of the MERV meaning the higher capability for air filtrations. This recommendation is implemented on board World Dream Cruise as shown in Fig. 2 below.

Fig 2. Preventive Measure Fresh Air Ventilation Systems (Dreamcruiseline, 2020)

4.3 Response, Contingency Planning and Execution

The cruise operators understand that resume the operation in the pandemic ongoing has many risk and need to have appropriate plan to responding any event of SARS-CoV-2 infection onboard the cruise ship. The Panel mentioned the three key components for an effective mobilization plan if any event of SARS-CoV-2 identified on board such as: onboard medical capabilities, case management plan and evacuation plan.

The onboard medical facilities must sufficient to treat passengers and crews who identified infected the virus until they can be transitioned safely to shore-based medical to continue their treatment. The readiness of the resumption operation of cruise ship need to ensure the medical tools, spaces and protective equipment at clinic onboard as well together with appropriate medical team. The Expert Panel recommended the cruise operator to increase the medical team during sailing in ongoing pandemic and also to decrease the total capacity of their ship to maintain the ratio of medical team sufficiently.

Due to the novel nature of the SARS-CoV-2 virus, treatment plan guidelines must be the most updated recommendation with prevailing evidence, best practices and patients' needs for treatment of COVID-19. Ideally, with the appropriate case management plan will stop the outbreak COVID-19 on board by containing the spread of virus. With the appropriate case management plan by containing spread is reducing the chance that uninfected passengers and crew will be exposed to infect others. Therefore, it is important that cruise operator must prepare facilities for quarantine of exposed individual and isolations of infected individuals. Any infected person must be isolated. Cruise operator should prepare dedicated of cabins for individual who require isolated and quarantined.

All cruise operators should have details plan for evacuation scenario for the unplanned debarkation of passengers or crew that allow them to continue the treatment in appropriate destination such as hotel, home or onshore medical facilities. In any evacuation scenarios, specific plan and protocols should be in place to swiftly and safely execute the required evacuation.

5. Conclusion

The cruise tourism's pace of growth and the nature of its industry facing many challenges to its. Pandemic COVID-19 created major hit to the cruise industry and caused paused operation for almost seven months since the issuance of No Sail Order by CDC therefore the outbreak also impacted both economic and human cost to the industry. The Health

Sail Panel established which comprised of many experts in order to setting protocols and procedures to resume the sailing in healthier and safer during the ongoing pandemic. The Panel provides a set of recommendation for risk mitigation strategies for SAR-CoV-2 and if implemented appropriately, it will create the confidences of passengers and crews to book and sailing with cruise ship. The advices from the Panel to the cruise operators consist of three aspects that need to improve and maintain the protocols to be implemented in order to achieve readiness of safe resumption of operation and to prevent the outbreak virus onboard cruise ships. The protocols are covered the health protocols including testing, screening and exposure reduction, the sanitation and ventilation on board and the response, contingency planning and execution. The main objectives of the Panel were to improve health and safety, advance public health goals, help to inform the cruise industry's effort to achieve the sustainability by preventing further transmission of COVID-19, preserving public health and maintaining the safety of operation for passengers and crews. Furthermore, cruise operators which will resume sailing need to be prepared with the appropriate protocols, proper medical equipment, expertise, and training to the crew to treat severely ill people who contact COVID-19 while onboard the cruise and can be transferred to further treatment in the shore-based medical facilities. The ultimate measure of success will be having robust protocols that are faithfully implemented and improved upon over time to prevent outbreaks and negative outcomes. The implementation of the Health Sail advices has been done by World Dream Cruise which resumed the operation in Singapore on November 6, 2020. In resumption of the operation, will enhance the best practices and shared learning for continuous improvement.

6. Limitation and Study Forward

The limitation of this study about the vigilance in implementation, continuous improvement and innovation will be needed. The SARS-CoV-2 is new virus in this century and the condition is fluid to the spread of virus. As the cruise operators resume operation, it should be with a spirit of iterative learning and improvement as the condition is unprecedented and the protocols and procedures continue to revised and improved following to the knowledge of virus and way to control it continues to evolve. By implementing stringent protocols and procedures will creating a safe environment for cruising and the industry is sustained. This study only offered protocol from cruise lines which resumption in Singapore and it will be different in another countries or continent as the level of contagious is different.

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ANALYSIS OF CONCEPT AND CONFORMITY OF HALAL TOURISM IMPLEMENTATION BASED ON FATWA DSN-MUI IN KARTINI BEACH JEPARA

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Abstract

This study aims to review and understand how halal tourism management in Kartini Jepara beach based on the fatwa DSN-MUI and know the implementation of halal tourism implementation in Kartini Jepara beach the fatwa DSN-MUI. This research uses descriptive qualitative research method and data collection method in the form of interview and observation. This research interviewed 18 respondents about halal tourism management in Kartini Beach Jepara. The results showed that Kartini Jepara beach's halal tourism management has several facilities, such as a small place for praying, lodging, souvenir sellers, and food and beverage sellers. The management of Kartini Jepara beach has fulfilled the halal aspects stipulated in the Fatwa DSN-MUI, but some aspects have not been met in the halal tourism criteria. Aspects that do not meet sharia principles are lodgings that do not meet sharia criteria, and many non-mahram young people are alone between men and women. Besides, tourists at Kartini Jepara beach are still many who have not used clothes that cover their awrah. This research has limitations in the number of researched qualitatively and one object of halal tourism research on the beach. This research is expected to give an overview of halal tourism management and evaluation in coastal areas under the fatwa DSN-MUI.

Keywords: *concept, conformity implementation, halal tourism, fatwa, beach*

1. Introduction

As the country with the largest Muslim population, Indonesia has its advantages in the halal industry this time, one of the halal industry is halal tourism in Indonesia. Halal tourism is now starting to be in great demand by many circles. Not only many Muslim tourists are also non-Muslim tourists (Iflah, 2020, p. 153). A tour is a travel activity carried out by a person or group of people by visiting a particular place for recreational purposes, personal development, or learning the uniqueness of tourist attractions visited in a temporary (Muhammad Nizar, 2020, p. 97).

Tourism is one of the sectors that have an important role in the development of a region. The development in the tourism sector is expected to encourage the community's welfare by employing the community. For example, people can open stalls/shops in these tourist attractions. Not only that, but tourism development can also grow other supporting industries. Based on data from the Ministry of Tourism, the Islamic economic sector that has grown significantly in its lifestyle products is sharia (Adinugraha et al., 2018, pp. 30–31).

Halal tourism is a new product in the tourism industry market. This industrial market has a good prospect for halal tourism. Today the world's Muslim population is growing rapidly, so there is much need to develop halal tourism products and services to meet strong sectors (Chandra, 2014, p. 45). Halal tourism is also known as halal tourism. Halal tourism is defined as activities supported by various facilities and services provided by the community, entrepreneurs, governments, and local governments that meet sharia provisions. Shariah tourism products, services, objects, destinations are the same as tourism in general, as long as they do not conflict with sharia values (Al Hasan, 2017, pp. 62–68).

Halal tourism development has been done by many countries, both Muslim and non-Muslim majority countries. Indonesia is currently continuously developing the halal tourism industry to lag behind other countries that have previously developed it. Indonesia's tourism ministry has designated 13 provinces to be the leading halal tourism destinations, one of which is Central Java, and 12 other provinces, namely West Nusa Tenggara (NTB), Nangroe Aceh Darussalam, West Sumatra, Riau, Lampung, Banten, DKI Jakarta, West Java, Yogyakarta, East Java, South Sulawesi, and Bali.

Along with the development of halal tourism in Indonesia, finally, at the end of 2016, the National Sharia Council (DSN) of the Indonesian Ulema Council (MUI) issued a fatwa governing the implementation of sharia tourism (halal) that can be used to develop halal tourism in Indonesia. This fatwa regulates the whole of sharia tourism activities, namely agreements made, food sold, hotel provisions, tourist destinations, travel agencies, and also provisions on tour guides (Al Hasan, 2017, pp. 60–61)

Halal tourism in Indonesia has excellent economic prospects as part of the national tourism industry. This tourism industry aims not only to provide material and psychological aspects for tourists themselves. However, it contributes to the increase in government revenues. Halal tourism's essence is to emphasize sharia principles in managing tourism and services that are polite and friendly for tourists and the surrounding environment. Indonesia, as the center of halal tourism in the world, must have strategy to manage its potency (Jaelani, 2017, p. 17).

Halal tourism is now a study that began to develop in recent years. The many opportunities that have been developed by the tourism industry can provide convenience to develop and provide direction in understanding the concept of halal tourism. The increasing number of Muslim tourists is an opportunity for the tourism sector to develop halal tourism. Tourism era 4.0 is the influence of digital change in the tourism industry. This digital change has a considerable influence, especially among millennials. Therefore, millennials, especially millennial Muslims, must utilize this digital era as a competitive source in promoting Indonesian tourism, especially halal tourism, from the world perspective (Iflah, 2020, p. 163).

This research tries to explore information about the characteristics and concepts of halal tourism on Kartini beach. This research can provide information about the characteristics and concept of halal tourism in Kartini Jepara beach. This study aims to review and understand how halal tourism management in Kartini Jepara beach is based on the fatwa DSN-MUI and determine halal tourism's suitability in Kartini Jepara beach the fatwa DSN-MUI. This research is expected to be one of the references to the development of the concept and its implementation on halal tourism on the beach.

2. Literature review

Fadly (2019) discussed the analysis of Factors in Halal Tourism Development in Solok Regency and found three factors that influence community participation in halal tourism development in Solok Regency, namely tourism, socioeconomic and cultural groups in Solok Regency.

Erwindasari (2018) examined the strategy of halal tourism village development in Bogor's business tourism village and concluded in his research that tegalrawu business tourism village (KWBT0 has a relatively large potential to be a halal tourism village. Travelers' preference towards implementing halal tourism in tegalwaru business tourism village (KWBT) is more influenced by tourist attractions, the ease of obtaining halal food, tourists, facilities, and promotions.

Albasir (2019) studied the development of pangonan hill attractions in increasing society income of the Islamic economic perspective. In this research, the development of pangonan hill tourism object in the tourism sector is improved by developing and utilizing national and regional tourism resources and potentials, expanding and leveling the opportunities to create jobs, especially for local communities.

Mirfa (2019) studied implementation of sharia regulation on the application of halal tourism on the coast of Tanjung Bira Buulukumba regency". In this study, Mirfa's brother explained that the government is very enthusiastic about implementing halal tourism in Tanjung Bira Beach, and there have been efforts made by the relevant government, but have not socialized about halal tourism, because there are several things that the relevant government wants better to understand the category or criteria of tourism itself.

From some of the literature studies above, it can be known that previous studies have focused research on factors in the development of halal tourism, halal tourism village development strategies, development of tourist attractions in increasing the income of Islamic economic perspectives, implementation of sharia regulations on the application of halal tourism. In contrast, the author will research halal tourism's criteria and concept based on the MUI fatwa. This study explored things that have not been discussed in detail in previous studies, namely a concept of halal beach management and analysis of compliance with the MUI fatwa on Halal tourism.

General Principles of Halal Tourism Implementation

The implementation of halal tourism must be avoided by evil, sin, and evil. Halal tourism is supposed to create benefits and benefits, both materially and spiritually (DSN-MUI, 2016, p. 6). Sharia-based tourism development principles include the development of sharia-based tourism facilities on a large or small scale along with services outside the city and inside or close to tourist sites. Also, sharia-based tourism facilities and services are owned or carried out by local communities or the government, which is carried out in cooperation or carried out individually.

Sharia-based tourism development is based on one of the traditional cultural traits attached to a religious environment or sharia-based nature close to nature. (Muhammad Nizar, 2020, p. 103). According to the Global Perspective of Muslim Travel Index (GMTI), there are three criteria in halal tourism, namely Family-friendly tourist destinations, Muslim tourist services, and facilities include food options with halal guarantees containing official halal labels from MUI, awareness of halal tourism destinations include the range of halal tourism needs as an indicator of the benchmark of an area, looking at its population (Zahida & Maryani, 2019).

Halal Tourism Concept

Sharia is meant by the Islamic law principles that have been regulated by fatwas and have been approved by the Indonesian Ulama Council. Not only known as sharia tourism, but also known as halal tourism. (Adinugraha et al., 2018, pp. 31–33)

Halal tourism is a tourism concept that provides services to facilities and food and beverages that adhere to Islamic teachings. Other opinions on halal tourism, namely halal tourism, are tourism activities, product and service development, marketing strategies according to Islamic values, principles, and guidelines targeted to knowledgeable tourism and maintain health. From this, it can be concluded that halal tourism is a tourism concept that upholds Islamic values and makes Islamic law a guideline in tourism activities.

Sharia tourism is a travel activity carried out by a person or group of people by visiting a certain place for recreation, personal development, and learning the uniqueness of tourist attractions visited in a temporary time based on sharia principles. Sharia tourism is a tourism activity supported by various facilities and services provided by the community, entrepreneurs, government, and local governments by sharia principles. (DSN-MUI, 2016, p. 5)

Also, the definition of halal is explored in various ways because of the broad meaning of its use of the language in the East and a narrow context also used in the West. What makes halal or permitted for Muslims is usually returned to Islamic law, which is largely definitive and unchanging, unlike secular law. Sharia is a moral system of life that is not limited to food requirements that can be consumed and continue to develop about the Muslim population. The word halal is a brand element and part of the belief system, code of morals, and integral in daily life. As a result, whether the term halal or the fulfillment of sharia principles is a process or value obtained in playing an important role in shaping Muslim consumers' minds, especially when in need of consumption. However, many brands should offer what kind of consumption at the product level should be offered as a broader approach of the halal definition that should be applied to the brand of goods or food.

Some halal tourism provisions include all the drinks available there is only one forbidden group, namely wine (Zulaekah & Kusumawati, 2005). Also, tourist activities must be avoided by adultery (Huda, 2015).

Lodging in halal tourism must meet Sharia principles. So the need for lodging in Sharia hotels is very important to support the development of halal tourism (Widyarini, 2013). Some sharia hotel provisions include mosques or mosques and facilities for prayer (prayer mats and clothes). Qibla, prayer mats and Quranic directions, and prayer time information are provided (such as calendars that include prayer times) in each room. Hotel guests need to get these facilities, as the majority of the residents are Muslims. In prohibiting guests of different types in one room, unless it can be proven husband and wife or brothers (mahram). Suppose it provides a place to exercise (swimming pool, fitness center) to distinguish the place for men and women.

The concept of Sharia tourism or halal tourism is a process of integrating Islamic values into all aspects of tourism activities. The value of Islamic shari'a as a belief and belief embraced by Muslims becomes a basic reference in building tourism activities. Sharia tourism considers Muslims' basic values in its presentation ranging from accommodation, restaurants to tourist activities that always refer to Islamic norms (Ropiah, 2018).

The concept of halal tourism is tourism that has met Muslim tourists' needs in carrying out worship following sharia in their tourism journey (Lenggogeni, 2017, p. 235). The concept of tourism is then identical to the journey made by Muslims in the world. In the concept of halal tourism, all services must refer to the rules that apply to Islam's teachings. However, it does not make this type of halal tourism inclusive and gives strict restrictions and harms non-Muslim tourists. Therefore, halal tourism can still be enjoyed together, both by Muslims and non-Muslims. Halal tourism's concept adds a sense of comfort and safety for tourists because the Islamic rules included in the service system make this halal tourism even better (Octaviany et al., 2020).

The concept of halal tourism is not tourism that is specifically for Muslims or Muslims only, but rather a concept that is general or open to tourists with different beliefs (religions), tribes, and cultures. The concept of halal tourism that takes precedence is how tourism can put forward Islamic values and norms as its basic foundation. Although this concept of halal tourism seems to put Muslims or Muslims' interests first, non-Muslim tourists' comfort is a special concern. The concept of halal tourism is an opportunity that arises for a Muslim-majority country or a country with a non-Muslim majority. This opportunity arises because of the high number of the Muslim population globally, which allows them to attract them to travel in a region.

Halal tourism has become an industry that positively impacts the majority country and the Muslim minority. If previously this industry seemed exclusive because it was hindered by *something called 'haram,'* therefore halal tourism has become an interesting option because it becomes an activity that does not have to sacrifice religion by touching the element of *'haram.'* In halal tourism, Islamic values or Islamic shari'a become a basis or a basis for how the concept of tourism can be fulfilled its purpose. Through halal tourism, the role and religious duties are carried out, and knowledge can be achieved for a broader dimension, such as providing economic, social, and cultural benefits. Thus, halal tourism can answer the Muslim population's needs to remain in a cultural and religious environment when traveling (Nurul Ma'rifah et al., 2020).

The Concept of Halal Pariwiisata On the Beach

The concept of halal tourism on the beach is almost the same as other halal tourism, one of which is applying the rules of using clothes according to Sharia rules, which means sharia-compliant clothing covers the body parts that have to be covered in Islamic teachings. This garment that covers the nakedness not only covers the body but does not show the curves of a person's body. Not neglecting prayer for Muslim tourists and non-Muslim tourists should appreciate that. Not littering, for tourism managers must provide trash cans around the tourism (Wandhini et al., 2019, p. 9)**.**

The concept of halal tourism on the beach is not the same as beach tourism in general. There is the hospitality that is not under Islamic principles and the existence of nightlife prohibited by religion (Tajeddini et al., 2017, p. 52) . Halal tourism is applied to not conflict with social values and religious culture in the local community. So that halal tourism does not eliminate sharia principles (Erianjoni et al., 2018, p. 17). Halal tourism on the beach has guaranteed halal facilities ranging from halal food, non-alcoholic beverages, notification before worship (adzan), sanctified places, places to worship, and tourism does not contain elements of ethnicity, religion, race, and intercolonial (Hadi & Al-Asy Ari, 2017).

3. Research methodology

This research seeks to obtain information about the system in the object being studied, so a study needs to determine how to find information about the system being searched (Gumilang, 2016, p. 144). Qualitative research is a research procedure that can produce descriptive data in speech or writing and behavior (Rahmat, 2009, pp. 2–3). Qualitative research examines participants' perspectives with strategies that are interactive and flexible. Qualitative research is intended to understand social phenomena from the point of view(Arikunto, 2014; Gumilang, 2016).

The author's research place is Kartini Beach, located in bulu village, Jepara district, Jepara Regency, Central JavaProvince. The subject of the study in question is someone who knows about information related to research. The related research subjects are manager Kartini JeparaBeach, Officers / Employees Kartini Jepara Beach, Tourists Who Are Traveling On Kartini Beach Jepara.

This study uses the interview method, which is interaction or communication conducted to collect information using the question and answer method between the researcher and informant or subject. This study also used non-participant observation in systematic observation and examination of symptoms seen in the research object (Margono, 2004, p. 158).

Qualitative data analysis involves finding and compiling data obtained systematically from interviews and other materials to be easily understood and informed to others (Saleh, 2017). Data analysis in qualitative research is conducted before entering the field, during the field, and after in the field. In this study, the authors analyzed data while in the field. Activities in data analysis are carried out by interviewing directly. Activities in data analysis include Data Reduction, data presentation, and inference. (Sugiyono, 2015, p 338). Respondents are people we make research objects or people that we use to obtain information or data (Indah Pratiwi, 2017, p. 211). The research that became the primary data is Kartini Jepara beach and tourists traveling on the beach Kartini Jepara.

In this study, the authors conducted the interview method in data retrieval, where the interview was conducted openly, namely between the interviewer and the interviewee, knowing the purpose and purpose of the existence of this research. The results of this interview can later be used as the basis for further research. In selecting respondents, the authors identified and selected respondents who fit the study's topics and characteristics. The study chose Kartini beach manager Jepara to be used as a source of data in the research. This choice is because the beach manager Kartini Jepara better understands the management of the beach Kartini Jepara. The author also selected research respondents from tourists traveling on Kartini beach Jepara, both from the young to the old.

In the early stages, the author tries to contact the respondent by coming directly to the research site (to Kartini Jepara beach) by bringing an official license for the university's interview. The official letter can be used as a consideration to research the beach Kartini Jepara. The author conducted the interview stage after receiving confirmation from the beach manager Kartini Jepara by giving the purpose and objectives of the research and providing questions that have been compiled by the research team to obtain data from respondents, both from the leadership and employees.

In the next step, the author asked permission to conduct interviews with tourists on the beach Kartini Jepara. After the author was permitted to conduct interviews with the next respondent, namely tourists on the beach Kartini Jepara, at this stage, the author visited a source of tourists who were traveling on Kartini beach Jepara.After passing several stages above, the author gets the required respondent data from the beach manager Kartini Jepara, the number of beach managers Kartini Jepara numbered ten people and who were taken to be respondents by the author of 3 people, the list of respondents can be seen in Table 1 below:

Table 1 List of Respondents of Kartini Jepara Beach Manager

№.	Name	Position	Age
1.	10/20	Manager	48
2.	10/20 2015	Employees	40
3.	Sukardi	Employees	52

Table 1 lists the names of resource persons from the beach manager Kartini Jepara, where there is Joko Susilo as the beach Kartini Jepara manager, Endang Sri Yumiati, and Sukardi as employees. They are the main sources used by the authors to obtain valid information about this research.

Specifically, interviews are made with the manager in person. The beach manager also permitted the authors to conduct interviews online via WhatApps, due to the limited time owned by the beach manager Kartini Jepara. In this case, the author can use information that is not yet clear before and is still vague when conducting research.

Here is the list of respondents who are traveling on Kartini beach Jepara, can be seen in Table 2 below:

Table 2 List of Tourist Respondents

№.	Name	Job	Age
1.	Ivan Kurniawan	Students	21
2.	Sri Indarti	Farmers	40
3.	Sofi Indriawati	Students	20
4.	10/20 2015	Entrepreneur	25
5.	10/	Students	21
6.	Suharto	Farmers	49
7.	Fahrozi	Student	17
8.	Sabi	Self-employed	37
9.	Suparmi	Housewives	39
10.	Beautiful	Student	18
11.	Cindy	Student	17
12.	Agus Susilo	Teacher	43
13.	Heru	Self-employed	35
14.	Handi	Traders	30
15.	Bidin	Entrepreneur	31

Table 2 is the names of the second respondents in the data collection. In this case, the author took 15 samples of respondents who were visiting the beach Kartini Jepara. Judging from table 2, most tourists are students and students. On the other hand, many tourists work as farmers, entrepreneurs, self-employed people, homemakers, teachers, and traders. This table proved that visitors from the young and various professions and ages also enliven the tourist attractions Kartini Jepara beach.

4. Results and discussions

Provide logical and scientific analysis of the study's findings—present evidence to support your analysis by citing earlier researchers' work or existing theories.

The Concept of Halal Tourism Management in Kartini Jepara Beach Based on DSN-MUI Fatwa

From the author's results, the author tried to analyze how halal tourism management in Kartini Jepara beach based on the fatwa DSN-MUI.

Based on the author's interview with Jepara Kartini beach manager Mr. Joko Susilo, Kartini Jepara beach is currently managed by Jepara regency's tourism and culture office. For that, the Jepara regency's tourism and culture office provides free entry fees on Mondays to Fridays, and for Saturdays and Sundays are charged for entering the beach Kartini Jepara.

Mr. Joko Susilo revealed:

"Pengelolaan Beach Kartini Jepara is now very good. That is because the Kartini Jepara beach already has some good facilities."

Some facilities at Kartini Jepara beach are summarized in the following table:

Table 3 List of Kartini Jepara Beach Facilities

Facilities	**Description**
Mushala	a) Decent building b) Clean small praying location c) Have a place of ablution between men and women separated
. Lodging	a) There is no mosque in the inn b) Qibla directions in each room c) Do not provide food or beverages that are unclean
3. Souvenir seller	a) Souvenirs are sold in the form of *troso* woven fabric bracelets, necklaces, *troso* woven fabrics, carved art from Jepara
4. Food or beverage vendors	a) Halal food and beverages b) Some drinks have a certificate from MUI c) Some foods do not yet have halal certificates.

Mushala beach Kartini Jepara always maintained cleanliness, Mr. Joko Susilorevealed: *"every morning and evening mushola or small praying place on Kartini beach is always cleaned, Kartini beach manager has also given a mandate to employees always to clean the mushola or place of worship."*.

Not only the manager of Kartini Jepara beach who revealed that the mushola on the beach is always maintained cleanliness, Mrs. Endang Sri Yumiati as an employee at Kartini Beach Jepara also revealed:

"*Place of worship or mushola on the beach Kartini Jepara is always clean, every employee has a schedule for cleaning the place of worship or mushola."*."

According to a tourist named Ivan Kurniawan, that mushola on Kartini beach Jepara is always clean. Ivan Kurniawan also explained every trip to the beach Kartini Jepara when worshiping, find mushola always clean. Not only that, the ablution place in Kartini Jepara beach separates between men and women."

Lodging on the beach Kartini Jepara, Mr. Joko Susilorevealed:

"Penginapan on Kartini beach does not have its place of worship because the inn is close to the beach mushala Kartini Jepara. Not only that, lodging on Kartini beach Jepara still free anyone who wants to stay, there are no clear rules such as the application of mandatory rules for husband and wife or brothers with evidence by showing ID card to be seen the same status and address for those who want to stay at Kartini beach inn Jepara. So for lodging on Kartini beach, it has not met the criteria following the DSN-MUI fatwa."

Souvenir sellers on the beach Kartini Jepara, souvenirs sold around the beach Kartini Jepara is placed in one place so that tourists are easy if you want to buy souvenirs on the beach Kartini Jepara, souvenirs sold are also various, such as children's clothes, beach clothes, beach hats, Jepara carvings, bracelets, necklaces, and other typical Jepara souvenirs. This phenomenon is very good because souvenirs' seller is still preserving Jepara's local culture and wisdom. A tourist named Sofi Indriawatirevealed:

"Souvenir sold on Kartini beach is very many and varied, but Sofi Indriawati still finds souvenir sellers who sell various souvenirs in the form of statues."

Food and beverage vendors on Kartini beach Jepara, Mr. Joko Susilo revealed:

"Jika beach Kartini Jepara has not found a seller of food or beverages that are prohibited from Islam, it is due to sanctions for food or beverage sellers if found still selling food or drinks that are prohibited by Islam so that there are no more food or beverage vendors who are prohibited by Islam. Although it has not yet obtained an MUI certificate, the manager guarantees that the seller's food and beverages on Kartini beach Jepara is halal."

A tourist named Suparmi also said that;

"Makanan and drinks on the beach Kartini Jepara is halal, it is because the food sold such as rujak, chicken noodles, meatballs and drinks sold already many have halal certificates such as drinks sold in supermarkets."

Seen in terms of beach facilities, Kartini Jepara already has many facilities that are very worthy of halal tourism, such as the existence of a place to worship, there are already inns on the beach Kartini Jepara, souvenir sellers who have been neatly arranged, and also sellers of food or drinks that are halal.

Kartini beach Jepara also has rules for tourists visiting the beach, such as tourists are not allowed to bring food or drinks prohibited by Islam. Tourists must throw garbage in the place that has been provided by the manager of the Kartini beach Jepara. Tourists must also maintain the cleanliness of places of worship around Kartini beach Jepara. This rule is well received by tourists who come to Kartini beach. If tourists obey these rules, tourists who are enjoying Kartini beach tourism can feel comfortable and happy. Kartini Jepara beach employee Mr. Sukardi also revealed if found, tourists who bring food or drinks prohibited by religion will be sanctioned.

Suitability of Halal Tourism Implementation in Kartini Beach Tourism according to DSN-MUI Fatwa

In the fatwa, DSN-MUI explained that The implementation of tourism based on sharia principles could follow the fatwa DSN-MUI provisions. (DSN-MUI, 2016, p. 6). Halal tourism provisions based on the fatwa DSN-MUI as follows:

a) It has decent worship facilities, easy to reach, and meets sharia requirements.

A tourist named Sri Indarti revealed:

"*Pantai Kartini has a very clean worship facility, and the place is not outside the beach, but has been included in the Kartini beach area. In the place of worship also separates the place of ablution between men and women."*

A tourist named Krisna Saputra also revealed:

"Kartini beach has a decent and clean place of worship. The place of worship is also not far from the parking area of Kartini Jepara beach. So that tourists who are on the beach Kartini Jepara can be easy to do worship."

Places of worship on Kartini beach Jepara have facilities worth using, such as worship places in general. It has a separate ablution place between men and women, a worship place that maintains cleanliness and available prayer equipment for men and women. This place of worship in the vicinity of the Kartini beach parking lot makes it easy for tourists who want to perform worship.

b) Provide food and beverages that are guaranteed halal by having a halal MUIcertificate.

According to a tourist namedWulan:

"Di Kartini Jepara beach never found a seller who sells food or drinks that are prohibited religion, sellers on the beach Kartini Jepara mostly sell fruit rujak, chicken noodles, meatballs, and other halal food."

Tourists named Suharto also have the opinion:

"On the beach, Kartini Jepara is a seller of food and drink guarantees halalness, because most of the sellers on the beach Kartini Jepara Muslims."

The command to eat halal food in Quran surah Al-Baqarah verse 168explains:

"O men, eat what is lawful and good of what is on the earth, and do not follow the footsteps of Satan; He is your open enemy. *"*

Not only the order to eat halal food, but drinks are also arranged in surah Al-Maidah verse 90:

يَا أَيُّهَا الَّذِينَ آمَنُوا إِنَّمَا الْخَمْرُ وَالْمَيْسِرُ وَالْأَنْصَابُ وَالْأَزْلَامُ رِجْسٌ مِنْ عَمَلِ الشَّيْطَانِ فَاجْتَنِبُوهُ لَعَلَّكُمْ تُفْلِحُونَ

Believers, wine, gambling, idols, drawing with arrows are satan's deeds. So avoid them, so that you may prosper."

Food in Kartini Jepara beach is still many who do not have a certificate from MUI. Most of the food sold is foods that are in the place to eat in general. Most food vendors in Kartini Jepara beach sell seafood, chicken noodles, meatballs, and also rujak. Therefore, the food at Kartini Jepara beach still does not have a halal certificate from MUI. However, at Kartini Beach Jepara, it is very easy to get halal food.

As for the drinks sold on Kartini beach Jepara, many already have halal certificates. It is because most of the drinks sold are drinks in supermarkets. Therefore the drinks sold already have halal certificates from MUI.

c) Avoid adultery or immorality

A tourist named Fahrozi revealed

"Wisatawan on the beach Kartini Jepara is polite, most tourists on the beach Kartini Jepara is a family and children so for immorality or adultery is very unlikely to happen."

A tourist named Sigit also revealed:

"In Kartini Beach, Jepara has not found immorality or adultery because Kartini beach is open and always visited by many tourists."

The prohibition of adultery is contained in surah Al-Isra' verse 32, explaining:

"And do not approach adultery; Indeed, adultery is an abomination. And a bad path."

there has never been an act of immorality and adultery in Kartini Jepara beach. However, if the inn does not know, the inn on Kartini beach still frees anyone who wants to stay. Not only that, but the manager of Kartini Jepara beach also has not done socialization about halal tourism.

d) Sharia-based hotels if the tourist attraction has a hotel.

Mr. Joko Susilo as the beach manager Kartini Jepara revealed that:

"Hotel on this beach is only limited to lodging if talking sharia-based lodging, the inn on the beach Kartini Jepara is still far from the word sharia. This condition is because there are no sharia-based rules such as still allowing tourists to stay with no evidence that they are married."

Mr. Joko Susilo also revealed:

"Penginapan on the beach Kartini Jepara does not provide food or drinks that are prohibited from Islam. All food and drinks are guaranteed to be idolatrous."

Kartini Jepara beach inn provides halal food and drinks. In each room, there are qibla directions and also prayer equipment. The inn does not yet have its place of worship. The inn is located around the beach Kartini Jepara, and in Kartini Beach, it already has a place of worship. If the inn also builds a worship place, it will make worship on the beach Kartini Jepara be reduced who carry out worship.

Based on the results of interviews conducted with the manager and also tourists Kartini Jepara beach, it was obtained the results that the management of halal tourism in Kartini beach Jepara has several facilities, namely mushala, lodging, souvenir sellers, and halal food and beverage sellers. Judging from the interview by the author of the inn on Kartini beach, it still does not meet the sharia criteria in the DSN-MUI fatwa.

From the observations of researchers, researchers still found that there are still many young children who are alone between men and women, not only that tourists at Kartini Jepara beach are still many who have not used clothes that cover their awrah. However, researchers do not know if the tourists are Muslim or non-Muslim. Researchers also did not find any signs that showed the beaches of Kartini Jepara.

If talking about halal tourism on the beach Kartini Jepara, the author confirmed that Kartini beach Jepara is close to the word halal. However, some have fulfilled the halal tourism provisions in the fatwa DSN-MUI, such as a decent and clean place of worship around the beach Kartini Jepara. The absence of food or drink sellers has prohibited religion and avoided all liquor and drugs. However, there are still those who have not met the DSN-MUI fatwa standards, as evidenced by the many lodgings on Kartini Jepara beach that have not met sharia requirements. As there are no guidelines or guidelines on sharia-compliant lodging, there are no sharia-compliant rules, such as not allowed couples who do not have a marriage book to stay at the inn. There are still men and women who are alone or commonly called courtship, on Kartini beach Jepara. Furthermore, on Kartini beach Jepara there are still tourists who do not wear clothes covering their awrah.

In this case, Kartini Jepara beach has not met the halal criteria. It is because there are still conditions that do not meet the provisions of the fatwa DSN-MUI. Because the requirement to be halal tourism is to follow the provisions obtained in the fatwa DSN-MUI, and Kartini beach Jepara is still there that has not met these provisions.

5. Conclusion

The concept of halal tourism and management in Kartini Jepara beach provides several facilities such as mosques, inns, souvenir sellers, and food and beverage sellers. Mushola on Kartini Beach Jepara has a decent building, clean, and ablution place separated between men and women. The inn on Kartini Jepara beach does not yet have its mosque. There are qibla directions in each room, and it also provides halal food and drinks. While some food or beverage sellers already have halal certificates, and some do not have halal certificates. The management of Kartini Jepara beach has fulfilled several aspects of halal tourism that has been regulated in the Fatwa DSN MUI. However, some have not been fulfilled to become halal tourism, including sharia lodgings on the beach Kartini Jepara. There are still couples who have not mahram on the beach Kartini Jepara, and there are still those who do not wear clothes that cover the awrah. This research recommends Kartini beach tourism and inn to make strict policy by making regulations in writing around the beach Kartini Jepara. This study expects Kartini beach manager Jepara to have sharia police or discipline enforcement to supervise the behavior of tourists who violate sharia principles on Kartini Jepara beach to meet all aspects that have been regulated by the fatwa DSN MUI in the implementation of halal tourism.

Limitation and study forward

This research has limitations in the number of research objects of one Kartini beach area in Jepara, and respondents interviewed about18people.

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EFFICACY OF UNION BANK CORE VALUES IN A TECHNICAL VOCATIONAL EDUCATION AND TRAINING-DRIVEN ECONOMY

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Abstract

The study assessed Union bank core values for customers' service delivery in Edo State. The study was guided by three research questions and a null hypothesis tested. A sample of 100 respondents gave credence to the study using an accidental sampling technique. A descriptive survey was employed. The reliability of the instrument was 0.87 using Cronbach alpha formula. A structured questionnaire was the instrument to collect data. Mean and standard deviation was used to answer the research questions, while t-test for the hypothesis. From the result, it was discovered that the Union bank core values that influence customers' service delivery are integrity, collaboration, and respect. The two groups of customers used for the study did not show any significant difference on customers' service delivery in Union bank, hence the null hypothesis acceptance. Consequently, it was recommended that banks should provide a feedback mechanism that will allow customers to make constructive criticism of their operations for service delivery. Regulatory agencies in the banking sector should ensure banks adhere to their core values for customers' satisfaction to improve turn over. Furthermore, Union banks should engage in periodic training for staff on their core values so as to engender proper application in customer dealings. Finally, recommendations were made for further studies such as determinants influencing effective customers' service delivery by commercial banks.

Keywords: Core Value; Integrity; Collaboration; Respect; Effective Service Delivery

Introduction

The operation of banks started in Nigeria as far back as 1959 during the colonial rule with the sole aim of meeting the needs of Nigerian society. The banking sector in Nigeria is directed by the Central bank of Nigeria. Sklar (2015) stated that the first bank that operated in Nigeria during the colonial era was African Banking Corporation in 1892 and the Bank of British West Africa, now First Bank of Nigeria. It was also reported that in 1925, the Anglo-Egyptian Bank and National Bank of South Africa gave birth to the then Barclays Bank of Nigeria. Sklar (2015) further reported that in 1948, the British and French Bank for Commerce and Industry were established, which later changed its name to United Bank for Africa a result of indigenization degree. In 1929, Nigeria first bank, Industrial and Commercial Bank was established. In 1930 the bank went into liquidation, and later Mercantile Bank was established. To make banks African, the African Continental Bank was established in 1949. It was in 1947 Nigerian commercial bank, Nigerian Farmers and Commercial Bank were established. Globe Newswire (2020) reported that as at February 2020, there were 34 banks recognized by the Central bank of Nigeria. They include, Abbey Mortgage Bank Plc, Access Bank Plc, Aso Savings & Loans Plc, Bank of Agriculture Ltd, Bank of Industry Ltd, Central Bank of Nigeria, Coronation Merchant Bank Ltd, Deap Capital Management & Trust Plc, Ecobank Nigeria Ltd, FCMB Group Plc, Federal Mortgage, Bank of Nigeria, Fidelity Bank Plc, First Bank Of Nigeria Ltd, FSDH Merchant Bank Ltd, Guaranty Trust Bank Plc, Infinity Trust Mortgage Bank Plc, Infrastructure Bank Plc, Jaiz Bank Plc, Letshego Mfb Nigeria Ltd, Multivest Microfinance Bank Ltd, National, Economic Reconstruction Fund, Nigerian Export-Import Bank, Omoluabi Mortgage Bank Plc, Polaris Bank Ltd, Rand Merchant Bank Nigeria Ltd, Stanbic Ibtc Bank Plc, Standard Chartered Bank Nigeria Ltd, Sterling Bank Plc, Taj Bank Ltd, Union Bank of Nigeria Plc, United Bank For Africa Plc, Unity Bank Plc, Wema Bank Plc, and Zenith Bank Plc. Shittu (2020) reported that the banking sector has been badly affected by recession. This led to the closure of 465 banks in the United States between 2008 and 2012**.** In 2016, Nigerian banks also suffered the same fate following the 2016 recession. This invariably led to strengthening of the banking sector which led to the creation of Asset Management Corporation of Nigeria (AMCON), to rescue some of the banks from financial distress. As a result of financial challenges encountered by banks in Nigeria, banking reforms were made by the Central Bank to ensure the safety of the depositors' money. Proshore Markets (2006) reported that before the banking reforms, there were 89 commercial banks in Nigeria, but after the reforms in 2004, the total came to 26 banks. Since then, the Nigerian banking industry has repositioned its operation in Nigeria to suit the needs of customers. The reforms in the banking sub-sector in Nigeria have created room for competition. This competitiveness has created room for intense advertising to make them relevant and have a share in the competitive market in recent times. This is why Owenvbiugie and Iyamu (2017) maintained that in Nigeria, the banking industry has become highly competitive probably due to the granting of operating licenses by the Central Bank of Nigeria for banks to operate. The competitiveness could also be as a result of the depressed economy occasioned by a squeeze in cash liquidity in the nation. Before the economic recession of 2015 in Nigeria, the Central Bank of Nigeria granted operating licenses to many commercial banks. As of today, there are twenty- two (22) commercial banks in Nigeria (Chigozie, 2017). All these banks seem to be doing well. This could be as a result of enjoying the dividends of consolidation, merger, and acquisitions. This seems to have made them much stronger and able to competitively stand firm in the international communities. This was reaffirmed by Chigozie (2017) that 11 Nigerian banks were included in the top 50 banks in Africa in which Union Bank Plc is one of them. Sanusi (2012) stated that prior to the merger of banks in Nigeria, banks did not see the need to provide adequate service and encouraging patronage. Towards the late 20th Century the banking industry experienced a crisis of confidence, a situation in which customers doubted the integrity of the banking sector in delivering the financial services. It was under such circumstances these banks adopted measures to successfully maximize the effective enforcement of its core values for effective customer service delivery. Many people view vision statement, mission statement and core values as the same, but many experts view them from different perspectives. Corporate Finance Institute (2020) sees vision statement as what a company sets to achieve over a period of time. It is a road map that gives direction to organizations of what they want to achieve in the near future. This creates opportunity for growth and reference point for future growth. It further stated that a vision statement is an organization's reason for its existence, its culture and core values, as well as aimed at improving the probable benefits of the organization in the future. A **vision statement** is a statement of facts of what an organization wants to be or known for. On the other hand, the **mission statement** describes the strategies organization needs to put in place to enable it achieve its vision. Core values are catalysts to a firm's smooth running of day-to-day activities. Core values of any enterprise maybe those values one holds that may form the foundation to which jobs are performed. According to Anaro and Blessing (2012), a core value is any guiding principle that directs an organization's internal conduct with its clientele. Core values of organizations are most of the time stated as their goals and mission. Financial institutions thrive all over the world when they successfully follow the implementation of these core values. Organizations that are fortunate to effectively implement their core values in the course of its operation stand the chance of effective service delivery to customers (Akeem, Rotimi & Abesogun, 2007). Firms function literally with the guide of core values. These values serve as templates for firms to tie their tasks around them. Virtually all firms understand the need to have a functional and achievable core values which are capable of being revisited from time to time in order to ensure optimal maximization of the organization's goals and objectives in a vocationalized economy. A vocationalized economy is one that technical vocational education and training (TVET) contributes to skills development for entrepreneurship and labour market absorption (United Nations Education Scientific and Cultural Organisation (UNESCO), 2014). The skills acquired from TVET are life long and serve people beyond the formal retirement age (Organisation for Economic Co-operation and Development (OECD), 2009). The economic benefits of TVET are numerous and include better wages for the employed, increased profits for the self-employed, and enable income generation through part-time skills utilisation (European Centre for the Development of Vocational Training (CEDEFOP), 2011). Technical Vocational Education and Training (TVET) is capable of contributing to youth empowerment by equipping the youth with skills to access labour markets in a given economy. This why Edokpolor and Owenvbiugie (2017) opined that TVET is an important programme that equips recipients with the requisite skills required to improve access to employment opportunities, raise income capacities for poverty alleviation, and promote peace and security. A society that adopts TVET to enhance its economy, such society may move from mono economy to a polycentric economy. This will enable individuals to make varied choices concerning their investments. This choice making by individuals will make organisations to adopt strategies to retain customers. This is why oragnisations like the banking sub-sector believes in having core values to promote customers' retention for better service delivery. Examples of core values are integrity, collaboration, and respect.

Union Bank of Nigeria Annual Report (2012) defined effective service delivery as any principle or belief that a person or organization views as of central importance with the fulcrum of attaining a stated objective. Effective service delivery is often seen as the end product of a firm as they are conditioned to maximize resources in the course of service delivery. Financial institutions just like other firms are bent on making optimal use of its available resources enforcement of its core values in a bid to ensure effective service delivery. It is also observed that the increased interest in service delivery by the firms is due to the fact that service delivery is proved to be beneficial in order to maintain the bottom-line performance of the firm. Union Bank of Nigeria Plc (UBN) appears to be one of the oldest banks in Nigeria. It was formerly called Barclay's bank. It became Union bank in 1993 due to the Central Bank of Nigeria banking sector consolidation policy. Apart from providing banking services, Union Bank Nigeria also provides treasury services and commercial lending. UBN is one of the twenty most valuable companies in Nigeria in the stock market. According to Union Bank Annual Bulletin (2017), generically, the core values of the bank include giving of customer focus aid, staff nurturing, maintenance of integrity and transparency, display of team spirit, continuous improvement, responsible community member, and best practices. However, its day-to-day running core values include integrity; collaborations; and respect. Integrity appears to be truthful and honest with its policies. Service delivery includes being effective, predictable, reliable, and customer-friendly. Collaboration is being able to cooperate with other sister banks devoid of suspicion, while respect is having due regard for the feelings, wishes, or rights of others. Union Bank customers are either male or female who operates different accounts.

The aftermath of the merger and acquisition made by the various financial institutions as advised by the Central Bank of Nigeria (CBN) in order to have a strong and viable financial institution saw union bank record significant fall in daily transactions, low patronage from the public, high withdrawal recordings annually as against low savings and deposits, significant low returns on investment capital, among others. This action prompted the bank to revisit its core values especially in the face of other strong competitors that serve as a strategic tool to educate customers in the course of transactions in order to keep its relevance in the market. Today, the situation seems to have improved for better performance as the CBN in one of its regulations mandated all financial institutions to periodically review their mode of operations, motivate staff using available indices, enable and encourage an innovative financial space, re-assessment of achievable core-values, among others as these measures are targeted at achieving a quality service delivery. It is imperative to carry out an assessment of Union bank core values for customers' service delivery especially as it relates to Nigeria financial market as previous studies by Ugoji and Mike, and Bakare (2006) have claimed that most commercial banks are faced with problems of low patronage by customers, low investment returns on capital, loose of jobs, among others.

Literature Review.

Core Value

As a result of competition, individuals, corporate organizations are finding ways of excelling in one occupation or another. In order to outsmart one another, core values are introduced by banks. Jenkins (2017) stated that core values are the important and endearing principles of an organization that are intrinsically required as a road map for workings in any given establishment. Your Dictionary (2020) opined that core values are the beliefs of a person or organization. Core values appear to direct the affairs of a person's perception either rightly or wrongly. Core values give credence to organizations to determine if they are fulfilling their goals. Organization's core values are most of the time stated as their mission objective. WebFinance Inc. (2020) defined core value as the road map or guiding principle that directs the ways an organization pilots its internal affairs with the outside world. In the same vein, Essex (2020) stated that core values help organization in taking far-reaching decisions in strategizing, interacting with workers and outside world. Core value reflects important policy statement within an organization. Essex further stated that any organization that falters from its core value never does well. The author concluded that core value directs the bahaviour of an organization and its workforce. indeed career guide (2020) sees core values as guiding principles that help individuals and corporate organizations to make important decisions to engage in working for optimal result. It helps organizations to develop reachable goals, and helping organization to align with the ideals of similar organizations. It identified the following as some core values organizations need. They are acceptance, achievement, adventure, bravery, community, creativity, curiosity, family, friendships, growth, happiness, hard work, honesty, humility, ingenuity, innovation, integrity, kindness, knowledge, open communication, optimism, patience, peace, popularity, power, quality, respect, responsibility, spirituality, stability, success, tenacity, time management, wealth, wisdom, and work/life balance. Chen (2018) stated that core values also known as company values, corporate values as the basic tenets of behavior of organization. They are the mandates that guide the internal mechanism of an organization.as well as its clienteles. Heathfield (2019) opined that core values are characteristics that represent an organization's precedence that propel it for action. Core values are innate characteristics that give clear picture of what the organization stands for. This helps to attract and retain organization's workers for efficiency and effectiveness. Heimila (2020) emphasized that core values are organization's real worth that help to fight competition among competitors, as well as help to differentiate one organization from the other. It helps to shape the ways a company does its business strategically. Heimila further stated that core values guide employees to make far-reaching decisions, help to enhance workers' communication, influence workers' impetus and engagement, assist customers to know what an organization stands to achieve, aid people to be enchanted, and kept, allow customers to have the same vision with business owners. Heimila concluded that integrity, boldness, honesty, fairness, trustworthiness, accountability, learning, customer experience, passion, balance, fun, discipline, humility, ownership, result-oriented, constant improvement, leadership, hard work, diversity, employee development, innovation, quality, teamwork, simplicity, collaboration and partnership, idealism, courage, unselfishness, self-discipline, and self-respect are some of the core values of organizations. In the same vein, Seetec (2019) opined that core values are the fundamentals on which organizations are built to help in decision-making process. It further stressed that core value provides essential benefits to organization when used correctly. They include business growth, increase in workers' performance and productivity, increase organization's profile, workers' retention, encouraging new customers and workers, and making workers to be happy with organization.

Integrity

For organizations to remain relevant in a globalized economy she has to maintain her integrity. Accountable2you (2019**) defined integrity as a way of one's ways of doing things without undue interference from outside party.** Integrity serves as a close alliance to worth and credence. It is the moral barometer to do the right thing whatever the situation, and circumstances. indeed career guide (2020) opined that integrity is an acceptable way of doing something when no one is watching one's action. It concluded that employers need employees who can be trusted to be among the team players. Blackman (2018) defined integrity as the state of being whom you are having undivided loyalty to both employers and customers. It is the state of being truthful, genuine at all times no matter the influence. Blackman further stated that integrity makes people have recognition on organization that make them to be with them in turbulent times. It helps employees to have confidence in organization that leads to job satisfaction. Integrity leads organization to produce better results. Integrity makes organization to survive in midst of competitors for a very long time. It gives clear direction of where the organization is going. Integrity leads to stronger profit. From the foregoing, integrity means following your own convictions on issues leading you to do the right thing at all times without manipulations. Michael page team (2018) stressed that integrity is trustworthy and reliable, practicing and encouraging open and honest communication, as well as accountable and responsible for your actions. The author further maintained that people practicing integrity should respect organizations' laid down rule and regulations, should be ready to work assiduously to achieve organizations' goal, should lead others by example, should be prepared to respect other workers' opinion on issues, and should be responsible for the mistakes, actions and inactions.

Collaboration

In order for organizations to maintain their integrity, they should be prepared to collaborate with other organizations. This is why Winton and Wilkins (2020) opined that collaboration is the act of working together assiduously to achieve a common purpose. Carter (2018) sees collaboration as the act of working with others on a project or ideas by a group of people to genuinely investigate ideas, open new grounds and delve into ideal processes, and take informed decisions. The essence of collaboration is to arrive at something meaning to achieve organizational goals. Rouse (2020) stated that collaboration is a combined effort of many individuals working together to achieve specific result or results. Rouse further stated that collaboration is used by corporate organizations like banking industry in which different units share information they obtain from the interactions with customers, aimed at improving customers' experience to increase their fidelity. Doyle (2020) opined that collaboration is the act of working with a person or group of persons to achieve better result. To achieve this, organizations need workers who can work as a team and are willing to subjugate their personal interest for organizational goals. indeed career guide (2020) defined collaboration as the act of coming together as a group to complete an assignment. It further stated that the importance of collaboration includes problem-solving, galvanizing self-examination, teaching and learning, and accelerating efficacy. The Sage Group plc (2020) sees collaboration as coming together of people to brainstorm on issues in achieving a set goal. Institute of Internal Communication (2020) opined that collaboration is when a group of people share ideas on ways forward to achieve organizational common goal.

Respect

In order for integrity and collaboration to be effective, there is a need for respect. Your Dictionary (2020) stated that respect has to do with consideration; courteous regard; to have *respect* for the feelings of others. Salazar (2019) stated that respect is the value or awesomeness of an individual's capability or worth of a person. It also refers to the capacity to dignify and appraise another individual for his benevolence and actions for whatever they share. **It is the ability to accept others the ways they are, and not necessarily change them. Mamas (2017) revealed that respect is an important ingredient in business survival. The researcher claimed that an entrepreneur loses respect if they claim to be infallible, superficial, and authentic. An entrepreneur loses respect if they claim not to make mistakes, concerned only with what is obvious, as well as claiming to be accurate at all times. Aduba (2019) opined that** respect is a passion of deep appreciation for a person or something educed by their capabilities, and attributes. Aduba further stated that respecting others is verbal means of messaging that creates a bond between individuals. Aduba concluded that respecting employees to bring about greater productivity includes encouraging employees to air their views on issues; listening to the views of others before airing your views, using workers' ideas to improve your perceptions; never offend people, never degrade their personalities; never condemn over minute things; treat workers equally; consistency in policies implementation; use of praise, and recognition should be appropriately used.

Research Gap and Contribution of Study

There appears to be no research carried out on Union bank core values in Nigeria as well as internationally. This present study intends to fill this identified gap. The findings of the study may be of help to bank customers, and banking sectors in pursuing their core mandates.

Research Objectives

The study assessed Union bank core values for effective customers' service delivery in Edo State. Specifically, the study assessed:

1. how integrity influences effective customers' service delivery of Union bank;
2. how collaboration influences effective customers' service delivery of Union bank; and
3. the extent to which respect influences effective customers' service delivery of Union bank.

Research Design

A descriptive survey was employed. A survey is one that a sample is studied as a characteristic representative. All customers who patronize Union Bank, Plc in Benin City constituted the population. Benin City has the highest number of banks in the State. The population was an infinite population. Accidental sampling method was used in selecting the respondents. A sample of one hundred (100) respondents who are customers with Union Bank Plc in Benin City, Edo State formed the sample. Researchers used the questionnaire as a tool for data collection. It is made of sections A and B. Section A is respondents' bio-data such as gender, while section B had item statements measuring the various constructs identified in the research questions. The instrument was administered on a sample of 20 respondents distinct from those of the original study. A Cronbach alpha form of reliability was carried out and a reliability coefficient of 0.87 was obtained. The researchers engaged the services of two research assistants in administrating the questionnaires to the bank customers in their various branches. One week was used to collate and analyze the data. The value of 2.50 was the mean criterion. Therefore, a calculated value greater than 2.50 was high extent while below 2.50 was low extent. The decision for the hypothesis was based on a probability value of 0.05.

Results

Purpose 1:

Influence of integrity on customers' service delivery of Union bank

Table 1: Rating of Integrity on Effective Customers' Service Delivery.

S/N	Item Statements	Mean	SD	Remarks
1.	I expect bankers to show dishonesty sometimes	2.54	1.13	High Extent
2.	I expect banks to fulfill its promises at the time indicated	2.87	1.02	High Extent
3.	I expect indiscriminate service charges to affects service delivery	2.61	1.16	High Extent
4.	I don't expect my time deposit in the bank to be tampered with	2.93	1.18	High Extent
5.	I always expect the bank to declare their transactions annually	2.91	1.01	High Extent
6.	I always expect my account to be credited with dividends annually accruing from declared profits	2.82	0.97	High Extent
7.	I expect bank staff behaviour can instill confidence in me	2.77	0.92	High Extent
	Grand Mean	**2.78**	**1.06**	**High Extent**

Source: Field Study, (2020)

The variables (1-7) were rated high extent. The grand mean of 2.78 indicated that all the variables were rated high extent. The result shows that integrity influence customers of Union Bank in Edo State to a high extent

Purpose **2:**

Influence of collaboration on customers' service delivery of Union bank

Table 2: Rating of Collaboration on Effective Customers' Service Delivery.

S/N	Item Statements	Mean	SD	Remarks
8.	I always expect public-private partnership transactions with my bank	2.94	0.99	High Extent
9.	I expect bank staff to be prompt when delivery service with similar firms	2.82	0.97	High Extent
10.	I expect Union bank to provide soft loans to customers at all times	2.92	0.92	High Extent
11.	Union bank organizes periodic programmes to sensitize the public on current financial issues	2.90	1.07	High Extent
12.	UBN collaborate with other banks on customer related issues	2.57	1.04	High Extent
13.	I expect UBN to provide advisory function to prospective entrepreneurs in need	2.88	1.28	High Extent
14.	I expect Bank's employees to be neatly dressed	2.73	1.03	High Extent
	Grand Mean	**2.82**	**1.04**	**High Extent**

Source: Fieldwork (2020)

The variables (8-14) were rated high extent. The grand mean of 2.82 indicated that all the variables were rated high extent. The result shows that collaboration influence customers of Union Bank in Edo State to a high extent.

Purpose 3

Influence of Respect on customers' service delivery of Union bank?

Table 3: Rating of Respect on Effective Customers' Delivery.

S/N	Item Statement	Mean	SD	Remarks
15.	I expect UBN to always have my interest at heart	2.96	1.05	High Extent
16.	I expect customer care unit to handle customers' related issue promptly	2.65	0.94	High Extent
17.	I expect my bank to give me individual attention	2.67	0.88	High Extent
18.	Customers expect bank staff to be customers' friendly	2.72	1.02	High Extent
19.	I expect Bank's staff to be courteous of its customers at all times	2.64	0.88	High Extent
20.	Customers expect bank staff to always respect their privacy at all times	2.85	0.92	High Extent
21.	I expect UBN to always adhere to and respect the advice of customers even when it is inimical to their growth	2.88	0.79	High Extent
22.	Customers expect bank staff to attend to them with warmth and regard	2.79	1.03	High Extent
	Grand Mean	2.77	0.94	High Extent

Source: Fieldwork (2020)

The variables (15-22) were rated as high extent. The grand mean of 2.77 indicated that all the variables were rated high extent. The result shows that respect influences customers of Union Bank in Edo State to a high extent

Hypothesis

Male customers do not differ from female customers in customers' service delivery in Union bank.

Table 5: t-test Between Mean Response of Male and Female Respondents on Customers' Service delivery in Union Bank.

Sex	No.	$\bar{x}$	Sd	t -value	Df	r-value	Remark
Male	67	104.36	10.60	-0.253	98	0.108	Accepted
Female	33	105.05	10.65				

Source: Field Study 2020

The information shown on table 5 revealed that the t-value indicated -0.253. The p-value showed 0.108. The mean ratings of male and female customers indicated 104.36 and 105.05 respectively. The standard deviation of male respondents showed 10.60 while that of female respondents indicated 10.65. The degree of freedom showed 98. The number of male respondents showed 67 while the female respondents stood at 33. On this note, the null hypothesis that male customers do not differ from female customers on customers' service delivery of Union bank was accepted based on the fact that the p-value of .108 was higher than the r-value of 0.05.

Results and Discussion

Analysis of research question 1 revealed that Union bank customers rated integrity to a high extent in customers' service delivery. This finding is in agreement with Umoh (2012) who revealed that integrity remains one key variable that can be used by financial institutions to capture prospective customers into the financial market. The finding is also in consonance with Emmanuel (2002) who revealed that banks tend to display integrity in the course of service delivery. For organizations to remain relevant in a globalized economy she has to maintain her integrity. The finding is in agreement with Blackman (2018) who stated that integrity makes people have recognition on organization that make them to be with them in turbulent times. It helps employees to have confidence in organization that leads to job satisfaction. Integrity leads organization to produce better results. Integrity makes organization to survive in midst of competitors for a very long time. It gives clear direction to where an organization is going. Integrity leads to stronger profit.

Analysis of research question two revealed that Union bank customers rated collaboration to a high extent in customers' service delivery. In agreement with this finding, Babajide (2016) stated that product differentiation among banks revealed that as a responsible corporate citizen, Union bank collaborates with other banks that promote efficiency and effective service delivery. The finding is in consonance with Rouse (2020) who opined that collaboration is a combined effort of many individuals working together to achieve specific result or results. Rouse further stated that collaboration is used by corporate organizations like banking industry in which different units of the banks share information they obtain from interactions with customers, aimed at improving customers' experience to increase their fidelity. The finding is in agreement with Doyle (2020) who opined that collaboration is the act of working with a person or group of persons to achieve better result. To achieve this, organizations need workers who can work as a team and are willing to subjugate their personal interest for organizational goals. The finding is consistent with indeed career guide (2020) that defined collaboration as the act of coming together as a group to complete an assignment. It further stated that the importance of collaboration includes problem-solving, galvanizing self-examination, teaching and learning, and accelerating efficacy. The finding is in consonance with The Sage Group plc (2020) which sees collaboration as coming together of people to brainstorm on issues in achieving a set goal. The finding is in collaboration with the Institute of Internal Communication (2020) which opined that collaboration is when a group of people share ideas on ways forward to achieve organizational common goal.

Analysis of research question three revealed that customers rated respect to a high extent in customers' service delivery. The finding is in collaboration with Owenvbiugie and Iyamu (2017) who maintained that the use of innovations and technologies by banks contribute towards an improved banking system. The finding is also in agreement with Unachukwu (2004) who revealed that bank's core values serve as machinery to guide and drive Nigerian banks. The finding is in consonance with **Mamas (2017) who revealed that respect is an important ingredient for business survival. The finding is in agreement with Aduba (2019) who opined** that respecting employees bring about greater productivity by encouraging employees to air their views on issues; listening to the views of others before airing your views, using workers' ideas to improve your perceptions; never offend people, never degrade their personalities; never condemn over minute things; treat workers equally; consistency in policies implementation; use of praise, and recognition should be appropriately used.

The hypothesis showed that male customers do not differ significantly from female customers in their customers' service delivery in Union bank, hence the null hypothesis acceptance. This implies that gender does not influence the customers in Union bank service delivery. This finding is in disagreement with Akanni, Olonade, and Iduma (2014) who maintained that a relationship exists between male and female customers' satisfaction. This finding is consistent with Vijayalakshmi and Rajasekhar (2018) who revealed that that males and females are equally satisfied with regard to service delivery.

Conclusion

It was concluded that the Union bank core values of integrity, collaboration and respect influence effective customers' service delivery in Edo State. The study further concluded that male customers do not differ from female customers in customers' service delivery in Union bank. The study recommended that Union banks should engage in periodic training for staff on their core values so as to engender proper application in customer dealings. Regulatory agencies in the banking sector should ensure banks adhere to their core values for customers' satisfaction and improve turn over. Appraisal of banks core values in financial operations should be on a consistent basis to check for bank's lapses, make improvement and increase customers' goodwill of the banks. Banks should provide a feedback mechanism that will allow customers to make constructive criticism of their operations for service delivery.

Limitations of the Study

The findings may not be used for entire Nigeria because only 100 respondents taken from a city in Edo State from many customers were used for the study. This is an obvious limitation. Some respondents were unwilling to respond to questionnaires on time. This actually delayed the collation of results.

Contribution to Knowledge

The study has empirically established that integrity, collaboration and respect are vital ingredients to banks in a competitive banking environment. Bank customers are at will to change from one bank to another without notice. If these constructs are properly managed, customers may be willing to bank with Union Bank for a long period of years without recourse to change.

Suggestions for Further Studies

Assessment of union bank core values for effective customers' service delivery in Nigeria.

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THE EFFECT OF RELIGIOUS TOURISM ON THE SUSTAINABLE DEVELOPMENT OF TRIBAL COMMUNITIES: A CASE STUDY OF KONDHA TRIBES

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Abstract:

Purpose: This study mainly focuses on the tribal development through religious tourism of Kondha tribal people in Rayagada district of Odisha.

Methodology: The study is based on both primary and secondary data. The primary data is collected from the 250 respondents from Kondha tribes by the structured interview method and analysed with the assistance of SPSS software and tabular & graphical presentation. The secondary data is collected through the Journal articles, newspapers and the internet. Descriptive analysis, t-test and ANOVA used to interpret the data.

Findings: The study revealed that there is an impact of religious tourism on the sustainable livelihood of the tribal communities. Religious tourism sustains high income and employment opportunities to the host community. The tribal area development depends upon the construction of accommodation and infrastructure development like transport and equipment for tourists which motivates higher tourist influx. On the other side, there is a negative impact of tourism which leads to environmental pollution and destruction of natural resources in their community.

Limitations: The main limitation of the study is that the study has only focused on the one of the major tribal groups of Odisha. There are several Tribes in the state Odisha which have to be highly sustain and improve their communities.
Contribution: This study highly contributes to the sustainable tourism practices and Indigenous Studies.

Keywords: *- Tribal Development, Kondha Tribes, Religious Tourism, Impact of Tourism*

1.Introduction

Tourism is an economic activity of travelling for a recreational purpose. It assists in the development of the nation by improving the wealth and preserving the socioeconomic values of a country. From the very beginning, travel is the major leisure for people to escape from the monotony of work. Various scenic attractions and beautiful places influence people to go for leisure. The curiosity of wanderers also discovered several countries. In modern society, tourism is one of the major on-going service sectors in the world. From ancient times, people are wandering to mystical places for religious motivations (Jha, 2005). The social and cultural values of guest and host community depend upon the impact of the tourism sector. The cultural values can be transferred from one community to another community by the traveller. Tourists get the opportunity of learning various traditions and cultural habits from the holiday business. Local people get employment opportunities without migrating from their communities. The ancient and traditional beliefs of the country are rising by effective tourism (Sharma, 2012). Many spiritual places like Chitrakoot in Madhya Pradesh, Kantilo Neelamaadhav in Odisha, Medaram in Telangana, Srisailam in Andhra Pradesh Etc. Attract tourists to tribal tourism. Travelling to these remote places creates employment opportunities for the local communities. It gradually increases the livelihood opportunities for the local clans and tribal people. Every aspect of religious tourism tends to improve the wealth and welfare of the tribal people (*Bleie)*. Rayagada is a popular district for Kondha tribes in Odisha. Kondha tribes are mainly called as Dangaria Kondhas in the remote areas like Bishamkatak, Kalyan Singpur and Muniguda in Rayagada district. Horticulture and shifting cultivation is the main occupations of the Kondha people. Crops like pineapple, banana, oranges, turmeric, ginger and variety of Muslims, millets and pulses are grown in their fields. Kondha folks, especially depending upon the agriculture and farming. They sell agricultural products to urban people for their livelihood. Besides agriculture and farming, tourism also assists them in their economic growth and development. Religious events such as Chaitra Parva of Majjigouri (Goddess Durga), Rayagada Mahotsav festival, etc. Encourage the Rayagada tribes as their primary source of revenue. The tribes get the opportunity to sell the agricultural and handicraft products to lakhs of pilgrims who visit the Majjigouri temple at the time of Chaitra Parva. Their handicraft products are highly sought after by the pilgrims, and they offer bumper gains to the vendors (KBK).

2.Literature Review

2.1 Religious Tourism

Religious tourism is the voyage of sacred shrines followed by the religious motivations. It facilitates the country in promoting the religious tradition and culture within the world. Religious shrines, holy lands and religious activities encourage the pilgrims to explore the world and get a chance to achieve knowledge about the religious aspects of tourism (Anwar, Md.T. 2014). The tradition and culture are always influenced by religious travel. Mainly Hindu Community relates every aspect of Universe e.g. Pancha Mahabhootam (Sky, Light, Water, Atmosphere, Earth) with the travel. The holy lands of the community integrated with the mythical landscapes of Gods & Goddesses and saints which plays an important role in transforming the world into a religious platform (Deshmukh, V.S. 2009).

The sacred and spiritual journey influences the physical and psychological behaviour of travellers. They get a divine knowledge about the Moksha, mystical experiences in religious destinations. The impact of religious practises set them into a spiritual world. As pilgrimage is the oldest form of tourism, it is considered by the religious faith. Many religious activities and

ceremonies are also facilitating the traveller towards the religious experience. Generally, the pilgrimage serves the society in three stages, such as national integration, reinforcement of culture & values and emphasises the existing social relations (Aruljothi, C. 2012).
The present era is witnessing the pilgrimage to spiritual destinations which has been increased through technological advancement. The modern travellers are fully motivated by the culture and historical background of religious sites. It fulfils the curiosity of the wanderers and assists them in improving the knowledge about cultural heritage. Thus, the religious attractions like cultural arts, architecture and traditional customs etc. are diversified the travel pattern of visitors (Venkatesan, S. 2016).

2.2. Sustainable development of Tribal Communities

Sustainable development is rising the income of tribal people. It leads to sustainable incomes and livelihoods that have enabled farmers to develop creative technology that is particularly well suited to growing vegetables on small and marginal holdings by the Department of Rural Development. It was established as part of the UNDP-supported subsistence generation project that strengthens the government's capacity to introduce subsistence activities in the country. Since 2009, the UNDP, in collaboration with the government, has been helping to deliver subsistence schemes and services efficiently. In areas of acute water scarcity, the number of crops practised since the implementation of rainwater harvesting almost doubles tribal agricultural productivity. (**www.in.undp.**)
Development in sustainable livelihoods has been proven to be effective in tribal regions of India. Traditionally tribal communities followed shifting cultivation of subsistence crops such as millets and pulses, complemented by gathering forest fruits, root honey, etc. Over-exploitation of forests has decreased soil fertility, challenging even the most well-being of the indigenous communities, which derives its livelihood from agricultural development, forcing them to bond and immigrant workers, their economic growth has risen, and they are making use of forest resources for income. (Wu, et.al, 2019).

2.3 Impact of Tourism on Tribal communities

Tourism is an essential feature of economic growth for better progress in the development of the tribal community. Promotion of the tribal culture by enhancing the tourist satisfaction improves the employment opportunities in the host communities. Job Opportunities for photographers, hoteliers, tourist guides, etc. prove beneficial to the tribal people. Tourism also improves the infrastructure facilities in the tribal locations, which will lead to the modernisation of tourist infrastructure. Many business enterprises, hospitality sectors and transport organisations offer jobs for the local community. The wealth and welfare of the local tribes depend upon the allied industries like construction firms, food and beverage suppliers and transport authorities **(Verma & Murdia, 2017).**
According to **Huang (2016)** religious tourism has both positive and negative impacts on the tribal folks. It generates job opportunities and livelihood prospects for the tribes. Tourism supports the tribes to promote their tradition and culture through handicrafts and harvesting commercial crops. However, at the same time, the tribal people are suffering from the problems of environmental pollution created by the mass gatherings within their destination. The traditional touch in the amenities attracts the visitors very much. E.g. the visitors relish the traditional food prepared by the tribal people. More food stalls and food festivals create earning opportunities for the tribes. Some dishes like Kalluppit made of gandhakasala rice, payasam

made of bamboo rice, ragi vada, tapioca and fried chicken etc. are most famous in the Wayanad tribes of Kerala. Traditional handicrafts made of coconut shells, canes, wood and bamboo and forest-based products like coffee powder, and tea dust of different flavours, spices like pepper, cardamom, natural cosmetic products and herbal medicines attract the visitors towards the indigenous culture and tradition. These types of marketing activities boost the tribal people artists to perform their art. Many local women are also engaged in tourism. **(Sibi & Swamy, 2015).** According to **Song (2008)** the development of tourism in tribal areas boosts the economic growth of the local people. Several sectors like manufacturing, transportation, hospitality etc. employ the host community for better progress, thus decreasing the poverty of the local people. Many organisations include hotels, boat tours, and remembrance stores, trading companies and arts and crafts shops and factories.

The proper utilisation of tribal resources like tribal attires, their custom and traditions, fair and festivals, music and dances, religion and rituals would facilitate the economic development of tribal clans. The well maintained tribal resources, proper guidance of the tribal location, organised tourist trips, exhibitions, fairs and festivals and awareness campaigns would create the visitor's interest towards the tribal tourism, which initiates the revenue to the indigenous people **(Verma & Murdia, 2017)**. The dependence on agriculture is riskier in tribal areas as compared to plain areas. The overall growth of agriculture depends upon the rain-fed, and sometimes the floods also destroy it. The alternative profession for the tribe is tourism, which focuses on the unique cultural identity of the tribes. The revenue generated by tourism diversifies the local economy, particularly in rural areas where agriculture employment may be irregular. At the same time, tourist influx to the tribal area has affected tribal tradition, legend, folklore, which have a unique position in their habitat and culture **(Mohanty, 2007)**.

Adoption of tourism in the tribal settlement regions generates the employment opportunities for tribal people. The local involvement and participation also play a vital role in improving the conditions of tribes by providing well-versed job and working prosperity. Besides, the government also provides guidelines in terms of, educating the craftsmen through proper skill development programs, financial aid to tribal people who are willing to start their venture in tourism and allied sector, entrepreneurial assistance program, promotion of tribal and cultural tourism and preference in tourism employment **(Saravanan & Rajesh, 2008)**. According to **Jose (2013-15)** The Economic Development Councils generally try to develop the economic conditions and assist in livelihood opportunities for the local communities. Numerous jobs like fire protection, guiding services, collecting grass for animal feeding, fishing and providing basic facilities to the pilgrims in sacred sites benefits the host community and increase their revenue. The two main developments of the tribal area through tourism are: increase in local agricultural products sales and employment opportunities. Tourism also aids to increase the tribal resident's income, improve the economic condition of the residents. The local tribes depend on tourism as an important influence on their tradition, culture and individual life. **(Hui & Tsai, 2017).** **Peterson & Anderson (2017)** stated that the tribal areas could be developed by identifying the training and marketing needs of local communities. The traditional Festivals & scheduled events should facilitate the financial services of tribal people. The government should engage the local tribes into food and beverages, security, administration, manufacturing, chemicals, textiles, Oil, Gas Suppliers sectors for their livelihood.

According to **Pratheep (2016)** on his study of "The impact of tourism on Indian culture" contributed that tourism industry implicates the Indian culture by its huge potential activities.

Tourism pertains the growth and progress of the country. On the other hand, it harms the values and culture of the nation.

Potential impacts have been extensively investigated in order to contribute insights into tourism. The literature indicates that the environmental impacts of tourism depend mainly on local factors, such as region, type of operation, the form of infrastructure facilities, and maybe the product of strategic planning. As far as carrying capacity is concerned, some places are more resilient than others, such as rural vs urban centres; the sort of behaviour affects the impacts on the site, such as walking or riding both-terrain vehicles. Also, the growth of infrastructure and the construction of tourist activities have a huge impact. Newly built dwellings, highways, parking lots and services, if not carefully designed, may affect local ecological environments, harm original visual resources and reduce the site's resistance to severe weather disasters such as soil degradation, avalanches or over-use. Environmental pollution caused by increased tourism, Urban sprawl, littering and disruption is significant impacts that affect the overall standard of living of residents. (**Hung, 2018**).

Lines of evidence support transformation, the impact of commercial manufacturing and the shift in use or meaning from original forms as having a negative impact on traditional cultures, especially when events are staged for tourists in ways that manipulate cultural traditions and customs in order to provide a tourist-centric experience. Attempts to economically form culture for tourism consumption may result in a profit-driven shift in the arts, crafts and customs and, over time, these cultures may become tourism cultures experiencing such extreme change (**Chang, et.all, 2018**).

Tourist exposure is how the customs and cultural expressions of the group are clearly reflected by tourists and do not completely reflect traditional culture. This distinction is crucial for communities whose tourist representations would allow them to consume tourism. This decision has to rest with the community itself and not external sources Including issues of cultural appropriation and exploitation, commodification and developments in the non-authentic region, tourism effects on indigenous people. Inappropriate portrayals and the lack of privacy from visitor information can affect the recreation and social behaviour of indigenous people. (**Priyadarshini et.all, 2019**)

In that way, the banalisation of cultural identity can also lead to rejection by community members of traditional culture. The integration of cultural elements into tourism allows indigenous communities to face up to the task of access to culture without losing their integrity. Authentic portrayal of the indigenous culture may mean tourists see indigenous peoples rather than representatives of a vibrant and complex culture as exotic and inanimate curiosities. However, the argument that tourism undermines the integrity and authenticity of a host culture could be simplistic. Researchers argue that customs, practises, traditions and material culture for tourism have been moulded or transformed into forms that, while recognisable for the tourist, do not have their original purposive significance or function and that the essence of indigenous culture is eroded once its main manifestos are subject to commercial activity without any deeper sense. This position differentiates between the customs that persist in relative isolation from market forces and those that are established particularly for the tourism sector. (**Hui & Tsai, 2017**)

There is pressure on tourism cultures to adhere to a previously perceived standard created by perceptions from the outside. In the past few years, Indigenous peoples themselves were built up, and the social construction of Indigenous Peoples as tourist attractions is no new phenomenon, but one that has evolved. The interrelation of perceptions in these tourist experiences can form local conceptualisations of what is authentic. Some indigenous groups are still surprisingly flexible in their ability to absorb the authentic native culture from western audiences. They often synchronise and reinterpret ancient components of tradition or introduce new factors to produce or enhance innovative cultural adaptations. (**ILO Report**)

2.4 Research Objectives

From the extension literature review, the research study proposed the following objectives.

- To Evaluate the development of the Kondha tribe through religious tourism.
- To find out the impact of religious tourism on the sustainable development of Kondha people.
- To assess the socio-cultural values of the Kondha tribe during the religious fests.

3. Research Methodology

3.1 Research Design and Sampling

A descriptive research design is used for this study. The quantitative methodology used to frame the research work to entitle the practical norms of tourism impact on the development of Kondha tribes. This study focused on the Dongaria Kondha tribes in the south-west of Odisha Area, located in Rayagada District of Odisha state, India. The study involved 250 respondents from the Kondha tribal people. Participants were both men and women of legal age and well-aware and known about the influence of the tourism industry and the economic condition of their communities. Simple random sampling used to determine the samples in the study, because of their knowledge and credibility to address the in-depth interview.

3.2. Study area

Rayagada is a mineral-rich district in the southern part of the state Odisha. Rayagada district became a separate district effective from 2nd October 1992. The population of this district consists mainly of tribes—the Kondhas form the majority of the population, followed by Souras. Apart from Odia, numerous Adivasi languages like Kui, Kondha, Soura are spoken by the local people of the district. The district resides in a total area of 7,584.7 km^2. Rayagada is divided into eleven blocks. The district generates income mainly through agriculture-based activities. Paddy, wheat, ragi, green gram, black gram, groundnut, sweet potato and maise are the major crops grown in the area. The district has been the native land of various tribal communities with their sub-tribes, who are found in different levels of development depending upon their assimilation with the conventional or modern communities.

3.3 Questionnaire

The research questionnaire contains three parts. The first part contains the demographic profile of the respondents like gender, age, marital status, and Occupation of the respondents. In the second part, the questionnaire contains the tourism impacts on their community such as the increase in employment opportunities, Increase in Income, Raise the standard of livings, Increase the sale of their products, Recover the culture and enhance the local visibility of the community. The third part consists of the negative aspects of the tourism influx like Environmental Pollution, Garbage increase and destruction of the natural resources. A five-point Likert scale from 1 to 5 Measured from “Strongly disagree” to “Strongly agree” used to measure the data.

3.4 Data Analysis

The research data analysed by using SPSS 25.0 version Software. Descriptive analysis was done for the demographic profile of the respondents using mean, standard deviation and variance of the variables. For the positive impacts of religious tourism, t-test used to determine the relationship values of the impacts of tourism. ANOVA test used to depict the significance of the positive impacts concerning the Occupation related with the tourism industries and negative impacts of the tour due to the tourist influx on the local communities.

4. Results

4.1 Effective descriptive Analysis

The demographic profile of the research study consists of 142 Male Respondents (56.8%) and 108 Female candidates (43%). The variable gender has a mean value of 1.43 with 0.49 S.D. In terms of Marital status, there are 169 Married people (67.6%) lies in the community, along with the 81 unmarried bachelors of 32%. The overall mean value of the Marital status is 1.32, which contains a 0.46 standard deviation. On the other hand, the Age group of the community has a significant mean value of 2.60 with S.D. value of 0.90. The age group of below 18 candidates are 17 (6.8%) and between 18-30 are 103 candidates with a high percentage of 41.2%. Besides them, 85 respondents (34%) are of 30-50 age group, and the rest of 45 candidates (18%) are of above 50 age group. In terms of Occupation the tribal community has highly depended on the Agricultural activities. Among the respondents, there are 64 candidates (25.6%) depended on Agriculture and firming. Whereas 53 respondents (21.2%) works as a businessman, 51 candidates (20.4%) works as handicraft workers. Besides, that 17% tribal (44) are depending on the Fishing and a 15% people (38) depends on the traditional activities like hunting for their livelihood. The entire mean value of the Occupation of the respondents is highest among the other demographic variables with 3.06 and 1.37 S.D.

Table:1 Demographic Profile of the Respondents

Particulars	Description	Frequency	Percentage	Mean	Standard Deviation
Gender	Male	142	56.8	1.432	0.496348
	Female	108	43.2		
	Total	**250**	**100**		
Marital Status	Married	169	67.6	1.32	0.468939
	Unmarried	81	32.4		
	Total	**250**	**100**		
Age	Below 18	17	6.8	2.6	0.9
	18-30	103	41.2		
	30-50	85	34.0		
	50 and above	45	18.0		
	Total	**250**	**100.0**		
Occupation	Hunting	38	15.2		
	Fisherman	44	17.6		

	Agriculturalist	64	25.60	3.06	1.376947
	Businessman	53	21.2		
	Handicraft Worker	51	20.4		
	Total	**250**	**100.0**		

4.2 Impact of Tourism Analysis

This analysis depicts the real impact of religious tourism on the sustainable livelihood of the Dongaria Kondha tribal community. The positive impacts indicate the sustainable development of the community, whereas the negative impact pretends the destruction of society.

Table 2. Summary of the t-test Values

Factors	Variables	Mean	S.D	t-value	Sig.
Positive Impacts of Religious Tourism	Increase employment opportunities	3.67	1.078	5.623	0.001
	Increase tribal income	3.97	1.084	5.915	0.000
	Raise the standard of living	3.81	1.169	3.568	0.000
	Increase the sale of local products	4.03	1.033	6.710	0.000
	Cultural Recovery	3.97	1.101	6.993	0.000
	Enhance local visibility	3.87	1.141	3.678	0.002
Negative Impacts of Religious Tourism	Environmental pollution	3.92	1.096	5.481	0.000
	Garbage increase	3.58	1.200	4.212	0.000
	Destruction of Natural Resources	3.74	1.099	3.765	0.000

From the above table, the research result shows that there is a significant impact on religious tourism that exists between the community. The positive Impacts of religious tourism such as "Increase Employment Opportunities" ($t=5.623$, $p<0.05$), "Increase the Tribal Income" ($t=5.915$, $p<0.05$), "Raise the Standard of Living" ($t=3.56$, $p<0.05$), "Increase the sale of local products" ($t=6.710$, $p<0.05$), "Cultural recovery" ($t=6.993$, $p<.05$), "Enhance Local Visibility" ($t=3.678$, $p<.05$) values are highly significant and less than standard p-value 0.05. Besides the other variables, there is the highest mean value of 4.03 exists to Increase the sale of Products. In terms of Negative Impacts, there is at-value of 5.481 for the Environmental Pollution ($p<0.05$), t-value of 4.212 for Garbage Increase ($p<0.05$) and t-value of 3.765 for the destruction of natural resources (p<0.05). Among the Negative Impacts, the Environmental pollution variable has the highest mean value of 3.92.

Table 3. Summary of ANOVA test of the Positive impacts of the religious Tourism related to Tribal Communities

Variables		Sum of Squares	df	Mean Square	F	Sig.
Increase employment opportunities	Between Groups	0.003	1	0.003	0.003	0.005
	Within Groups	289.101	248	1.166		
	Total	289.104	249			
Increase tribal income	Between Groups	4.161	1	4.161	3.575	0.001
	Within Groups	288.643	248	1.164		
	Total	292.804	249			
Raise the standard of living	Between Groups	1.865	1	1.865	1.367	0.000
	Within Groups	338.299	248	1.364		
	Total	340.164	249			
Increase the sale of local products	Between Groups	0.195	1	0.195	0.182	0.000
	Within Groups	265.549	248	1.071		
	Total	265.744	249			
Cultural Recovery	Between Groups	5.017	1	5.017	4.194	0.042
	Within Groups	296.727	248	1.196		
	Total	301.744	249			
Enhance local visibility	Between Groups	1.373	1	1.373	1.055	0.031
	Within Groups	322.531	248	1.301		
	Total	323.904	249			

The above table depicts the relationship between the tribal community and the Tourism Industry. The positive impact factors are defining the direct relation of their Occupation with the Tourism Activities. Hence the above result pertains that the religious tourism influences the respondent's Occupation by enhancing certain benefits. The One-Way ANOVA table shows that religious tourism highly influences the Sale of Local Products (F=0.182, p<0.01) and Raise the standard of living (F=1.367, p<0.01) of the host community. Among the other variables, Economic impacts have the p-value less than 0.05. The social impacts like Recovery of culture (F=4.194, p<0.05) and enhance the local visibility have an F value of 1.055 (p<0.05).

Table 4. One Way ANOVA using the Negative impacts of religious tourism

Variables		Sum of Squares	df	Mean Square	F	Sig.
Environmental pollution	Between Groups	0.059	1	0.059	0.825	0.049
	Within Groups	299.177	248	1.206		
	Total	299.236	249			
Garbage increase	Between Groups	0.002	1	0.002	0.973	0.001
	Within Groups	358.734	248	1.447		
	Total	358.736	249			
Destruction of Natural Resources	Between Groups	0.239	1	0.239	0.657	0.002
	Within Groups	300.337	248	1.211		
	Total	300.576	249			

The above table shows the negative impact of religious tourism due to the heavy tourist footfall on festive occasions. According to the ANOVA test, there is a massive garbage increase ($F=0.973$, $p<0.05$) exists due to tourist influx. Environmental pollution ($F=0.825$, $p<0.05$) and Destruction of Natural Resources ($F=0.657$, $p<0.05$) are the biggest problems faced by the Kondha communities.

4.3 Analysis of Tourist Influx

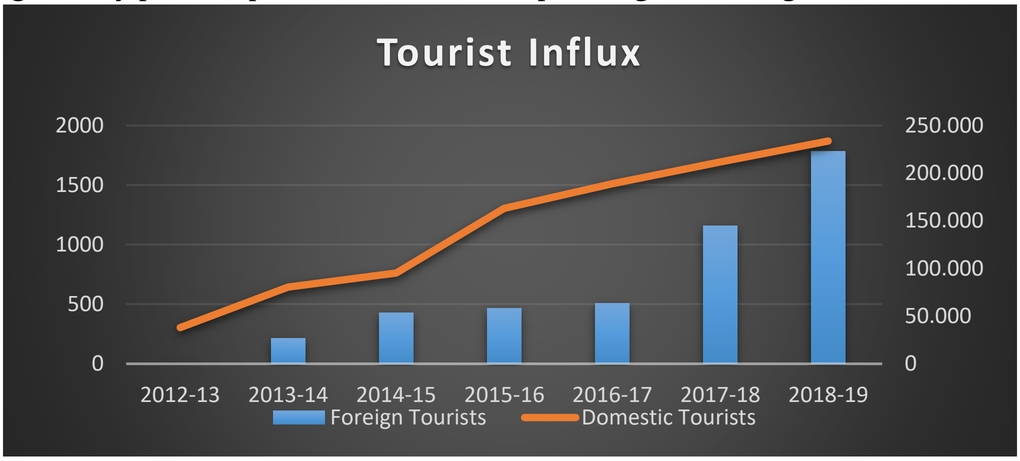
The data relating to the tourist influx in Rayagada district religious tourism within various sacred sites like Majji Gouri Maa temple, Teruvali Laxmi Narayana Temple, Hathi Pothoro Waterfalls and Niyama Giri Hills.

Table 5. Tourism Statistics of Rayagada District

Year	Domestic Tourists	Foreign Tourists	Total
2012-13	37,975	NA	37,975
2013-14	80,509	213	80,722
2014-15	95,256	427	95,683
2015-16	1,62,917	468	1,63,385
2016-17	1,89,038	508	1,89,546
2017-18	2,11,723	1,159	2,12,882
2018-19	2,33,648	1,784	2,35,432

(Source: - Odisha Statistical Bulletin 2017, 2018)

The above table shows the Tourist footfall in sacred shrines of Rayagada tribal areas. There is a continuous increase in the domestic and foreign tourist footfall due to the Major attractions of tribal rituals & culture. It is observed that there is an inordinate increase in tourist footfall between 2012-13 to 2013-14. It was revealed that great changes occurred for the development of tribal areas within the session. The Foreign tourist influx is very low as compared to the domestic tourist influx due to the unawareness about the remote location of tribal areas. Although it contributes a less percentage of growth towards the total tourist influx but it is rapidly increasing in nature. It is found that there is no foreign tourist in the year of 2012-13 due to two major reasons. In 2012 there was a paucity of funds from the government for the Chaiti festival, which could not be well performed with pomp and show. Another reason was the outbreak of Cholera as an epidemic disease which deterred the foreign visitors to the Rayagada Mahotsav. The influx of foreign tourists gradually picked up due to mass tourism planning and strategies in this tribal area.



Graph1: Tourist Influx in Rayagada District

The Combo Graph reveals that there is a continuous tourist influx in Domestic and Foreign tourists. The foreign tourist footfall is increasing from 2013-14, and it is gradually increasing. The domestic footfall is very high, and it shows the great increasing.

5. DISCUSSION AND SUGGESTION

5.1 The livelihood of Kondha Tribal Community

The Kondha tribal people of Rayagada district, mostly depend upon agriculture and harvesting for their livelihood. They are harvesting various crops like Rice, Turmeric, Tamarind, Mangoes, pineapple, oranges, ginger and papaya in plenty by *Podu Chaso* method. Apart from these crops, they are also cultivated by several medicinal plants and herbs. Maximum 70% of the people are engaged in agriculture and horticulture. However, it seems very difficult to cultivate the crops during heavy floods caused by Nagavali river and hill areas of the district. Thus the tribe is included in tourism which gives them enormous options for their Occupation and a secondary source of income generation.

Rayagada district is very famous for religious tourism. Many sacred shrines like Maa Majjighariyani temple, Chatikona falls, Hatipothoro, Gudari Shiva temple, Laxmi Narayana temple, Jagannath temple etc. are the jewels of Rayagada. These popular shrines are located within the tribal areas. Every year lots of fairs and festivals are celebrated in these shrines. The carnivals reveal the tradition and culture of the Kondha tribal clan. The main festivals of these destinations are Chaitra Parva of Maa Majjigouri and Chaiti festival, which is popularly known as Rayagada Mahotsav. These two fairs bring many employment opportunities to the Kondha tribes.

Chaitra Parva of Maa Majjigouri is held during the month of March-April every year before the Maha Bhishava Sankranti. It is a one-month long festival observed in Rayagada. Pilgrims from all over Odisha, Andhra Pradesh and Chhattisgarh throng to see this festival. The Chaitra Parva is the main source of income for the Kondha tribes. Every Kondha is waiting for this fair for their economic growth and welfare of their family.

Another important cultural festival named Chaiti festival or Rayagada Mahotsav. It is the festival of cultural performance of dance and music. Artists from all over the country perform dance forms like Bharata Natyam, Odissi, Kathak and some Folk dances in this festival. It is the golden opportunity for the Kondha tribes to sell their agricultural and craft products.

5.2 Positive Impacts of Tourism

After the cultivation and farming, religious tourism plays an important role in the life of Kondha people. Many pilgrims and devotees come to visit the temples and cultural fests in the Rayagada District. This pilgrim influx creates many job opportunities for the Kondhas and causes a great increase in their income and revenue. Huge earning of income and gathering of guest community pushes the Kondha areas towards modernisation and proclaims among them into an educated world.

According to the Kondha tribal Community, Religious tourism is the main source for the sustainable development of the indigenous community. It increases the economic condition of the tribal society. It assists in generating employment opportunities and economic stimulations through job opportunities in tourism service or sales about food, accommodation, crafts, and activities. There are other several options for income generation of Kondha people. Some of the people are engaged in providing accommodation, transportation services to visitors. The Kondha youths are appointed as tourist guides by the local community for the visitors. 40% of the Kondhas have opened their stalls of Puja offerings in front of the Majjigouri temple, which brings them high earnings in the whole year. 20% of the people are engaged in making tribal arts and tribal printing in textile material. These tribal prints have a great demand in the market. Many stalls and shops of Food and beverages, art and crafts, forest products and medicinal herbals etc. are set up by the tribal people. The main food item made from mangoes called Ambosadha (A kind of Mango Pulpy), Ambulo (mango extracts) is the major attractions to the visitors offered by the Kondhas. They sell food made of millets like *Mandia* or *Ragi* (finger millet), *Juara* (great millet), *Bajra* (spiked millet), *Kangu* (Italian millet), *Kodua* (*Kodo* millet), *Khira* (barnyard millet), and *Suan* (little millet) in huge quantities.

Kondha art and crafts are the major attractions of this festival. Crafts like bamboo paintings, designed pots and various arts etc. Are sold by the tribes. The stalls filled with tribal art paintings and handicrafts give major revenue to the Kondha people. The handicraft ornaments like Sipna (Hairpin), Sireni (Mini comb), Murma (nose/Earring), Kagudika (Neckband), Ata Suta (Waist chain), Nanguli (Earring), Singidisapa (Finger ring), Mekadika (Bead necklace), Taka mekodika (coin necklace), Teduapaja (Flat bangle), Kajapaja (Thick bangle), Milapaja (Thin bangle) etc. are the chief fascinations for the visitors and give extra-ordinary income for the vendors.

The effects on the revival of traditional practises, the arts, crafts, the revitalisation of cultural and social lifestyles, the stimulation of supporting services, the restoration of traditional structures and remains of history and the preservation of panoramic landmarks are among these positive effects. Members dynamically discuss their identities with guests. Residents redefine their identities in such interactions and tend to recognise the uniqueness of their cultural traditions and their indigenous identity. Tourism also includes immediate changes in the community's social structure and the adaptation to the destination's economy and industry. At that time, the cultural influences would concentrate on the long-term shifts that will eventually occur in the social ties and objects of a culture. It also influences the transformation of forms and types of work, change of values, influence on traditional life styles, change of the consumption patterns.

5.3 Negative Impacts of Tourism

Ecological disturbances in the Kondha areas are caused by mass meetings. Increased activities in tourism have direct and indirect negative impacts on air, water, noise, environmental degradation etc. Eco-tourism needs some structural roads and hotel complexes; restaurants that invade and affect the natural beauty. Increased noise levels, overpopulation of the city, traffic congestion, pollution of the atmosphere, increased waste, loss of natural resources, are all significant indicators of negative environmental effects. Strong tourist influx generates strong pollution and significant pollution in the tribal areas, according to the host group. It is environmentally damaging and allows natural resources to deteriorate.

5.4 Suggestions

The following are several suggestions and recommendations for improving the Kondha tribal people.

- The local authorities should maintain proper guidelines for jobs in religious tourism. They should increase the job vacancies in the destination.
- It is necessary to promote the tribal culture and tradition through certain fairs and cultural festivals which is beneficial to the Kondha people in improving their economic condition.
- It is required to celebrate food festivals in the region of Kondhas, which introduces the Kondha tribal culture within the world platform.
- The local communities have to develop the opportunities in travelling agencies and engage the youngsters into tourism as travel guides and assist the trekkers in the forest regions.
- The state government should provide financial assistance to the local tribal women & encourage weaving craft textiles and handicraft articles.
- It is necessary to educate the tourist about the ecological considerations, bio-diversity programs, and conservation measures of pollution control, also must create a healthy awareness of environmental conservation and discourage superstition by educating them.
- The Odisha government should strictly prohibit littering & solid waste generation of human at the area of tribal fests. During the time of proper, solid waste management techniques should be adopted and should be strictly dealt with by laying punitive measures.
- Encourage and train the people for "Home-Stay" concept, which will earn more revenue, since, with this concept, the tourists are introduced to the real culture, tradition, cuisine and lifestyle of the locals.

Conclusion

Employment is essential for every individual. Without employment, it is difficult to survive in the world. As compared to urban areas, it is essential to improve employment opportunities in rural and tribal areas. Tourism is a mesmerising opportunity not only to the tribal locality which facilitates their exclusive lifestyle, environment and scenic beauty.

Tribal area development depends upon the construction of accommodation and infrastructure development like transport and equipment for tourists which motivates higher tourist influx. The government and private sectors should also engage in the promotion of tribal culture and tradition through new schemes like tribal tourism which generates increased income and employment opportunities. Well established religious tourism helps in boosting entrepreneurial opportunities, improvement of tribal arts and crafts, income and employment generation, development of infrastructure.

Limitation and Further Studies

This study has a limitation that it has been focused on the sustainable development of the major tribal community of Odisha. Rather than Kondha tribal community, there has been various tribes located in the areas of Odisha. The other tribal Communities have also need the sustainable advancement in their communities.

The following are the major perspectives for the Further Researches:

- The future researcher will make study with the reference to tourism policies of India having financial and marketing aspects in the Indigenous communities of Odisha.
- An analytical study has to be implement for the problems and prospects of tribal Communities.
- Managerial and administrative study will be conducted about the fiscal implementation for promotion of tribal tourism.

Acknowledgement

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TOURISM DEVELOPMENT IN THE VALLEY OF KASHMIR: PROBLEMS & PROSPECTS

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Abstract: Valley of Kashmir has enjoyed its reputation to be an internationally acclaimed tourist destination. It has gained this much importance & significance not only because of its natural, cultural & historical beauty but also by the hospitality of its local community. Every year a large number of international & domestic tourists visit the valley. The sector of tourism contributes around 6.98% to the economy of JK. The main purpose of this study is to identify the trend of tourist inflow to Kashmir Valley from 2010-2019 November and also to highlight some major problems affecting the tourism in Valley that can provide policymakers with useful insights in tourism development process. In line with these objectives of the present study the data has been collected from the secondary sources available on this subject.
Keywords: Tourist Inflow; Tourist Trend; Problems & Prospects

INTRODUCTION:

Valley of Kashmir has always been a standout tourist destination world over because to its natural beauty, diversity and hospitality of the local community. Its lush green forests, snow clad mountains, scenery, temperate climate, lakes and waterways and the hospitable locale are magnificent everywhere throughout the world. All these characters and circumstances make Kashmir Valley a “land of paradise on earth.” The Valley of Kashmir has continued its significance to be an internationally acclaimed tourist region, which pulls tourists from round the globe to visit the various tourist spots of the region (Rai, R. A. 2007, Nengroo, A. H. 2015, 2016). The tourism industry of Kashmir Valley has assumed an imperative role in the improvement of region’s economy. Without a doubt various Government services, facilities & small scale manufacturing units are important sources of Kashmir’s economy, as the administration is constantly taking into account various development initiatives in which tourism can play an important role towards an inclusive growth of Valley's economy. It contributes about 6.98% of SGDP (JK Economic Survey 2017). Tourism industry of Kashmir Valley in order to revitalize tourist arrivals and investment opportunities needs comprehensive planning and development approaches to sustain for boosting inclusive growth in Valley's economy. The planning and development process of tourism related services can be made more influential if most of the multifaceted problems related to this sector were identified. Knowledge and information related to these problems of tourism sector can provide policymakers and planners many useful insights in reviving tourism, tourism related products and services, tourist arrivals, carrying capacity and to meet the requirements of tourists.

OBJECTIVES OF THE STUDY:

- To examine the trend of tourist inflow to Kashmir Valley from 2010-2019.
- To highlight some major problems affecting tourism development in Kashmir Valley that can provide policymakers with useful insights in the development process of tourism.

METHODOLOGY:

In consideration with the above objectives, this paper involved the collection of data from secondary sources involving various organizations like Ministry of Tourism GOI, Jammu & Kashmir Tourism Development Corporation, Department of Tourism JK. In addition to this, data was also collected from other reliable sources like articles, journals, research papers and newspapers available on the subjects. Various descriptive statistical measures have been used to find the averages and median positions of tourist inflow to the Valley of Kashmir.

Tourism in the Valley of Kashmir

The Valley of Kashmir has been bestowed with pleasant climate, natural resources and scenic beauty. It has become a world famous tourist destination and tourists from all over the world visit the valley every year. In addition to various recreational tourist activities, there is a vast opportunity of performing adventure, pilgrimage and spiritual tourism activities in the Valley. In order to increase the tourist inflow and attract tourists, the government has developed various new destinations such as Valley of Doodhpathri, Lolaab and Gurez. The tourism board has also revived the heritage and cultural events in Kashmir Valley and also promoting river rafting, light shows along with various trekking trails to tap the beauty of various lakes that are yet to be explored by the tourists. Both forms of tourism whether it is adventure or recreational provide ample opportunities for tourists every season. As per JK Economic Survey 2017, tourism contributes 6.98% to the economy of SGDP. Also being a service oriented sector, tourism has contributed in the creation of employment directly or indirectly on seasonal basis as tourism has mainly remained confined to summers only.

Results and Discussion

The tourism sector of Kashmir Valley in year 2018 witnessed a 23% decline in tourist arrivals as from year 2017, despite a number of tourism promotional events within India and in some foreign countries by the department of tourism. As a matter of fact the situation regarding tourism sector of Kashmir Valley, it is turning from bad to worse considering the tourist inflow. The table 1 represents both domestic and foreign tourist arrivals to the Valley of Kashmir from year 2010-2019.

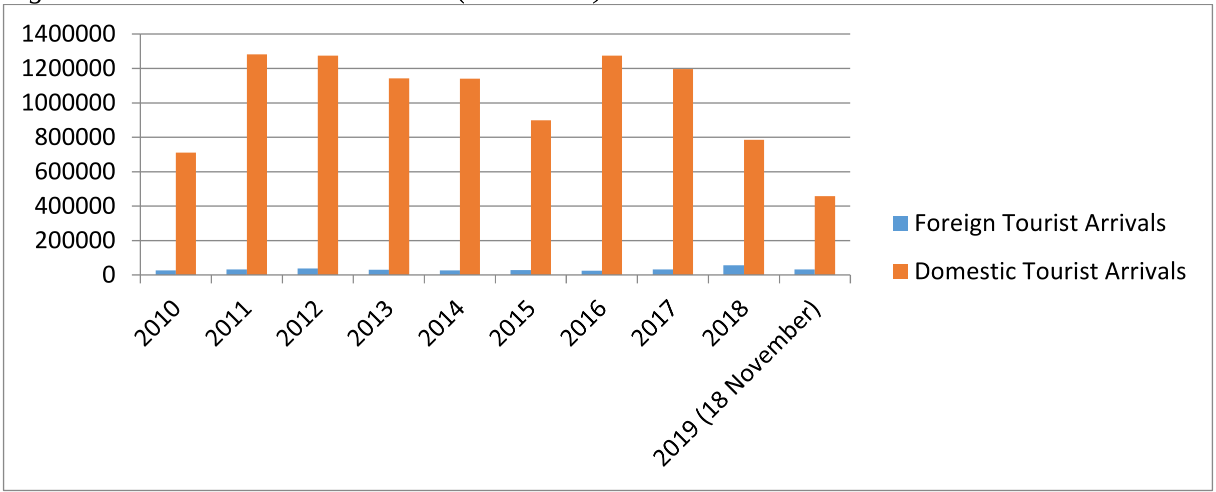
Table 1: Tourist Arrivals to Kashmir Valley (2010-2019)

Year	Foreign Tourist Arrivals	% Share	Domestic Tourist Arrivals	% Share	Total
2010	25984	3.53	710504	96.47	736488
2011	32110	2.44	1282360	97.56	1314470
2012	37166	2.83	1274674	97.17	1311840
2013	29143	2.48	1142865	97.52	1172008
2014	27172	2.32	1140446	97.68	1167618
2015	28954	3.12	898861	96.88	927815
2016	24516	1.88	1274596	98.12	1299112
2017	31697	2.58	1196067	97.42	1227764
2018	56029	6.66	785173	93.34	841202
2019 (Up to 18 November)	31197	6.38	457055	93.62	488252

Source: Directorate of Tourism, Jammu & Kashmir

As shown in the table 1, the year 2010 has witnessed the arrival of foreign tourists to Kashmir Valley stand at 25,984 and domestic tourist arrivals at 7,10,504. The trend of tourist inflow in both foreign and domestic tourist arrivals to the Valley showed an upward increase in year 2011 indicated in figure 1. The trend of tourist inflow in year 2012 in figure 1 showed that there was an upward increase in foreign tourist arrivals and a slight decrease in domestic tourist arrivals as compared to the year 2011. Then in the year 2013, the trend showed that tourist inflow to Kashmir Valley both decreased internationally and domestically as compared to previous years. In the year 2014, the devastating floods wrecked havoc in Kashmir Valley which badly affected tourism and tourist infrastructure. Due these circumstances, in the same year the trend in tourist inflow in figure 1 showed a decrease in both foreign and domestic tourist arrivals.

Figure 1: Tourist Arrivals in Kashmir (2010-2019)



Source: Compiled by Research Scholar

The year 2015 showed a decreasing trend in both foreign and domestic tourist arrivals to Kashmir due to uncertainty situations prevailing in the Valley. As represented in figure 1, the year 2016 showed slight decreasing trend in foreign tourist arrivals and an upward increase in domestic tourist arrivals. The following year 2017 showed an upward increase in the trend of foreign tourist arrivals while there was a slight improvement in domestic tourist arrivals in same year. Then in the year 2018, the tourist arrival trend showed an upward increase in foreign tourist arrivals as compared to previous year while the domestic tourist arrivals showed a decreasing trend in the same year. In the year 2019 as showed in figure 1 the trend showed a continuation of decrease in both foreign tourist arrivals and domestic tourist arrivals as well compared to the previous years. The main reason for such a decrease in tourist arrivals in the year was the travel advisories issued by the government on August 2, 2019 for both foreign and domestic tourists and tourist were also asked to leave the valley with immediate effect.

Table 2: Descriptive Statistics of Share of Tourist Arrivals to Kashmir Valley (2010-2019)

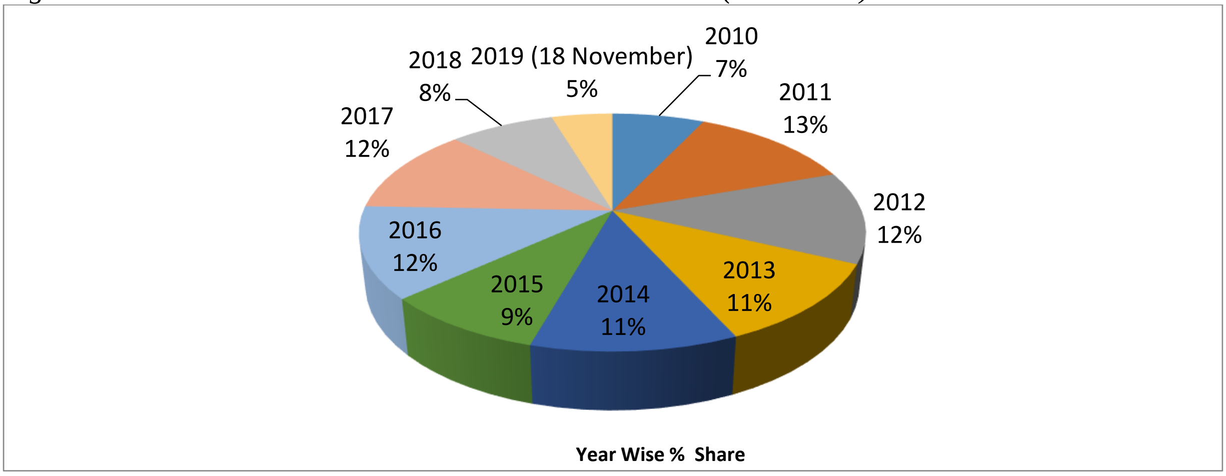
	N	Minimum	Maximum	Mean	Std. Deviation
Foreign Tourist Arrivals	10	24516.0	56029.0	32396.800	9044.3799
Domestic Tourist Arrivals	10	457055.0	1282360.0	1016260.100	287032.0792
FTA Share %	10	1.88	6.66	3.4220	1.69445
DTA Share %	10	93.34	98.12	96.5780	1.69445
Total	10	488252.0	1314470.0	1048656.900	285431.3831
Valid N (listwise)	10				

Source: Compiled by Research Scholar

Table 2 above shows that the average total of tourist arrivals to Kashmir Valley from year 2010-2019 was found 1048656.9, for foreign tourist arrivals the average was 32396.8 and for domestic tourist arrivals the average was 1016260.1. It is also found in the table 2 that the average share of foreign tourist arrivals to Kashmir Valley was 3.422 and for domestic tourist arrivals it was 96.578 for the years from 2010-2019.

The figure 2 shows overall percentage share of tourist arrivals to Kashmir Valley on yearly basis ranging from 2012-2019. The year 2010 showed that there as 7% inflow of tourist arrivals to Kashmir valley which increased by a total of 6% in the year 2011. The following year 2012 showed a slight decrease of 1% in the trend of tourist inflow to Kashmir than previous year. In the year 2013, the figure 2 showed again a slight decrease of 1% in tourist arrivals to Kashmir as compared to year 2012 and the following year 2014 showed a same trend of tourist inflow to the Valley of Kashmir.

Figure 2: Year Wise % Share in Tourist Arrivals to Kashmir (2010-2019)

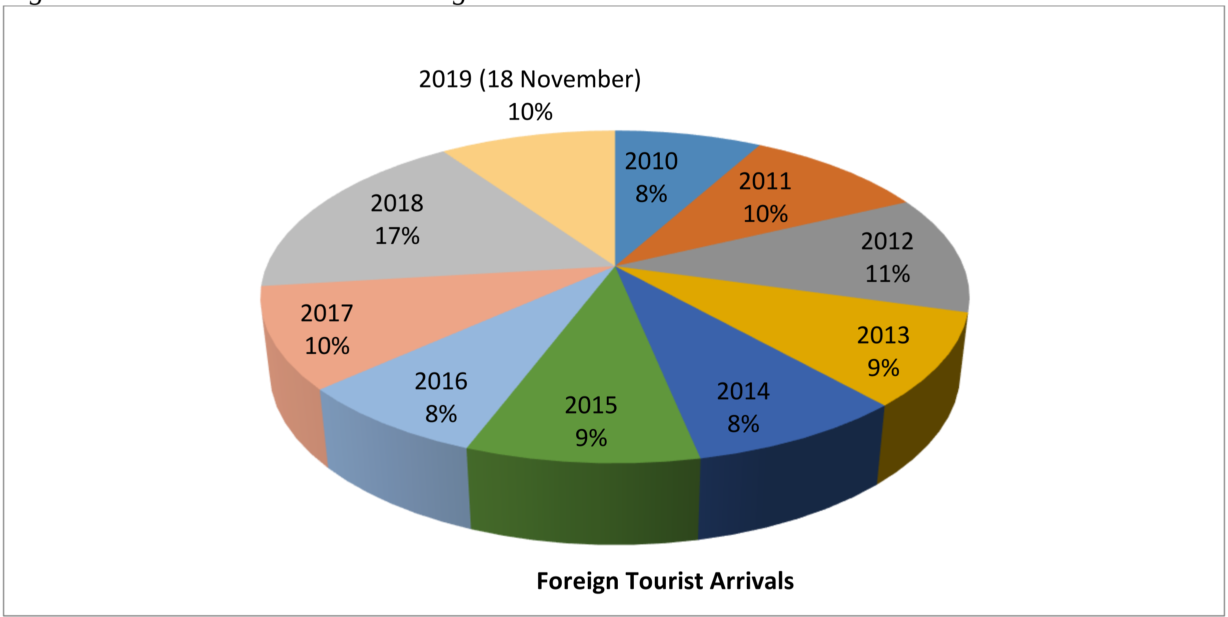


Source: Compiled by Research Scholar

The trend of tourist arrivals to Kashmir Valley in figure 2 showed a decrease of 2% in the year 2015 while the trend showed an upward increase of 3% in tourist arrivals in year 2016 and showed same trend in the following year 2017. Then in the year 2018 the trend showed a decrease of 4% in tourist arrivals as compared to the previous year and the following year showed a decrease of 3% in tourist arrivals to Kashmir Valley and showed only 5% of tourist arrivals till 18th November 2019.

The figure 3 shows the year wise % share trend of foreign tourist arrivals to Kashmir Valley from year 2018-2019, which in year 2010 showed a trend of 8% inflow of foreign tourists to the valley. Then in year 2011, the trend shows a 2% increase in tourist arrivals while the trend slightly decreased by 1% in the year 2012 and again decreased by 2% in the year 2013. The following year 2014 again shows a trend of slightly decreasing foreign tourist arrivals to Kashmir by 1% which then increased by a mere 1% in year 2015 and again decrease by 1% in year 2016. In the following year 2017, the trend shows an increase of 2% in foreign tourist arrivals to Kashmir as compared to previous year and then in the year 2018 the figure 3 shows a trend of 7% upward increase in foreign tourist arrivals to valley.

Figure 3: Year Wise % Share in Foreign Tourist Arrivals

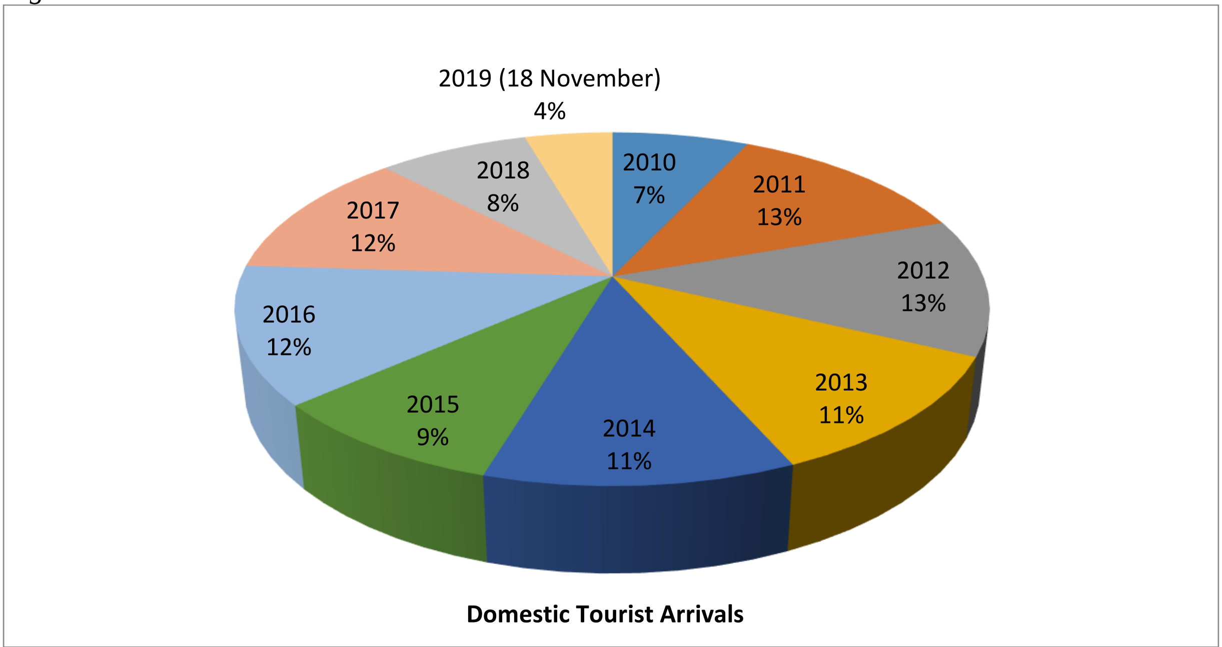


Source: Compiled by Research Scholar

As in the figure 3 the tourist inflow trend shows a 7% sharp decline in foreign tourist arrivals in 2019 (18th November) as compared to the previous year because of the travel advisory issued by government and asking tourist to leave the valley on August 2.

The figure 4 represents the year wise % share trend of domestic tourists visiting Kashmir Valley from 2010-2019 which shows domestic tourist arrivals trend at 7% in year 2010. Then in the following years 2011 & 2012 the trend shows a 6% upward increase in domestic tourist arrivals to Kashmir which slightly decreased by 2% in the year 2013 and shows the same trend of domestic tourist arrivals in year 2014. In the year 2015 the figure 4 shows a 2% decrease in the trend of domestic tourist arrivals to Kashmir Valley as compared to the previous years. There was a 3% upward increase shown in tourist trend for domestic tourist arrivals in the year 2016 and remained same in the following year 2017. In the next years of 2018, there was a 4% decrease shown in the trend of domestic tourist arrivals which again decreased by 4% in the year 2019 (18th November) as shown in the figure 4.

Figure 4: Year Wise % Share in Domestic Tourist Arrivals



Source: Compiled by Research Scholar

Tourism in Kashmir post August, 2019 Travel Advisory

On August 2, 2019 a travel advisory for tourists was issued by the government asking tourists to leave the Kashmir Valley with immediate effect and was kept in place till October 9, 2019. The advisory badly hit the tourism sector with tourists leaving the valley in the midst of peak tourist season which lead to a sharp decline in tourist inflow and affected local economy and stakeholders directly or indirectly related to tourism.

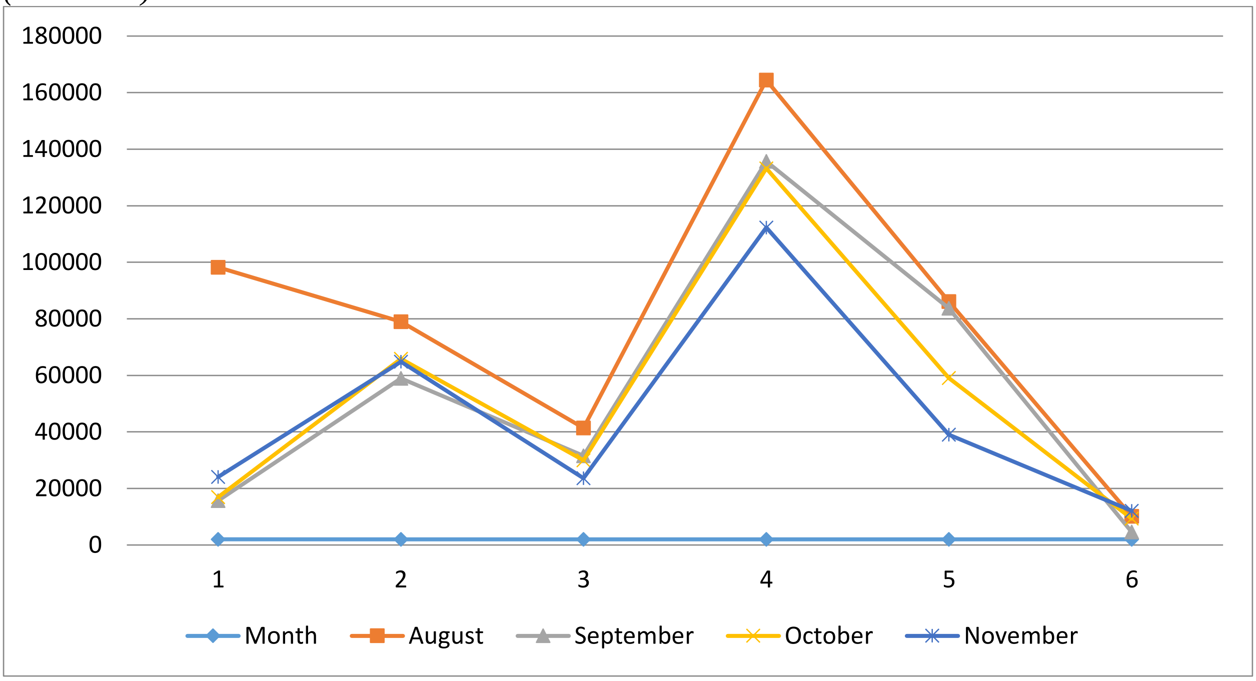
Table 3: Tourist Arrivals to Kashmir Valley in the month of August, September & October for Year (2014-2019)

Month	2014	2015	2016	2017	2018	2019
August	98177	78980	41438	164410	86134	10130
September	15640	58896	31552	135670	83723	4562
October	16947	65876	29905	133220	59048	9327
November	24073	64778	23569	112301	39050	12086

Source: Ministry of Tourism, Government of India

The table 3 above represents the tourist arrivals to Kashmir Valley in years of 2014-2019 in the months of August, September and October. The data has been retrieved in order to look into the arrivals of tourists after the issuance of travel advisory. As per the tourism department of JK, after the issuance of travel advisory there has been a 71% average decline in revenue from tourism in the valley for the months of August-November 2019.

Figure 5: Comparison of Tourist Arrivals for the months of August, September, October & November (2014-2019)



Source: Compiled by Research Scholar

According to the Kashmir Chamber of Commerce and Industry the losses to the JK economy since August is at over 15,000 crore rupees and also the estimated decline in tourism and livelihood of locals linked to tourism sector of Kashmir Valley is about 90%.

Problems & Prospects of Tourism in Kashmir:

From the current perspectives of tourism, the situations relating to tourism in Kashmir Valley remains dismal. Its continuous negligence is distinctive to Kashmir Valley only. Various unfortunate events take place world over including India, but tourism always continues to exist and prosper. In the valley of Kashmir tourism often flounder because of terror as a mark of disgrace associated with it, which has helped and supported neighboring regions in tourism development at the cost of Kashmir. Unrest and violence have both affected tourism development and tourist arrivals to Kashmir Valley. There are also some hindrances which have paved way to bad traveler's impression and lower revenue generation in local economy. Tourism industry of Kashmir Valley faces challenges like carrying capacity; poor planning and organizing process, lack of supportive tourist infrastructure, security & safety and political instability.

Kashmir Valley has to face both internal and external problems related to its tourism sector. The media, especially electronic media has censured Kashmir's general picture by anticipating Kashmiri masses as an outrageous society. Various agencies overlook Kashmir Valley from the perspectives of tourism and the resources it posses. Circumstances are created to pulverize peaceful atmosphere in valley, which leads to dejection in tourists to visit Kashmir. As and when tourism sector flourishes some media agencies work hard to reverse it. The private division of tourism in Kashmir revitalized it before. House-Boat owners did a great job in the recovery of tourism industry every time. The youth of valley who took tourism as their profession promoted and marketed Kashmir insistently in the recent years honestly and truthfully.

Tourists visiting Kashmir always return quiet satisfied and fulfilled. They express disappointment over media promulgation of Kashmir and its community as violent society to the outside world. Tourists who visit Kashmir are exceptionally impacted with the honesty and hospitality of local population of valley. A large portion of these tourists have always expressed that Kashmir is the safest tourists destination especially for women travelers. These tourists who visit valley are the best brand ambassadors that locals of Kashmir can have in support of them.

Conclusion

Kashmir being a world famous tourist destination is having a great tourism potential for various forms of tourism (e.g., recreation, adventure, cultural, pilgrim, eco tourism, winter tourism) and also leads to the growth of local economy. The trend of tourist inflow to Kashmir Valley shows a decline in both foreign and domestic tourist arrivals in recent years because of unrest, political instability and role of some media agencies in the promulgation of Kashmir as a violent society. Therefore it is incumbent for government to promote and come up with extra efforts in providing a pleasant, peaceful and favorable environment to increase the flow of tourists to Kashmir Valley. Infrastructure and facilities related tourism should be developed on public-private partnership mode. Private enterprises are to be encouraged and motivated to take part in the development process of tourism by providing incentives to them and also local community support and involvement are to be taken into consideration.

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MEDIATION EFFECT OF E-TRUST TOWARD CUSTOMER REPURCHASE INTENTION OF GOJEK

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Abstract

Purpose: *This study aims to analyze the variables that affect the intention to buy back Gojek products.*
Methodology: *By using primary data by distributing questionnaires to as many as 250 respondents, this research data is then processed using Structural Equation Modeling (SEM) approaches.*
Finding: *The results of this study found that exogenous variables such as security, privacy, and ease of use had a positive effect on the intention to buy back Gojek products. In addition, one mediation variable, namely e-trust, also have a direct positive effect on repurchase intention. Furthermore, e-trust successfully mediates the relationship between all exogenous variables and repurchase intention.*
Limitation: *This study only focuses on the repurchasing behavior of consumers for three generations of Gojek products, so it cannot describe consumer behavior in other generations who are not accommodated.*
Contribution: *This research can have an influence on anyone related or involved, both practitioners and academics.*

Keyword: SEM, Consumption, Gojek, and Repurchase

1. Introduction

Alvara Strategic Research in 2020 noted that the largest penetration of mobile application users was in four service sectors; online transportation (96%), food delivery (87%), online shopping (76.9%), digital payments (30%) and hotel and flight bookings (11.7%). In the online transportation sector, the start-up company from Indonesia, Gojek, is the most widely used by consumers with 70%.

Since it was officially established in 2009, Gojek has experienced very rapid development. The 2019 CB Insight report reveals that Gojek's company valuation is up to $ 10 billion, and places Gojek as the first startup in Indonesia with the title of decacorn (CB Insight, 2019).

Gojek is generally better than Grab. The data below shows the perceptions felt by consumers while using these two applications. The high interest of consumers in repurchasing a company's products cannot be separated from how good the services are provided.

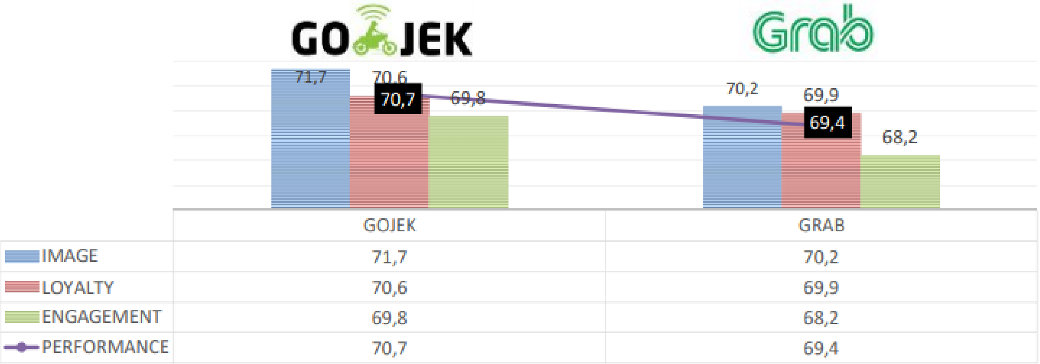

Figure 1. Gojek and Grab Brand Awereness

For a company, customer repurchase intention is much more important than getting new customers (Reichheld & Schefter, 2000). The cost of acquiring new customers is five times more expensive than the focus on existing customer loyalty. Research conducted by Parthasarathy & Bhattacherjee (1998) found that every 5 percent increase in consumer loyalty can increase e-market revenue by 30-80 percent. Meanwhile, loyalty is an important aspect in influencing consumer repurchase toward certain brands (Shahrokh et al, 2013). Good consumer loyalty can potentially encourage consumer decisions to buy back a brand. Its value depends on the type of product offered. Therefore, companies will tend to encourage consumers to buy back their products.

Meanwhile, security is one of the most needed aspect on digital business (Cheskin and SA, 1999). The issue of personal data protection has recently been getting raised due to several news about the leaking of consumer personal data on certain e-commerce platforms. Research conducted by (Trivedi & Yadav, 2020) found that the better protection of consumer privacy, the greater product repurchase intention.

However, there are five other factors that are equally important, namely (1) company reputation, (2) ease of navigation, (3) professionalism of websites or applications, (4) use of technology and appearance of websites or applications and (5) speed in responds to orders (Cheskin and SA, 1999).

Based on above backgrounds, this study aims to identify the factors that influence the repurchase intention of the products and services offered by Gojek.

2. Literature Review and Hypothesis Development

Repurchase intention is generally defined as the subjective probability that a consumer will decide to buy back a product from the same seller (Chiu dkk, 2014). Repurchase intention is mostly applied into two actions, the intention to repurchase and provide recommendations to other consumers to use the same product (referral) (Fitzgibbon & White, 2005; Yi & La, 2004). Repurchase is influenced by several factors, such as: brand preference, perceived value, perceived quality, and perceived price (Johana, 2006).

In online transportation services, research by Phuong & Dai (2018) found that the repurchase decision was influenced by service quality, system quality mediated by consumer satisfaction variables. These two variables are important determinants that can influence consumers repurchase on online transportation services in Vietnam.

The topic of repurchasing intentions in online and digital products has been widely practiced. The following is a summary of several previous studies:

Table 1. Previous Research

Author (year)	Tittle	Variables	Findings
Bulut (2015)	Determinants of Repurchase Intention in Online Shopping: A Turkish Consumer's Perspective	e-satisfaction, e-trust and e-loyalty	These three variables have a positive effect on repurchasing interest in the online shopping platform. E-trust is the most important.
(Esch, Langner, Schmitt, & Geus (2006)	Are brands forever? How brand knowledge and relationships affect current and future purchases	Brand image, brand satisfaction, brand awareness.	Today's buying decisions are influenced directly by brand image, and indirectly by brand awareness. Conversely, future buying decisions are not influenced by all brand variables.
Phuong & Dai (2018)	Repurchase Intention: The Effect of Service Quality, System Quality, Information Quality, and Customer Satisfaction as Mediating Role: A PLS Approach of M-Commerce Ride Hailing Service in Vietnam	Service Quality, System Quality, Information Quality, Customer Satisfaction and repurchase intention	All variables have a positive effect in repurchasing Grab and Uber products.
Trivedi & Yadav (2020)	Repurchase intentions in Y generation: mediation of trust and e-satisfaction	Security, ease of use, privacy concern, trust, e-satisfaction and	Trusts can fully mediate between security, privacy and ease of use with repurchase intention. Meanwhile e-satisfaction is only able to

		repurchase intention	mediate ease of use and repurchase intention.
Kahar, Wardi, & Patrisia (2019)	The Influence of Perceived Usefulness, Perceived Ease of Use, and Perceived Security on Repurchase Intention at Tokopedia.com	Perceived Usefulness, Perceived Ease of Use, and Perceived Security	Perceived usefulness and perceived security have a positive effect on repurchasing interest at Tokopedia.com. While ease of use has no influence on repurchase interest.
Suhaily & Soelasih (2017)	What Effects Repurchase Intention of Online Shopping	e-service quality, price perception, experiential Marketing, Customer Satisfaction and Repurchase Intention	Customer satisfaction has a positive effect on repurchase intentions. Meanwhile, price has a direct effect on repurchase intention, but not through the mediation of customer satisfaction.

This research is an adoption of research conducted by Trivedi & Yadav (2020). Compared to the previous research, there have been several developments carried out in this research, such as research studies focusses on Gojek consumers. In addition, the characteristics of the sample used were also broader, those are generations of X, Y and Z. In general, the differences between the three generations existed in the period when the three were born. Generation X is a generation that was born in the period 1965 to 1976. Generation Y was born in the period 1977 to 1997. The last one is generation Z, a generation born after 1997 (Brett, 2017). The research framework that the researchers propose is as follows:

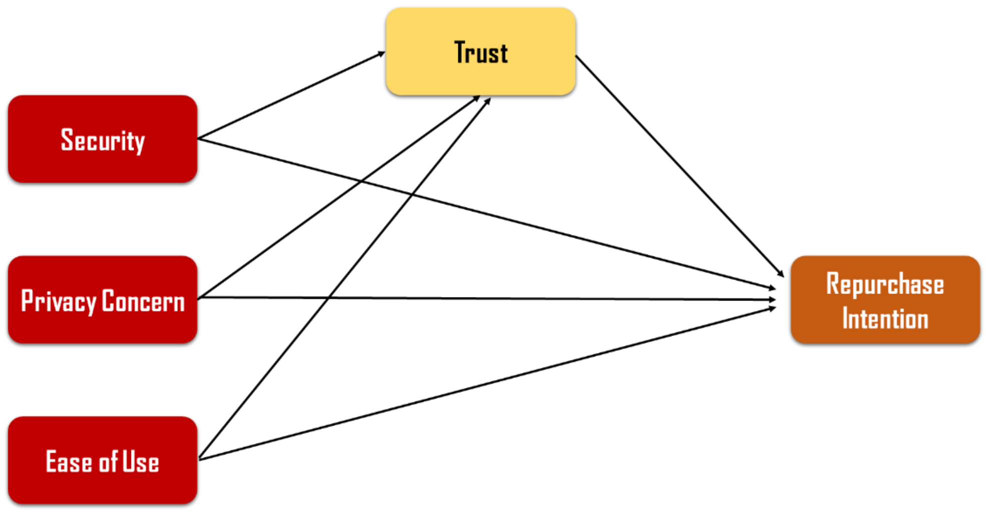

Figure 2. Conceptual Framework

Security Concern

Eid (2011) defines security as a perception felt by consumers toward the security when making e-commerce transactions. Meanwhile, Salisbury et al (2001) state that security as a level to which consumers can trust that an online vendor or a website is safe. Security is a basic consideration of a consumer's decision whether to continue or cancel online transactions.

Research conducted by Trivedi & Yadav (2020) found that security is a very crucial factor in on customer repurchase behavior. Furthermore, Trivedi & Yadav (2020) found that both have a positive relationship. This means that the better level of security application / website has, the higher of tendency for consumers to buy back the same product. This result is also in line with research conducted by Rizan et al. (2015) where a good level of security is in line with consumer repurchase on online products at Elevenia. A good level of security is assumed to increase the impression of being safe in transactions on certain online platforms. Thus, encouraging consumers to use products / services from the same company.

H_1 = Online security significantly influences customer repurchase intention.

Privacy Concern

Chiu et al (2009) define privacy as the degree to which consumers feel secure when making transactions online and feel that their information is protected. Privacy is generally defined as a consumer's will in providing information to e-commerce platforms. Furthermore, in the e-commerce industry, the perception of privacy is defined as a perception that consumers have of information protection provided by producers when transacting online (Bart et al, 2005). Perceptions of privacy can also be interpreted as a consumer's desire to provide information during online transactions (Belanger et al., 2002).

Research conducted by Trivedi & Yadav (2020) found that Y generation would tend to repurchase a product at the same company, if the company has a better system in protecting consumers' personal data. Meanwhile, another study from Rizan et al (2015) also found the same results where the better system owned by an online company in maintaining personal data, the higher tendency of consumers to repurchase products from the same company.

H_2 = Online privacy significantly influences customer repurchase intention.

Ease of Use

Davis et al (1989) define ease of use as a degree to which consumers can believe that using certain technologies can facilitate business transactions. The level of trust of a consumer in an online product depends on the extent to which information about the product can be easily accessed (Rahadi and Zainal, 2015).

The results revealed by Trivedi & Yadav (2020) indicate a strong relationship between the ease of using an application or platform and product repurchase intention. Meanwhile, research conducted by Rahmat (2019) also shows the same that the easier a system is to use, the more often a person uses a certain system. These considerations are the reasons for the emergence of the following hypothesis:

H_3 = Ease of use significantly influences customer repurchase intention.

E-Trust

Javenpaa and Tranctinsky (1999) define e-trust as the desire of consumers to depend their consumption decisions on sellers/ company. This condition ultimately makes consumers very vulnerable to sellers. Trust is an important factor in increasing the intensity of consumers using a product (Ba, 2001). Furthermore, trust is an important element in online transactions, considering the risk it has that is greater than transacting in the physical market. Weisberg et al (2011) explain that consumers will tend to have a higher interest in transactions when they have a higher level of trust. On the contrary, consumers who do not believe in a product offered will be less interested on product repurchase (Trivedi & Yadav, 2020).

Furthermore, research conducted by Trivedi & Yadav (2020) reveals that trust can mediate the relationship between security and privacy and consumer decisions in buying back products in e-commerce. Meanwhile, ease of use does not find the mediating effect that the trust variable has.

H_4 = E-trust significantly influences customer repurchase intention.

H_5 = E-trust mediates the relationship between security and customer repurchase intention.

H_6 = E-trust mediates the relationship between privacy and customer repurchase intention.

H_7 = E-trust mediates the relationship between ease of use and customer repurchase intention.

3. Research Methodology

Sample and data collection

The questionnaires in this study were distributed through the online method using google form. Limited access due to the spread of Covid-19 is the reason for the absence of questionnaires distributed offline. Meanwhile, to ensure that questionnaire is filled only one respondent, the google form is required email and phone number.

The questionnaires collected were about 308 (17-28 September 2020). While the respondents needed in this study were 250 people. Meanwhile, of 308 questionnaires that were collected, only 250 could then be processed. The results were obtained after conducting a screening question. To ensure respondents' knowledge of Gojek, the data used only comes from respondents who have at least used Gojek products in the last four months.

Age categorization was carried out to see the distribution of questionnaires to the three generations; X, Y and Z. Generation Z in the range 15-23 years with 61 respondents. Millennial generation from 23-43 years with 150 respondents. Generation X with a range age 44-55 years with 38 respondents and the last is the baby boomer generation over 55 years of age as many as 1 respondent.

Meanwhile, most of the respondents in this study has been using Gojek products for more than one year. 239 respondents in this study have been using Gojek products for more than one year, while the remaining 11 have been using Gojek for under one year. In addition, this research also includes additional information, which is the frequency of using Gojek products during Covid-19 (the last four months). It is undeniable that the spread of covid-19 has an impact on the economy. 39% of respondents actually experienced an increase in the frequency of using Gojek products. In contrast, only 27% reduced the frequency of using Gojek products and 34% did not change at all.

Measures

The indicators used in this study refer to several previous studies. The indicators will then be translated into a questionnaire. To measure the Security variable, this study refers to research conducted by Belanger et al (2002) and Kahar et al (2019). Meanwhile, E-trust variable refers to research from McKnight & Chervany Norman (2001). Privacy Concern with three items from Belanger et al. (2002) and Chellappa (2002). Ease of use is measured by five items based on research from Moore & Benbasat (1991) and Davis et al (1989), while the latter, namely Repurchase Intention, is measured by seven items which refer to research from Esch et al. (2006), Trivedi & Yadav (2020) and (Yi & La, 2004).

Data Analysis

The analysis was performed using IBM SPSS 22 and AMOS 26. With the help of CFA, the proposed model was assessed by looking at the fit indices (indicators of the fitness with which the various items in the model define the target measures). The following fit indices were calculated: normed fit index (NFI), goodness-of-fit index (GFI), adjusted goodness-of-fit index (AGFI), and root mean square of approximation (RMSEA). For RMSEA, an acceptable value is ≤ 0.05; for NFI, GFI, and AGFI, an acceptable value is between 0.80 and 0.99. The Pearson correlation was used to understand the relationship between various variables, and hierarchical multiple regression was used to test the hypotheses.

4. Results and Discussion

Confirmatory Factor Analysis (CFA)

Confirmatory analysis was carried out aimed to testing the model built on the indicators used. The first step is by looking at the loading factor. The loading factor value is used to measure validity. An indicator is said to be valid if the loading factor value is more than 0.5, or the bigger the better (Hair et al, 2010). The loading factor value of all indicators is more than 0.5 except RI1, RI6 and RI7. This means that these three indicators must be removed from the analysis. After the indicators are removed, it can be said that all the remaining indicators in this study are valid.

The reliability coefficient ranges from 0-1 so that the higher the coefficient the more reliable the measuring instrument is. The reliability of the construct is good if the value of the construct reliability is > 0.7 and the variance extracted is> 0.5 (Yamin & Kurniawan, 2009).

Table 2. Validity and Reliability

Indicator	Loading	Loading²	Measurement Error	CR	VE
S3	0,8	0,64	0,36	0,9	0,6
S2	0,8	0,64	0,36		
S1	0,7	0,49	0,51		
S4	0,8	0,64	0,36		
ET1	0,8	0,64	0,36	0,9	0,8
ET3	0,7	0,49	0,51		
ET2	0,7	0,49	0,51		
PC3	0,8	0,64	0,36	0,8	0,6
PC2	0,8	0,64	0,36		

PC1	0,7	0,49	0,51		
EU4	0,8	0,64	0,36	0,8	0,5
EU5	0,6	0,36	0,64		
EU3	0,8	0,64	0,36		
EU2	0,7	0,49	0,51		
EU1	0,7	0,49	0,51		
RI2	0,7	0,49	0,51	0,8	0,6
RI3	0,7	0,49	0,51		
RI4	0,8	0,64	0,36		
RI5	0,8	0,64	0,36		

From the table above, it can be seen that the construct reliability of all variables has shown ≥ 0.7. Meanwhile, the variance extracted in each variable has also been ≥ 0.5. This means that the indicators used in this study are reliable.

The next step that must be taken is the Goodness of Fit Index. The criteria used in this study were RMSEA and GFI representing absolute fit indices, CFI and TLI representing incremental fit indices, then PGFI and PNFI representing parsimony fit indices.

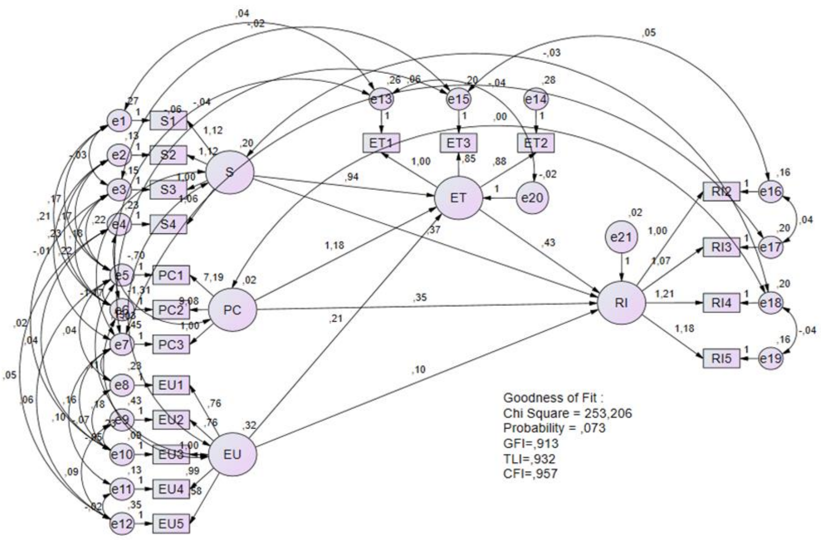

Figure 3. Confirmatory Factor Analysis

Table 3. Goodness of Fit

Goodness of Fit	Criteria	Cut-off value	Means
Chi Square		253,2	Fit
Probability	≥ 0,05	0,073	Fit
GFI	≥ 0.90	0.913	Fit
CFI	≥ 0.90	0.957	Fit
TLI	≥ 0.90	0.932	Fit

From the table above, it can be seen that all the criteria for goodness of fit have been met so that the CFA model in this study can be said to be fit.

We will first examine the direct effects of e-trsust as mediation variable on repurchase intention. Based on data analysis, it shows that the P value of the direct effect of e-trust on repurchase intention is 0.002. This means that e-trust has an effect on repurchase intention.

Mediation between security and repurchase intention. The relationship between security and repurchase interest which is mediated by e-trust has a significance value of 0.040 and is still below 0.040 and positive coeeficient.

Mediation between privacy concern and repurchase intention. Based on the mediation test, the relationship between privacy and repurchase interest which is mediated by e-trust variable has a significance value of 0.042 and is still below 0.05. This means e-trust and succefully mediates privacy concern to influence repurchase intention.

Mediation between eas of use concern and repurchase intention.. The relationship between EU and RI mediated by ET has a significance value of 0.031 and it is still below 0.05. This means e-trust succefully mediates ease of use to influence repurchase intention.

This study found that e-trust can mediate the relationship between security, ease of use and privacy concern with repurchase intention toward Gojek products. The success of this e-trust mediation effect is in line with research from Trivedi & Yadav (2020) and Wen et al (2011). This means that the three exogenous variables can increase consumer confidence in the products and services offered by Gojek. Consumer trust in Gojek products is strongly influenced by the good security and protection system for consumer data when making transactions. In addition, the ease with which consumers run the Gojek application can also increase consumer confidence in Gojek products. Furthermore, the increase in trust caused by the increase in the quality of the three exogenous variables can indirectly affect the increase in product repurchase intention from Gojek.

Overall, the three exogenous variables, security, protection of personal data, and ease of using the application are crucial in influencing the reuse interest in Gojek products. The three of them also play a role in increasing the quality of trust felt by consumers while using Gojek products. In fact, trust also have an influence on consumer decisions to keep using the product.

5. Conclusion

Based on the research results, there are several points that can be concluded including. Consumers who increasingly believe in the products offered by Gojek can encourage them to repurchase Gojek products. In this study, the level of security and assurance of personal data protection influence the level of consumer confidence in Gojek products. This means that the better the system that Gojek has in providing a sense of security and assurance of the safety of consumer personal data, the greater the level of consumer confidence in Gojek. Consumers will also trust more when they get easier in running Gojek application.

Limitation

This study only focuses on the repurchasing behavior of consumers for three generations of Gojek products, so it cannot describe consumer behavior in other generations who are not accommodated. We believe that there are still many parts that can be developed from this research. Here are some suggestions that we can provide to complement further research, namely:

a. The three exogenous variables in this study generally only reflect the quality of technology. We recommend other variables such as price levels.

b. After conducting a confirmatory analysis (CFA), there are several indicators that have to be removed. Therefore, further researchers need to carry out a better evaluation involving more and more precise indicators.
c. Separate testing on each generation is also possible. It aims to see the uniqueness of the buying behavior in each generation.

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ROLE OF AIESEC BRAWIJAYA AS A CONDUIT FOR VOLUNTOURISM IN MALANG, INDONESIA

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ABSTRACT

Tourism is an activity of traveling to get pleasure, seek satisfaction, knowing something, improving health, enjoying sports or resting, fulfilling tasks, making pilgrimages, and others (Spillane, 1982). With the advancement of the tourism industry in the world, Indonesian Tourism is also experiencing growth significantly. One of the famous tourism activities is voluntourism. According to the Cambridge Dictionary, voluntourism is a tourism activity where tourists do volunteer activities by helping the local community or preserving the environment in the places visited while also doing recreation in the area. One organization that provides a bridge for volunteer tourists to conduct social activities in Indonesia including Malang is AIESEC. One of the existing AIESEC branches is AIESEC Brawijaya. This research was conducted to find out more deeply about the role of AIESEC Brawijaya as an intermediary for voluntourism to Malang as well to find out more about voluntourism that is rarely known by the public. This research entitled "The Role of AIESEC Brawijaya as Conduit of Voluntourism in Malang". This study used 3 methods, namely semi-structured interviews, literature studies, and documentation. The primary and secondary data sources are interviews with informants along with data on the number of volunteers and their country of origin as well as the social programs they will carry out. Based on the data analysis, there is a conclusion that AIESEC Brawijaya has 5 volunteer programs namely Peoplepreneur, Discovery Malang, Enlighten The Future, Women Empowerment, and Wild Water Malang. these social projects aim to fulfill 17 Sustainable Development Goals. The facilities offered by AIESEC for social projects are a place to stay, one meal, and also transportation in Malang. Social project locations are around Malang Regency from Malang City up to the foot of Mount Bromo. AIESEC Brawijaya is an intermediary or 'bridge' for volunteer tourists who want to do the type of volunteer tourism in Malang. through existing volunteer programs, volunteer tourists can do volunteer activities as well as carry out tourism activities in Malang and also in Indonesia.

Keywords = voluntourism, volunteers, volunteer programs, AIESEC, destination tourism.

1. Introduction

Tourism is an activity of traveling to get pleasure, seek satisfaction, knowing something, improving health, enjoying sports or resting, carrying out tasks, making pilgrimages, and others (Spillane, 1982). The tourism industry also develops over time. Based on data quoted from the UNWTO (United Nations World Tourism Organization) due to a strong global economy, technological developments, new business models, affordable travel prices and visa facilities, international tourist arrivals increased to 5% in 2018 which reached 1.4 billion, and also simultaneously the export revenue generated by tourism increased by reaching US$ 1.7 trillion.

In 2018, the European continent had the most international tourist arrivals of 710 million tourists. followed by Asia and the Pacific with 348 million tourists, then the Americas with 216 million tourists, the African continent with 67 million tourists, and the Middle East with 60 million tourists. In 2018, the increase in tourism in Asia and the Pacific developed significantly. (UNWTO, 2019)

With the advancement of the tourism industry in the world, Indonesian tourism has also developed significantly. For developed countries, tourism is the only way to participate and develop their economies. Tourism brings people from other areas to the community. (Setyawati, Narottama, Riana, Kartika, & Langarase, 2018). Based on data from the BPS (Central Statistics Agency), the growth of foreign tourist arrivals to Indonesia in the last five years from 2014-2018 has reached 14%. the percentage is higher in comparison the average growth for the 2009-2013 period was only 9%. In 2018, the number of foreign tourist visits to Indonesia reached 15.81 million, growing about 2.5 times compared to 2009. Several regions in Indonesia have tourism potential but are still not fully developed, one of which is Malang. (Widowati, 2019). Malang is a regency located in the province of East Java. Malang Regency has a fairly developed tourism industry. The majority of tourists in Malang City are domestic tourists, based on data in BPS (Central Statistics Agency) Malang Regency. The number of foreign tourists decreased by 22.7% in 2018 which amounted to 100,234 compared to 2016 which amounted to 129,663. but domestic tourists increased by 17.3% from 2016, which amounted to 5,719,881 to 7,072,124 in 2018. From these data, it can be concluded that Malang Regency is more in demand by domestic tourists than foreign tourists. Even so, Malang Regency can be developed into one of the international tourism destinations by developing several infrastructure and tourism sectors. One of them is through volunteerism. (BPS Malang, 2019) According to the Cambridge Dictionary, volunteerism is a tourism activity where tourists volunteer by helping local communities or preserving environmental conditions in the places they are visiting as well as doing recreation in the area. At the 2015 Asia Africa Carnival in Bandung, according to a press release received by KompasTravel (27/4/2015), nearly 16,000 people registered online to volunteer, but only 5,522 people came to attend the meeting in preparation. The mayor of Bandung at that time, Radwin Kamil, said that volunteerism had developed in the city of Bandung. With the times and the development of existing infrastructure in Indonesia, including Malang, there are also problems in various fields from the social, economic, educational, and environmental fields. Therefore, several institutions were formed to develop the goals adopted by all members of the United Nations, namely The 2030 Agenda for Sustainable Development.

According to the United Nations (United Nations), this agenda has the aim of developing peace and welfare of the world community and the world. The agenda of the 17 Sustainable Development Goals (SDGs) are goals to solve social, economic, socio-economic, environmental, and educational problems. These institutions also want to develop awareness to all people, so that there are activities that can involve tourists. Tourists want to get the full experience so that they are interested in joining these activities. By doing volunteer activities during holidays, tourists gain knowledge and also satisfaction due to noble social activities. Many organizations provide opportunities for the world community to do volunteer activities and at the same time take advantage of this time to travel as well. Such as International Volunteer HQ, GoEco, Frontier, and others. One of the organizations in Indonesia that also provides opportunities for the world community to volunteer in Indonesia is AIESEC. AIESEC stands for *Association Internationale des Étudiants en Sciences Économiques et Commerciales* or in English, the International Association of Economics and Commercial Science Students but the long name is no longer used because all students and graduates of any study programs can join. AIESEC is an international non-profit organization that aims to develop 17 SDGs in the world. This organization has many branches in various countries including Indonesia. And in Indonesia, there are also several branches in various regions which are usually located in universities, one of which is AIESEC Brawijaya. With the presence of AIESEC Brawijaya, foreign people can carry out volunteer programs in AIESEC Brawijaya. This makes AIESEC Brawijaya a conduit, which is to become a liaison or intermediary for foreign and domestic volunteers to tourism, one of which is volunteerism. Based on these things, this research was conducted to find out more about the role of AIESEC Brawijaya as an intermediary for volunteerism to Malang.

2. Literature Review and Hypotheses Development

A literature review is very important to do to find out about previous researches with research that will be carried out to compare the advantages of previous research with the research that will be carried out. The first previous research is "Volunteer Tourism: An Exploration of the Perceptions and Experience of Volunteer Tourists and the Role of Authenticity in Those Experience" by K.A.Carter in 2008 ". This journal explores the phenomenon of volunteerism as well as the role of the authenticity of ideas in the experience of volunteer tourists. This journal also focuses on variations in the types of volunteer tourism through 3 objectives: first, the types of opportunities in which volunteer tourist studies participate. Second, why do they participate in volunteer tourism, and third, what participants get from the experience of volunteer tourism. Concerning the first objective, this journal focuses on variations in types of volunteer tourism compared to focusing on a type of volunteer tourist or a specific type of volunteer tourism organization.

First, the results of this journal provide an insight into the variety of volunteer tourism opportunities that exist throughout the world, including developed and developing countries. second, the results show that volunteer tourists participate in 6 different activities; teaching, Christian outreach, medical assistance, community welfare, and conservation. This journal confirming that teaching is the most common volunteer tourism activity, and other results show that construction activities are also common volunteer tourism activities. Third, this journal found that the common volunteer tourism trips for participants lasted 31 days, with a volunteering portion for a month or less. Finally, the experience of volunteer tourists is usually obtained by using a variety of types of volunteer tourism organizations. For the second purpose, this journal found that respondents' motives varied in participating in volunteer tourism trips, namely gaining new experiences, helping others, using their skills, and self-discovery. This journal finds that getting new experiences and helping others are the top 2 motives. For the third goal, this journal finds 3 main themes that volunteer tourists get through the experience of volunteer tourism, namely: experiences related to oneself, working in the back screen, and genuine communication and relationships. What this research has in common is the exploration of volunteer tourism. But the difference is that previous research has focused more on the experiences and perceptions of tourists and also the authenticity of these experiences, while the research that will be conducted is more focused on volunteer tourism.

The second research is "The Essence of Volunteerism Spirit for Young Citizens Explored from the Perspective of Volunteer Engagement in the Festival" by Muhammad Mona Adha, Obby Taufik Hidayat, Erwin Susanto, and Nadya Putri Saylendra in 2018. this journal discusses the importance of the spirit of volunteerism. Including or involving the community requires space for the community (Henderson and Musgrave, 2014) to gather, interact, and communicate. One form of space for the community to meet is through the Krakatau Festival. In particular, the context of the Krakatau Festival activities has the potential to unite the community in positive social interaction relationships and increase the active participation of local communities. Festival is one way to increase community participation which is still not maximal, and then they can get involved in the Krakatau Festival activities. Based on the results of the interviews, informants stated that large community involvement is the main thing as a form of strengthening social cohesion. People from various regions in Lampung can be involved in the implementation of the Krakatau Festival. Krakatau Festival activities are the culmination of activities in districts/cities. In the implementation of the XXVII Krakatau Festival, the coordination and communication between volunteers both with the organizing committee and other parties who are members of the Krakatau Festival have so far gone very well in three days of implementation. The participating volunteers stated that the coordination between fellow volunteers did not meet any significant obstacles, instead, they could communicate with each other through social media and direct telephone contact So that volunteer members always get the latest information and programs to be implemented. Voluntary activities are positive and constructive "Social capital" which creates a sense of care, respect among individuals, strengthens the character and morality of "young volunteers." The similarities of this research are to discuss the meaning of volunteer. But the difference from previous research is that this research focuses more on volunteers and research conducted is more on volunteer tourism. The third is the “Ethical Standards for Community-engaged International Volunteer Tourism” by Eric Hartman, Cody Morris Paris, and Brandin Blanche Cohen in 2014. This journal is presented as a set of standards for international volunteer tourism programs operating in the university engagement relationship community. A major contribution to this journal is the articulation of a set of practical standards along with a conceptual framework for volunteer tourism. Although the standards are developed under the university-community program, they are expected to gain traction with organizations managing other forms of international volunteering. And also these standards presented in this journal can be useful for stakeholders involved in international volunteer tourism, they are closely related to the volunteer tourism industry in Africa, the first destination. What this research has in common is to discuss the development of volunteer tourism in the world and also see the concept of Volunteer Tourism. But the difference from previous research is that this research focuses on ethical standards in volunteer tourism, while the research conducted focuses on existing aspects of volunteer tourism.

The fourth research is "A Cultural Encounter through Volunteer Tourism: Towards the Ideals of Sustainable Tourism? ”By Alison J. Mcintosh and Anne Zahra in 2007. This journal examines the nature of the volunteer tourism experience by finding alternative and sustainable experiences through cultural tourism. A qualitative study conducted on the host community and 12 Australian volunteers that are working at the marae in the Bay of Plenty area of New Zealand found that the nature of the volunteer tourism experience was mutually beneficial for hosts and volunteers. The findings from the research show that the main motivation exercised in volunteer projects is not primarily related to traveling but to volunteering, to "work, not just as a tourist", "to give", and "to experience a service project". The service project was also seen to be able to let participants experience a 'native' New Zealand population through culture; to see how they live and make connections'. The experiences gained by volunteers in *manae* and working in the Awatapu Holiday Program can be conceptualized into 3 layers of experience, namely their experience of Maori culture, their experience of Maori hosts, and their interactive experiences. The integration of the 3 screens makes the nature of the experience experienced by tourist are different, or "alternative", than that obtained by cultural tourists through traditional cultural products. The experiences that volunteer tourists get in their interactions with the Maori community have the potential to be more informal, interactive, and authentic compared to that experienced by visitors to traditional Maori tourist attractions. Host respondents have a positive perspective on volunteering and their behavior towards volunteering activities. For example, Kaumatua and the adults accompanying the volunteers upon their arrival to the *marae* reported that they were amazed by the efforts of the volunteers to prepare the Maori *waita* (song) for *powhiri* (welcome) and how well they sang it. As explained by one of their elders, their *waita* showed them 'coming with grace and willingness to appreciate our culture'. with volunteerism, intense rather than superficial social interactions can form; a new narrative between the host and guest is formed, one that is sincere, interesting, creative, and mutually beneficial. The traditional narratives and interactions between hosts and guests and rewritten as tourist experiences are actively constructed by the hosts and tourists alike. The similarity of this study is to discuss volunteer tourism as alternative tourism, but the difference is that this research focuses more on a cultural approach to volunteer tourism, while the research conducted is more on volunteer tourism at the institutions that will be studied.

The fifth research is "Voluntourism: An Effort to Develop the Quality of Tourism in the Era of Global Tourism" by Sidhi Turker. The motivation to take a Volunteer Tourism trip is a combination of volunteer activities, seeking cultural experiences, studying, and working abroad. It is also indicated that many Volunteer Tourism activities were not organized beforehand because many young people found places to do volunteer tourism activities when they arrived at their destination rather than being placed or sent by volunteer tourism service organizations. The world's main volunteer tourism destinations are Latin America, Asia, and Africa, and 90% of volunteer tourism tourists to these places are handled by volunteer tourism service organizations. This shows a development relationship between the origin of volunteer tourism tourists and the people in the intended destinations, namely between rich countries and developing countries. To realize the greater interest in the size of the volunteer tourism market, it is necessary to take a more in-depth approach, especially when providers provide information on opportunities for types of volunteer activities for tourists and they must put forward their initial goals, namely non-profit programs that are characteristic of managing volunteer tourism in the whole world. In the volunteer tourism industry, attention is needed to pay attention to ethical commitment in conducting volunteer tourism activities, especially related to the benefits obtained through volunteer tourism activities, and to avoid losses rather than benefits obtained by local communities. on a global scale while the research conducted is more on a regional and national scale.

3. Research Methodology

This study used 3 methods, namely semi-structured interviews, literature study, and documentation. The primary and secondary data sources are interviews with informants along with data on the number of volunteers and their country of origin and the social programs they carry out. This study uses 2 concepts, namely the concept of volunteerism and the concept of a conduit. The data will be analyzed using qualitative data techniques. The key informants in this study were the Local Committee President AIESEC Brawijaya along with the Head of the Volunteer Program AIESEC Brawijaya Discovery Malang.

4. Results and discussions

AIESEC Brawijaya has 5 volunteer programs, the first is Discovery Malang. This program is under Sustainable Development Goals No. 8 namely economic growth. In this program, volunteers will be brought to tourist destinations that are not well known by foreign and domestic tourists, and they will introduce or promote these tourism destinations to local and foreign people. The second is Wild Water Malang. This program is under Sustainable Development Goals no. 13 namely life under the sea. In this program, volunteers will visit beaches in Malang, they will carry out activities that preserve the environment, such as cleaning beaches and planting mangrove trees. The third is Enlighten The Future. This program is under Sustainable Development Goals no.4, namely quality education. In this program, volunteers teach at an orphanage in Malang. The fourth is Peoplepreneur. This program is in the No. 8 Sustainable Development Goals, namely economic growth. In this program, the volunteers visited UKM-UKM in Malang. And the last one is Women's Project. This program is in the 5th Sustainable Development Goals, namely gender equality. In this program, volunteers will carry out activities that educate the public about gender equality. The volunteer programs in AIESEC Brawijaya are self-funded so that the volunteers pay with their ability. AIESEC has a package called Exchange Participants where the payment will be allocated to facilities offered by volunteer programs such as housing, meals once a day, and transportation in Malang. When each volunteer first arrived in Malang, there was a seminar called the Incoming Preparation Seminar. At the seminar, the volunteers will be given more information about the volunteer program they are doing and also information about Malang along with tourism such as tourism destinations that are suitable for them to visit. Each volunteer program has a volunteering period of 6-8 weeks. However, in AIESEC Brawijaya, the existing volunteer program has an active volunteering period of 5 weeks so that the next week becomes a free time. The time is used by volunteers to carry out tourism activities as well as visiting tourist destinations in Malang.

The locations of volunteer programs in AIESEC Brawijaya are in various places in Malang district. The Discovery Malang program is located in tourism destinations in Batu such as Paragliding and also cultural villages in Malang. Second, the Wild Water Malang volunteer program is located on beaches in southern Malang such as Balekambang Beach, the volunteers stay there for 10 days to do volunteering activities. The Enlighten The Future volunteer program is located in an orphanage in Malang and is also located in a school at the foot of Mount Bromo. The Women's Project volunteer program collaborates with gender equality communities in Malang so that they are located in public places such as universities. In every volunteer program, there is a leader who is named the committee president or chief executive. The chairmen are again headed by a Vice President. This Vice President has the task of selecting and creating executive committees. The committee aims to form a volunteer program as well as to conduct market research, where they research the biggest problems in Malang so that AIESEC Brawijaya can contribute solutions or activities that can solve these problems. After the formation of the committee and also having determined a place for volunteer activities, they will open the volunteer program on the international AIESEC portal so that prospective volunteers in the world can see and register for the volunteer program. Each AIESEC branch proposes the volunteer program so that volunteer candidates can open it on the international AIESEC portal.

AIESEC Brawijaya conducts digital promotions to promote their volunteer program for potential volunteers abroad. AIESEC Brawijaya has one department whose job it's to make contacts with AIESEC branches in foreign countries. This department will promote the AIESEC Brawijaya volunteer program to them. After that, the AIESEC branch that accepts this will continue the promotion to volunteer candidates in their country. AIESEC Brawijaya also promotes volunteer programs to volunteer candidates in Malang and Bali. For domestic ones, AIESEC Brawijaya provides an opportunity to become a local volunteer where they will conduct volunteer programs in Malang. But this can only be done for those who live in Malang or Bali. Their promotion method is, first, by sending booklets to prospective volunteers. This booklet is a must-have for various AIESEC branches in the world to provide information to prospective volunteers. For prospective international volunteers, the booklet contains various volunteer programs offered by AIESEC Brawijaya. For domestic volunteer candidates, AIESEC Brawijaya made a proposal explaining the impact that would occur if they collaborated with AIESEC Brawijaya such as the benefits they would get along with the main output of the volunteer program.

AIESEC *Brawijaya* works with several institutions, they work with communities that are compatible with the volunteer program they are holding. For the Women's volunteer program, they collaborate with the Girl Up *Brawijaya* community. In the Wild Water Malang volunteer program, they work together with the Trash Hero community where they work together for environmental preservation. And for the Discovery Malang volunteer program, they collaborated with Dinoyo Ceramics in *Kampung Keramik*. The volunteers will come to Dinoyo Ceramics to learn about making ceramics. Then the volunteers post their making on social media so that it can be seen by the outside community. AIESEC *Brawijaya* also cooperates with the rector of Brawijaya University. In this collaboration, they held an event called Global Village. In this event, the volunteers can show and demonstrate the culture of their respective countries to Brawijaya University students and the public. AIESEC Brawijaya is still looking for sponsorship from outside the university but their biggest sponsor is now the rector of Universitas Brawijaya. They also have sponsorship from small businesses such as printing shops.

The volunteer program at AIESEC is conducted in 2 seasons. The first is winter, starting at the end of the year and the beginning of the year. And the second is summer, starting in the middle of the year. The majority of volunteer programs are held during the holiday months such as August or December. Volunteers who carry out volunteer programs at AIESEC Brawijaya come to various countries. existing countries come from the continents of Asia, Europe, Africa, North America, and also Australia. most of the volunteers who carry out social projects in Malang are university students. they spend their vacation time doing volunteer activities as well as doing tourism activities in Malang or other areas.

The tables below have information about the country of origin of the volunteers and their number as well as the number of volunteers who have participated in existing social projects. The country of origin and the number of volunteers who took part in the volunteer program at AIESEC Brawijaya in the winter of 2018/2019 can be seen in table 1.1 and the volunteer programs that were followed can be seen in table 1.2. and for the summer in 2019/2020 can be seen in table 1.3 and table 1.4. The tables can be seen below:

Table 1.1 Number of Volunteers and Country of Origin for Winter 2018/2019

No	Country	Number of Volunteers
1	Kenya	1
2	German	3
3	Republic of China	9
4	India	5
5	Taiwan	2
6	Vietnam	6
7	Netherlands	2
8	Australia	2
9	Spain	2
10	Malaysia	2
	Total	34

Inside this table, there are 10 countries with 34 volunteers. The majority of these volunteers come from Asia, totaling 24 people including the Republic of China, Vietnam, and India. There are also several volunteers from the continent of Europe, Australia, and Africa. From the continent of Europe, there are 7 people, Africa has 1 person and Australia is 2 people.

Table 1.2 Volunteer Programs Participated in Winter 2018/2019

No	Volunteer Program	Number of Volunteers
1	*Peoplepreneur*	7
2	*Enlighten The Future*	13
3	*Wild Water Malang*	14
	Total	34

In the table above, there are only 3 social projects that volunteers participate in winter, namely Peoplepreneur, Enlighten The Future, and Wild Water Malang. For social projects that were attended by 34 volunteers, the Peoplepreneur project was attended by 7 people, Enlighten The Future was attended by 13 people and Wild Water Malang was attended by 14 people.

Table 1.3 Number of Volunteers and Country of Origin for Summer 2019/2020

No	Country	Number of Volunteers
1	United States	1
2	Vietnam	9
3	Republic f China	20
4	Egypt	27
5	Belgium	1
6	German	5
7	Malaysia	1
8	Portugal	1
9	Canada	5
10	Spain	16
11	Czech Republic	1
12	Austria	1
13	Italy	3
14	Taiwan	1
15	Cambodia	7
16	Thailand	1
17	Romania	1
18	Tunisia	1
19	France	1
	Total	103

From the table above, it can be seen that there are 19 countries of origin for the volunteers. The existing countries come from the continents of Europe, Asia, Africa, and North America. this number is greater than the number of volunteers in winter. for the continent of Asia, there are 39 people, Africa has 28 people, Europe is 30 people and North America is 6 people. the same as Table 1.1, the majority from Asia.

Table 1.4 Volunteer Programs Participated in Summer 2019/2020

No	Volunteer Program	Number of Volunteer
1	*Peoplepreneur*	19
2	*Wild Water Malang*	29
3	*Enlighten The Future*	24
4	*Global Guardians*	9
5	*Discovery Malang*	22
	Total	104

From the table above, there are 5 social projects participated by volunteers, namely Peoplepreneur, Wild Water Malang, Enlighten The Future, Global Guardians, and Discovery Malang. Of the 104 existing volunteers, the Peoplepreneur project had 19 people, Wild Water

Malang had 29 people, Enlighten The Future had 24 people and Discovery Malang had 22 people.From the tables above, it can be concluded that the volunteers who take part in AIESEC Brawijaya social projects prefer to participate in summer than in winter, and also all of the volunteers come from abroad so there are no volunteers from Indonesia. If seen in table 1.1, the majority of volunteers who took part in social projects in winter came from the Republic of China, followed by Vietnam and India. It cannot be denied that the majority of volunteers come from Asia. In table 1.2, the social project that the majority of volunteers participated in was the Malang Wild Water project which aims to conserve the marine environment, followed by the Enlighten The Future Project. For Summer 2019/2020, it can be seen in Table 1.3 that the majority of volunteers who took part in social projects came from Egypt followed by the Republic of China and Spain, but the number of countries came mostly from the continent of Europe. In table 1.4, the majority of social projects participated by volunteers are Wild Water Malang followed by Enlighten The Future and Discovery Malang.

From these things, it can be concluded that the majority of volunteers who take part in social projects from AIESEC Brawijaya come from the Republic of China and social projects with the theme of education and the natural environment are popular themes and are widely followed by volunteers. The volunteer program at AIESEC Brawijaya has a duration of 6 weeks. 5 weeks is the time for volunteers to do social projects and the next 1 week is free time for volunteers so that the majority of volunteers use that time to do tourism activities. When the volunteers first arrived in Malang, they were given a seminar called the Incoming Preparation Seminar. In this seminar, the volunteers are given information about the social projects they are undertaking including information on tourism activities that can be carried out by the volunteers during their free time week. They will also provide culinary delights in Indonesia. Culinary in Indonesia is one of the references in cultural identity (Narottama & Sudarwaman, 2016). One of the social projects where they carry out tourism activities to promote tourism destinations. The social project is named Discovery Malang. in this project the volunteers will visit existing tourism destinations.

The purpose of the Discovery Malang program is to improve the economy of Malang Regency by promoting tourism destinations in Malang. In this program, volunteers will visit tourist destinations that are not yet known to the public. Then the volunteers or Exchange Participants will make promotional videos for tourism and culture in Malang through the experiences they get from visiting tourist destinations to attract tourists' attention. The volunteers conducted a roadshow to the community with their videos, photos, and stories to increase public awareness of the rich culture and tourism destinations in Malang. The volunteers will also learn about Malang cultures through practical activities such as dancing or playing traditional musical instruments. after they learn Malang cultures, they will promote local culture to the public through cultural festivals with the knowledge the volunteers get from the training they do

5. Conclusion

AIESEC Brawijaya has 5 volunteer programs namely Peoplepreneur, Discovery Malang, Enlighten The Future, Women Empowerment, and Wild Water Malang. These social projects aim to fulfill 17 SDGs (17 Sustainable Development Goals). The facilities offered by AIESEC for these social projects are housing, one meal, and also transportation in Malang. The locations of these social projects are in the vicinity of Malang Regency from Malang City to the foot of Mount Bromo. To make a social project in AIESEC Brawijaya, they first have to make research to find out the biggest problem in Malang. then they proposed so that the social project could be posted on the AIESEC portal and organized by creating a social project committee. To promote the AIESEC Brawijaya social project, a booklet containing information on social projects was sent to prospective volunteers abroad. For domestic, AIESEC Brawijaya sent a proposal about impact and outcome when they participated in social projects. However, only for the domestic volunteers who live in Bali or Malang. AIESEC Brawijaya has cooperative relations with communities in Malang such as Girl Up and also with the rector of Universitas Brawijaya. The majority of volunteers who take part in social programs come from abroad, especially in Europe, Asia, and Africa. Among the volunteers, most of them came from the Republic of China. And also the social projects that many volunteers participate in are projects with the theme of environment and education. Most volunteers also spend their free time doing tourism activities. There's also a social project from AIESEC Brawijaya which focuses on tourism called Discovery Malang. AIESEC Brawijaya is an intermediary or "bridge" for volunteer tourists who want to do this type of volunteer tourism in Malang. Through the existing volunteer programs, volunteer tourists can carry out volunteer activities as well as carry out tourism activities in Malang and also in Indonesia. Because of this, volunteer tourists can do volunteer tourism in Indonesia including Malang through AIESEC Brawijaya. So AIESEC Brawijaya is a conduit or liaison for tourists to volunteerism in Malang.

6. Limitation and Study Forward

However, there are some limitations to this research. First, there was only 2 informant to be interviewed, so most of the data were through official documents and literature review. Second, the research was conducted during the peak of the pandemic. Therefore, the researcher couldn't found data directly through the field. For the future of the research, the researcher will find more data using observation and interviews with volunteers as well to find more thoroughly about voluntourism in Malang.

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ROUGH SET METHOD FOR DETERMINE KNOWLEDGE ATTRIBUTE ON CUSTOMER SATISFACTION

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Abstract

The research aims to determine how the level of customer satisfaction in a small business is a field of flower arrangement services as well as information that can dug from a collection of customer data. The samples used were ten customers who considered loyal. The method used is a Rough set with a satisfaction attribute consisting of confidence, integrity, pride and desire. Based on this decision rule, confidence becomes the most dominant attribute. The results showed that the four dimensions of the emotional bond used as an attribute in the Rough Set process to analyze the level of customer satisfaction that strongly affects is the dimension of Confidence, this is evident from the resulting General Rule. Every decision produced always uses the confidence dimension in the comparison input, meaning the level of customer confidence in the company should be a special concern. In the dimensions of the emotional bonds the first dimensions are constructed and fundamental is the confidence dimension, this dimension indicates the level of customer confidence in the company. Confidence dimensions cannot stand it self yet to build long-term relationships with customers without by other dimensions. The limitation of these findings is that it is limited to the case study of one service company only. However, this approach can applied to the service sector with a well-designed service satisfaction questionnaire by applying attributes and sample counts. The study will contribute positively to give some information of knowledge that contained on customer satisfaction. It shown the alternative for measuring for satisfaction that can be use for a small business and academic

Keywords: *Customer satisfaction; Rough set; Data mining; Confidence; Attribute.*

1. Introduction

The quality of customer service should get special attention so that the company can continue to maintain the image in the customer's eyes . By prioritizing good service, customers will make it easy for the company to achieve the maximum profit by increasing the number of customers who stay continuously. An increase in the number of customers who stay this can happen if customers are satisfied with the service facilities offered by the company. Services that do not meet the quality will be very easily abandon and eventually the customer will switch to another company (Yakut, Turkoglu, & Yakut, 2015)(Dhandayudam & Krishnamurthi, 2013), (Salajegheh, 2016)(Li, Tang, Luo, & Xu, 2009).

The purpose of analyze customer satisfaction surveys is not only to understand performance about each attribute regarding the product, the service, overall, but also to capture causal relationships between performance impacts on overall satisfaction attributes and customer loyalty. Question about the cause-dependency effect between the performance and overall attributes. The current problem encountered from the complete text archive of the journals available in satisfaction is a causal and associative relationship between factors factor that affects the customer's pusher in a simple and multiple way (W. S. Chen, 2009)(Wang & Chou, 2013)(Ali et al., 2016)(Hadiansah, 2017).

Traditionally, customer satisfaction survey data was analyzed using statistic method i.e. such as multivariate regression analysis. However this technique is primarily based on a fairly strong assumption as before the knowledge of self-reliance, a numerical scale of attributes and a uniform probability of distribution among independent attributes (Al-malaise, 2013). In general, the results of the study are unable to obtain conclusions from the survey data collected because the scale of the question or questionnaire statement is usually measured using a ordinal or nominal scale. Several statistic and intelligence methods have been applied to customer satisfaction analysis such as unified analysis of the smallest squares and partially targeted quadratic stages (W. S. Chen, 2009)(Sembiring & Azhar, 2017).

Some research on the application of data mining methods and customer satisfaction that has been done by previous authors, among others, research conducted. This research uses several aspects or attributes such as teaching learning, tutoring and consulting, research and community service, and other tasks beyond the main task as a consideration in judgment Subsequent research that utilizes the Rough Set method, which uses a variable of education, academic position and Department of office is then used to determine the desired rector candidate in accordance with the existing provisions. The results of the study show that education is a major factor in the election of foreign rector which is then supported by the academic position and structural department owned by the lecturer (T. Chen et al., 2020) (Turčínek & Turčínkova, 2015)(Dhandayudam & Krishnamurthi, 2013) (Shyng et al., 2007)(Suchacka & Chodak, 2017) (Sembiring & Azhar, 2017)(Hadiansah, 2017)(Wang & Chou, 2013)(Sanny, Susastra, Roberts, & Yusramdaleni, 2020).

2. Literature review and hypotheses development

In recent years, we have seen an increase of attention given to the satisfaction analysis in the literature intelligence method, where simple descriptions of how models of customer retention problems use a rough set model is given. Van propose a method using a rough classification for predictive purchase and discovery knowledge of customer behaviour patterns. The theory of Rough Set, introduced by Pawlak (1982), relates to the analysis of classification (Nafis, Makhtar, Awang, Rahman, & Deris, 2016)(Zifu, Hong, & Lihua, 2015). Inappropriate, uncertain, or incomplete data by incorporating the classic set of theories. It has successfully applied for data analysis in pattern recognition and information processing, business and finance, industrial and environmental engineering, medical diagnosis and analysis of medical data, diagnosis of system errors and monitoring and intelligent control systems. This theory is very useful when this data cannot be analyzed easily using traditional statistical methods (Nafis et al., 2016)(Morcov, Pintelon, & Kusters, 2020)(Li et al., 2009).

The concept of Rough Set is a reliable tool for conducting customer satisfaction analysis. Customers who feel dissatisfied are defined as customers who report overall satisfaction, but who hold the characteristic characteristics of the customer are not satisfied. These customers have a high tendency to switch to other competitors. With early warning signals, the percentage of business losses in the future can predicted, and the appropriate customer satisfaction measures can be taken for the unsatisfied customers to avoid the possibility of loss of business (Shyng, Wang, Tzeng, & Wu, 2007).

This encourages writers to research on the level of customer satisfaction. This research aims to analyze the customer satisfaction level of company. In measuring the level of customer satisfaction, the author uses the measuring system contained in the book Human Sigma is a qualitative measurement by using the four-dimensional emotional bonds of Confidence, Integrity, Pride, and Passion. Then these four dimensions will process using the Rough Set method. Where the Rough Set method can classify the data and is quite effective in the search knowledge. The resulting General Rule will depict which of these four dimensions most dominant affects customer satisfaction, so that the company can manage the strategy in creating customer satisfaction in the future (Stefanowski, 1998)(Yakut et al., 2015)(Jiang, Kwong, Law, & Ip, 2013).

3. Research methodology

Data mining, also called Knowledge Discovery from Databases (KDD), is a process of discovering knowledge. This knowledge obtained automatically from information on the real world as well as large and complex data sets (Schoemaker, Day, & Rao, 2020). Data mining refers to the discovery of useful information from large datasets (Salajegheh, 2016). KDD is a data processing process that has several stages. The core stage of the KDD process is data mining (Dhandayudam & Krishnamurthi, 2013). The main function of data mining is to extract the stored data patterns by applying various methods and algorithms (Liou & Tzeng, 2010) (Sembiring & Azhar, 2017)(W. S. Chen, 2009).

Because data mining is a series of processes, data mining can divided into several phases. The stages are interactive where the user is directly involved or with the Knowledge Based (Schoemaker et al., 2020)(Morcov et al., 2020)(Liou, 2009).

From Figure 1 explained the stages of data mining as follows:

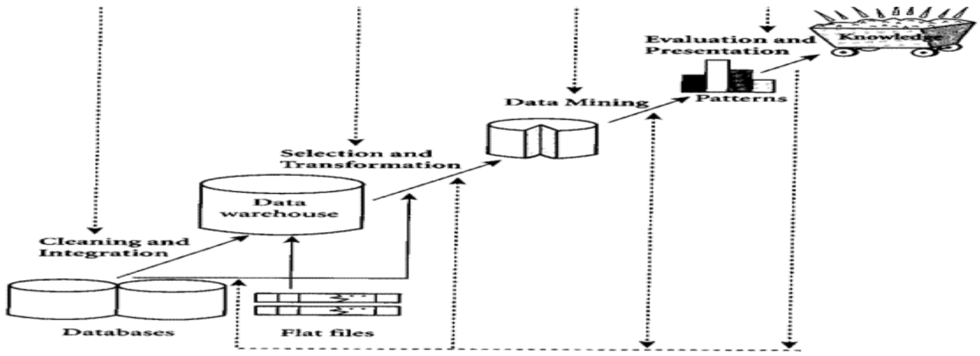

Figure 1. Step of data mining (Huang, Tseng, & Chen, 2016)

Rough Set is a part of the data mining techniques used to handle problems uncertainty, imprecision and vagueness in Artificial intelligence (AI) applications. Rough Set is an efficient technique for KDD in the stages of process and data mining. Rough Set is a mathematical technique developed by Pawlack in the year 1980 (Chatterjee et al., 2018).

4. Results and discussions

Before processing the data, the first thing to do is to determine the criteria of the assessment or the output of how to obtained, the criteria used are four-dimensional emotional bonds. Table 1st, a criterion used to determine the level of customer satisfaction.

Table 1. Valuation Criteria

Input / Output	Criteria	Variable	Data Set	Score	Range
Input	*Confidence*	CF	Good	0 – 20	15 – 20
			Enough		7 – 14
			Less		1 – 6
	Integrity	IG	High	0 - 8	6 – 8
			Less		1 – 5
	Pride	PR	High	0 - 8	6 – 8
			Less		1 – 5
	Passion	PS	High	0 – 8	6 – 8
			Less		1 – 5
Output	*Customer Satisfaction*	CS	Very Satisfied	0 - 44	34 – 44
			Quite Satisfied		16 – 33
			Not Satisfied		1 – 15

Source : Author, 2020

Table 2nd, the recapitulation of the results of the quarantine of company customers that have transformed. In the Rough Set, data set is represented as a table, where the rows in the table represent objects and columns represent the attributes of those objects, the table is called Information Systems (IS), which :

Table 2. Information Systems

Name	*Confidence*	*Integrity*	*Pride*	*Passion*
H. Hasim A	15	6	6	6
Mahkota	14	6	6	5
Vera Magria	20	8	8	8
PT. Djarum	15	6	6	6
Sanbe Farma	11	4	5	4
PM	10	5	5	4
Malaya	15	7	6	6
Smansa	14	6	7	6
Setih Setio	16	6	6	7
Mega Bank	16	6	6	6

Source : Author, 2020

In the use of Information Systems, there is the Outcome of a known classification called the decision attribute. The Information Systems called the Decision System (DS), which described as:

Table 3. Decision system

Name	*Confidence*	*Integrity*	*Pride*	*Passion*	*Customer Satisfaction*
H. Hasim A	15	6	6	6	Very Satisfied
Mahkota	14	6	6	5	Quite Satisfied
Vera Magria	20	8	8	8	Very Satisfied
PT. Djarum	15	6	6	6	Very Satisfied
Sanbe Farma	11	4	5	4	Quite Satisfied
PM	10	5	5	4	Quite Satisfied
Malaya	15	7	6	6	Very Satisfied
Smansa	14	6	7	6	Very Satisfied
Setih Setio	16	6	6	7	Very Satisfied
Mega Bank	16	6	6	6	Very Satisfied

Source : Author, 2020

The next stage is the formation of Equivalence Class. The first step is the data in the transformation in the form attribute A (Confidence), attribute B (Integrity), attribute C (Pride) and attribute D (Passion). Each of these attributes or variables converted into the set form according to the specified range. Table 4 describes the results of the Decision System formation after second transformations.

Table 4. Second Transformations of decision System

Object	*Confidence*	*Integrity*	*Pride*	*Passion*	*Customer Satisfaction*
A	Good	High	High	High	Very Satisfied
B	Enough	High	High	High	Quite Satisfied
C	Good	High	High	High	Very Satisfied
D	Good	High	High	High	Very Satisfied
E	Enough	Less	High	Less	Quite Satisfied
F	Enough	High	High	Less	Quite Satisfied
G	Good	High	High	High	Very Satisfied
H	Enough	High	High	High	Very Satisfied
I	Good	High	High	High	Very Satisfied
J	Good	High	High	High	Very Satisfied

Source : Author, 2020

Equivalence Class is the process of grouping the same objects. In table 5 can be seen the result of forming equivalent Class, where we can obtain equivalent Class (EC1 – EC4).

Table 5. Equivalent Class

	A	B	C	D	E
EC1	Enough	High	High	High	Quite Satisfied
EC2	Enough	High	High	Less	Quite Satisfied
EC3	Enough	Less	High	Less	Quite Satisfied
EC4	Good	High	High	High	Very Satisfied

Source : Author,2020

The next step of forming Discernibility Matrix Modulo D. Discernibility Matrix Modulo D is a matrix that contains comparisons between different data attribute conditions and decision attributes. Data with different attribute conditions, but the same decision attribute still considered the same. To get the discernibility matrix value is to classify the different attributes between the I (line) object and the To-J Object (column), if the same then is given the X mark. As for the Discernibility Matrix Modulo D can it be seen in table 6:

Table 6. Modulo Matrix D

Object	EC1	EC2	EC3	EC4
EC1	X	BD	D	X
EC2	BD	X	X	ABD
EC3	D	X	X	AD
EC4	X	ABD	AD	X

Source : Author,2020

The next Rough Set process is a Reduction. The author uses Discernibility Matrix as a reference to perform the Reduction process. For the data that the number of variables is very large, it is not possible to search the entire combination of existing variables, therefore created a search technique attribute combination known as Quick Reduction is by; The first sought-after Indiscernibility value is Indiscernibility which the smallest attribute combination of one item ; Then do the lookup process of dependency attributes if the dependency attributes value gets equal to one item then Indiscernibility for the set of minimum variables is the variable; If in the search process the attribute combination does not find the dependency attributes equal to one item, then do a greater combination search, where the combination of variable s sought is a combination of variables that are the greatest dependency attributes value. Perform last process until the dependency attributes value is equal to one item.

In table 7 can be seen some Boolean theorems used in the Rough Set algorithm to produce Reduction (Acharjya & Das, 2017)(Omar, Syed-abdullah, & Mohd, 2012).

Table 7. Boolean Theorems

Boolean Theorems	**Reduction**	
Comutative Law	A + B = B + A A * B = B *A	(4) (5)
Associative Law	(A+B)+C = A+(B+C) (A * B) * C = A * (B * C)	(6) (7)
Distributive Law	A * (B+C) = A * B + A . C A + (B+C) = (A+B) * (A+C)	(8) (9)
Negation Law	(A’) = A’ (A’)’ = A	(10) (11)
Absorption law	A+A . B = A A * (A+B) = A	(12) (13)
Identity Law	A + A = A A * A = A 0 +A = A ---- 1* A = A 1+A = 1 ----0*A = 0	(14) (15) (16) (17)

	A’ + A = 1 A’ * A = 0 A+A*B-A+B A * (A + B) = A * B	(18) (19) (20) (21)
De Morgan’s	(A + B)’ = A’* B’ (A * B)’ = A’ + B’	(22) (23)

Source:

Based on the rules in the Boolean theorem then the reduction process used to select the attributes the condition will take to generate rule of knowledge. The Reduction result obtained from the Discernibility Matrix process as present on Table 8 bellow:

Table 8. Reduction

Class	CNF of Boolean Function	Prime Implication	Reduct
EC1	(B + D) * D * A	(A * D)	{A, D}
EC2	(B + D) * B * (A + B + D)	B	{B}
EC3	D * B (A + D)	(B * D)	{B, D}
EC4	A * (A + B + D) * (A + D)	A	{A}

Source: Authors Estimation, 2020

Description:

{A} = Confidence {B} = Integrity

{D} = Passion {AD} = Confidence, Passion {BD} = Integrity, Passion

Once the result obtained from Reduction, the final step determines its General Rules. The resulting General Rules consist of the following combinations of attributes:

Reduction A = Confidence

- If Confidence = good Then Customer Satisfaction is very satisfied OR Customer Satisfaction quite satisfied.
- If Confidence = simply Then Customer Satisfaction quite satisfied OR Customer Satisfaction very satisfied

Reduction B = Integrity

- If Integrity = High Then Customer Satisfaction is very satisfied OR Customer Satisfaction quite satisfied
- If Integrity = Low Then Customer Satisfaction quite satisfied

Reduction D = Passion

- If Passion = High Then Customer Satisfaction is very satisfied OR Customer Satisfaction quite satisfied
- If Passion = Low Then Customer Satisfaction quite satisfied

Reduction AD = Confidence, Passion

- If Confidence = good And Passion = high Then Customer Satisfaction is very satisfied OR Customer Satisfaction quite satisfied
- If Confidence = enough And Passion = high Then Customer Satisfaction quite satisfied OR Customer Satisfaction very satisfied
- If Confidence = enough And Passion = low Then Customer Satisfaction quite satisfied

As mentioned in the customer satisfaction theory on services are influenced by: product quality, service quality, emotion, price, and cost. The valuation attribute on the customer satisfaction level used in this study refers to the emotional approach. Emotions believed to be one variable-forming customer satisfaction. When consumers make purchasing decisions, they are an emotional element, alongside their racial elements. Especially for certain products. Customer satisfaction is an emotional response, when consumers want to buy a product, certainly make a decision through a series of rational and emotional evaluations (Sanny et al., 2020)(Ali et al., 2016; Calvo-Porral, Ruiz-Vega, & Lévy-Mangin, 2018; Hadiansah, 2017; Wang & Chou, 2013).

The rational aspect usually related to the basic functions of a product plus an attribute that complements the basic functions. While the emotional aspect will usually accompany the purchase decision when consumers meet with some additional attributes embedded in the product. This additional attribute can be a beautiful design, a compelling colour (or one that is fanatical with certain colours), the value of which is given by products, associations or images obtained if consuming, buying or using such products and other emotional factors (Santoso, 2018) (Bakar, Damara, & Mansyur, 2020; T. Chen et al., 2020; Lee, Aziz, Sidin, & Saleh, 2014; Liu, Chi, & Gremler, 2019; Pedragosa, Biscaia, & Correia, 2015; Poushneh & Vasquez-Parraga, 2019; Wong, 2004).

The attribute of confidence, integrity, pride and desire chosen to be the dimension of study in this research is a dimension in the emotional factor of a customer. While the satisfaction of the customers to be a decision and rough based on customer data information (Bakar et al., 2020).

The Rough Set approach has illustrated a series of knowledge information from attribute attributes within the customer to illustrate the degree of satisfaction it is felt. From the combination of knowledge generated through a series of previous experiments proved that the rough set can be used to dig the knowledge either manually or by using the application (Acharjya & Das, 2017)(Chatterjee et al., 2018; W. S. Chen, 2009; Huang et al., 2016; Sembiring & Azhar, 2017).

A description of the results in a set of rules on consumer satisfaction attributes identify some combination combinations of trust attributes with other attributes such as pride, integrity and desire. Although the end of result is that confidence dominates the rule.

5. Conclusion

One of the goals of knowledge discovery is to extract meaningful information from raw data. Given the customer satisfaction in the past and present, along with loyalty behaviour. Best predictors of future customer retention. With a better understanding of customer perception, the company can determine the right action to meet customers ' needs. However, there can be ambiguity in customer data, which requires the need to analyze large amounts of subjective gratification data effectively. In this study, the theory of Rough Set has been applied to find the relationship between the attributes of confidence, integrity, pride, desire and customer satisfaction of the service users of a flower-arranging company in Bungo district. The result of Rough Set approach from decision-making, core and reduction regulations that give us Valuable information to classify attributes. Only use core attributes quality classification reaches up to 0.77. This implies that the core attribute is well chosen.

To properly estimate the classification. Based on this decision rule, confidence becomes the most dominant attribute. The results showed that the four dimensions of the emotional bond used as an attribute in the Rough Set process to analyze the level of customer satisfaction that strongly affects is the dimension of Confidence, this is evident from the resulting General Rule. Every decision produced always uses the confidence dimension in the comparison input, meaning the level of customer confidence in the company should be a special concern. In the dimensions of the emotional bonds the first dimensions are constructed and fundamental is the confidence dimension, this dimension indicates the level of customer confidence in the company. Confidence dimensions cannot stand it self yet to build long-term relationships with customers without by other dimensions.

The result of General Rule showed customer satisfaction (customer satisfaction level) average in the range is quite satisfied; therefore, the company must create a strategy in increasing customer satisfaction in the future. Previously, the company only use feedback directly from customers in the form of complaints as a material consideration in knowing the level of customer satisfaction (Al-malaise, 2013; Huang et al., 2016; Istrat & Lalić, 2017; Sembiring & Azhar, 2017).

Limitation and study forward

A practical point of view, the use of a rough set has been able to elaborate on what is the problem in consumer satisfaction in the service sector so that the company has an opportunity to fix problems before real customers lose happen, namely the need for precautions should be done if the customer is dissatisfied and not loyal because the customer is considered as a valuable asset for the company.

In this study, a set of important attributes that assure high quality Classification and rules for each class the overall satisfaction presented. To companies that believe that these rules are with potentially valuable information to make better services.

The results generated in this study opened up new avenues for customer satisfaction analysis. We must not limit the analysis of customer satisfaction survey data using conventional statistical methods. The Rough theory Set is an innovative tool for finding Knowledge of customer behaviour patterns.

The limitation of these findings is that it is limited to the case study of one service company only. However, this approach can applied to the service sector with a well-designed service satisfaction questionnaire by applying attributes and sample counts.

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UTILIZATION OF SEARCH KEYWORD ADVERTISING TO ATTRACT TOURISTS ONLINE

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Abstract

Purpose: This study conducted a survey to measure the effectiveness and the cost of keyword advertising to attract visitors online.

Methodology: This study developed a website to introduce tourism information about a region and conducted a survey on attracting potential tourists online and measured the effect.

Findings: As a result, adopting compound keywords like "tourism + region" is useful when attempting to market a product or service in the short term.

Limitation: The number of people who have actually visited the park after clicking the ads is still unknown. Further investigation should be required.

Contribution: This study measured the effectiveness of keyword advertising to attract visitors and figured out appropriate combinations of keywords.

Keywords: *Tourism, Tourist Information, Keyword Advertising, Weblog*

1. Introduction

In recent times, promotion of the tourism industry is being undertaken in order to stimulate the stagnating regional economies of Japan. Generally, the tourism industry is labor intensive and is expected to absorb some of the labor force in the regions. When contemplating regional revitalization through tourism, an important key is to attract tourists more effectively at a lower cost. Keyword advertising, which is a form of online advertising, can be one of the leading options. As Qiao et al. (2017) pointed out; the competitive keyword advertising is currently emerging as a new type of advertising which attracts more and more attention from advertisers.

One of the most important merits that online advertising has, compared to other advertising media is that it can be possible to measure its effectiveness in various ways (Kim et al., 2012). The impact of online advertising can be measured by the communication effect, which indicates to what extent Internet users show their interest, and by the purchase conversion rate, which is the ratio of visitors who convert casual content views or website visits into actual purchases. This study conducted a survey to measure the effectiveness and the cost of keyword advertising. As a specific study area, the survey chose Komaruyama Castle Park (Nanao, Ishikawa Prefecture), built by Toshiie Maeda in 1582. Recently, Nanao City has been undertaking the implementation of its redevelopment plan of the park. However, visits to the park have been declining, since 2009, (there were 7,588 visitors in 2013, whereas in 2009 there were 11,270).

2. Literature review and hypotheses development

As Sheldon (1997) notes, tourism is an information intensive industry. The size of the tourism industry alone suggests that it generates large volumes of information to be processed and communicated. The Internet has fundamentally changed the manner in which tourism related information is distributed and people plan for travel. Thus, keyword advertising has become significantly important in tourism as well as in other industries.

Studies on keyword advertising in tourism emerged after 2010, and few have attempted to analyze data about keyword ads in tourism. Xiang and Pan (2011) pointed out that search engine marketing is gaining the status of a major online marketing strategy for many destinations. Search queries are perhaps the most important behavioral aspect of the use of search engines. Keywords in travelers' queries reflect their knowledge about the city and its competitors. Xiang and Pan attempted to identify the patterns in online travel queries across tourist destinations, and offered insights for the manner in which tourism destinations are searched online and implications for search engine marketing for destinations.

Pan and Li (2011) examined the linguistic structure of destination image. They attempted to demonstrate the importance of niche keywords in search engine marketing, in order to establish the importance of niche phrases for tourism destination image (TDI).

Xiang and Gretzel (2010) investigated the extent to which social media appear in search engine results in the context of travel-related searches. The study employed a research design that simulates a traveler's use of a search engine for travel planning by using a set of pre-defined keywords in combination with nine U.S. tourist destination names. The analysis of the search results showed that social media constitute a substantial part of the search results, indicating that search engines likely direct travelers to social media sites.

Pan et al. (2007) analyzed 701 Excite.com accommodation search queries and suggested that travelers most often search for their accommodations simultaneously with other aspects of their travel, such as destinations, attractions, transportation and dining; and that most commence their search by seeking specific hotels in conjunction with their destination city.

Ayanso and Karimi (2015) used a unique cross-sectional dataset of the top 500 internet retailers in North America and empirically investigated the moderating effects of keyword competition on the relationship between ad position and its determinants in the sponsored search market. The empirical analysis indicated that the position of ads for web-only retailers is dependent on bid values and ad relevancy factors, whereas multi-channel retailers are more reliant on their bid values.

There are several studies on online marketing today. However, there are not many articles on the topic of tourism and few have attempted to conduct advertising experiments. This kind of research could possibly play an instrumental role in tourism in the foreseeable future.

3. Research methodology

In order to attract tourists to a specific destination, it is necessary to notify potential travelers of its presence. This study first developed a website to provide information on tourism and gourmet food in the Noto region. The website included 84 articles and 10 categories. The study then measured the effectiveness of attracting visitors through access analysis using Google Analytics. In developing the website, Seesaa's blog was used, considering the degree of customization required.

This study also examined the visitors of the website utilizing Google Analytics. Table 1 shows the channels taken by visitors. The total number of visitors was 8,520 in five years (from January 1, 2015 to December 31, 2019). The most common channel was “Referral,” followed by “Organic Search,” “Direct,” “Social,” and “Others.” The words “Referral,” “Organic Search,” “Direct,” and “Social” refer to visitors from other websites, search engines, bookmark on browsers, and social networking service, respectively.

Table 1: The Channels of Visitors to the Website

Channels	Visitors	Rate
Referral	5,010	58.8%
Organic	1,739	20.4%
Direct	1,146	13.5%
Social	624	7.3%
others	1	0.0%
Total	8,520	100.0%

Source: Produced by the author based on the data obtained through Google Analytics.

Figure 1 shows the transition of the number of visitors to the website from January 1, 2015 to December 31, 2019. The number of visitors in a month or a year fluctuated greatly depending on the month. Naturally, changes in search engine algorithms, such as those of Google, may have affected the fluctuation.

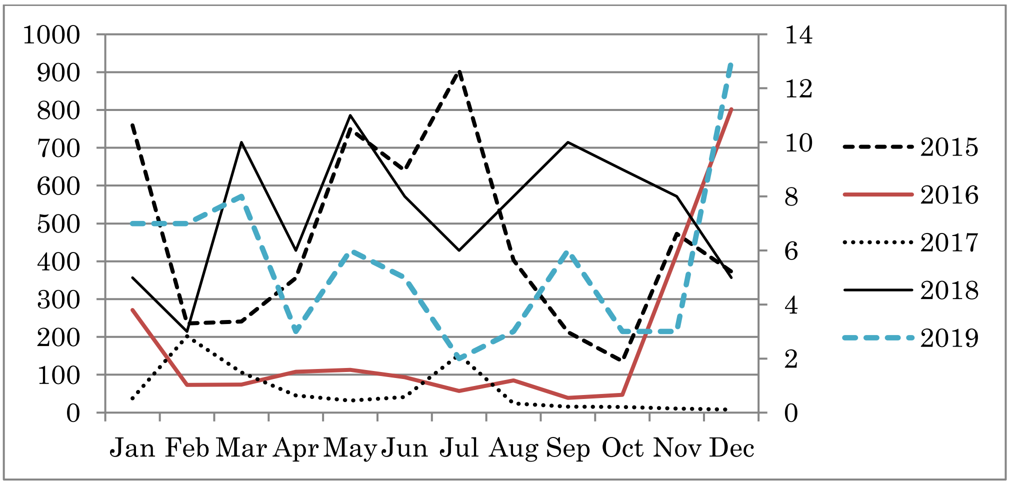

Figure 1: Number of website visitors from 2015 to 2019

Source: Produced by the author based on the data obtained through Google Analytics.

Note: The left axis indicates the numbers of visitors in 2015, 2016, and 2017; the right axis indicates the numbers of visitors in 2018 and 2019.

In this research, the word conversion (actions that advertisers want site visitors to perform) means the download of the Komaruyama Castle park brochure (PDF) by visitors. This study measured the percentage of visitors who visited a download (PDF brochure) site through the keyword advertising described above. The brochure consists of the park’s history, map, and pictures (see Fig. 2).

Figure 2: Brochure of the Komaruyama Castle Park

With the Google Analytics it is also possible to examine the number of visitors who visited the download site. There were 42 visitors from January 1, 2015 to December 31, 2019 and the percentage was only 0.49%. Therefore, it can be assumed that attracting a significant numbers of visitors to the website without proper measures such as advertising would be time consuming.

In addition, the fluctuation in the number of website visitors as shown in Figure 1 also underlines the uncertainty around attracting visitors online. Despite efforts to develop a website, the number of visitors may decrease significantly. How can we then constantly maintain a sufficient number of visitors under the circumstances?

Figure 3: Keyword search results on Google and keyword advertisements

Thus, this study utilized Google AdWords, a pay-per-click advertising service that Google provides to advertisers, to display ads along with the search results of 37 keywords related to regional tourism, such as “tourism Noto,” “Noto tourism,” and “Nanao tourism.” These ads were used to attract visitors to the website. The keyword ads included the park’s name, the URL of its website (see Fig. 3), and a brief description of the park. When visitors clicked on the ad, the website was displayed.

4. Results and discussions

The survey on keyword advertisements was conducted three times. The first survey was conducted from January 20 to April 30 in 2015, the second from July 15 to July 18 in 2017, and the third from December 20 to 29, 2019. The total cost of advertising was 70,427 yen. The limitation of the CPC (i.e. cost per click) was 250 yen. As a result, there were 961 ad clicks (see Table 2), whereas there were 661,592 ad impressions (the ratio of clicks to ad impressions was 0.15%). The CPC was 73 yen, and clicks that led to conversion occurred 643 times (cost per conversion averaged 110 yen).

Table 2: Frequency of Ad Clicks and Conversion

Action	Frequency（times）	Rate（%）	CPC/CPA（yen）
Click of Ads	961	0.15	73
Conversion	643	66.9	110

Source: Produced by the author based on the data obtained through Google AdWords.
Note: Ad click rate = ad clicks ÷ ad impressions, Conversion rate = number of conversions ÷ ad clicks.

Considering each ad group, ad group 1, which was displayed for tourism-related keywords such as “Noto tourism” and “Nanao tourism”, cost 50,831 yen (see Table 3), there were 622 clicks (the average CPC was 81.7 yen). Ad group 2, which was displayed for keywords related to the region and history or to castles, cost 19,596 yen, and there were 339 clicks (the average CPC was 57.8 yen).

Table 3: Frequency and Cost of Ad Clicks and Conversion in 2 Ad Groups

	Total Cost (yen)	Impression (times)	Ad clicks (times)	CTR (%)	CPC Mean (yen)	Conversion (times)	CVR (%)	CPA Mean (yen)
Ad Group1	50,831	283,508	622	0.22	81.7	396	63.7	128.4
Ad Group2	19,596	378,084	339	0.09	57.8	247	72.9	79.3

Source: Produced by the author based on the data obtained through Google AdWords.
Note: CTR (Click Through Rate) = ad clicks ÷number of ad impressions, CPC (Cost per Click) = total cost ÷ number of ad clicks, CVR (Conversion Rate) = number of conversions ÷number of ad clicks, CPA (Cost per Action) = total cost ÷ number of conversions.

Comparing the cost-effectiveness of the two groups, ad group 2 was superior to ad group 1 in both the average CPC and the average cost per action (CPA). With respect to the CPC, group 1 resulted in 81.7 yen, and group 2 resulted in 57.8 yen. The CPA was 128.4 yen for group 1and 79.3 yen for group 2. This can be attributed to the fact that because group 1 is comparatively easy to market, it tends to include costly keywords. Consequently, this survey presumes the average CPC and the average CPA of ad group 1 was higher.

By contrast, while the difference between each conversion rate (CVR) was less than ten percent (i.e. 9.2%), the CVR of group 2 was higher than that of group 1. Unless the intent is to attract visitors immediately, keyword ads like those used in group 2 might be advantageous. In other words, narrowing down the target visitors to those who are interested in a particular subject could pay off.

Let us focus on the each keyword (see Table 4 and 5). First, the ads of 14 keywords, such as “Nanao Café,” were not clicked (thus, conversions did not occur). The number of impressions for most of these words was less than 300. Considering that the total click rate was less than 2%, a mere lack of search volume might be the cause (keywords such as “Nanao café” could possibly have been affected by a mismatch of the search purposes).

Table 4: Frequency and Cost of Ad Group 1

Keywords	Ad Clicks (times)	Impression (times)	CTR (%)	CPC Mean (yen)	Conversion (times)	CPA Mean (yen)	CVR (%)
Nanao tourism suggestion	0	29	0	0	0	0	0
Noto suggestion	1	284	0.35	239	0	0	0
Noto tourism	12	3532	0.34	141	9	187	75
Nanao tourism	5	749	0.67	124	6	104	120
Noto hot spring	0	15	0	0	0	0	0
Noto tourism suggestion	6	504	1.19	156	5	187	83.33
Noto autumn leaves	1	104	0.96	79	2	40	200
Nanao tourism spot	0	98	0	0	0	0	0
Noto Nanao	11	3985	0.28	151	4	415	36.36
Shokusai market Nanao	1	85	1.18	144	0	0	0
Noto aquarium	5	696	0.72	110	2	274	40
Wakura hot spring tourism site	3	349	0.86	123	2	184	66.67
Noto tourism site	4	286	1.4	191	0	0	0
Wakura tourism	8	2490	0.32	175	2	702	25
Nanao Shokusai market	0	56	0	0	0	0	0
Noto Nanao tourism	2	245	0.82	34	2	34	100
Nanao Shokusei market	0	42	0	0	0	0	0
Wakura tourism spot	0	80	0	0	0	0	0
Nanao market	0	155	0	0	0	0	0
Noto Wakura hot spring	5	3013	0.17	144	2	359	40
Wakura hot spring tourism spot	2	57	3.51	119	4	60	200
hot spring Noto	4	3565	0.11	228	1	911	25
Nanao tourism site	0	19	0	0	0	0	0
Nanao café	0	226	0	0	0	0	0
Nanao gourmet	1	849	0.12	164	1	164	100
tourism in Noto	87	11554	0.75	171	35	424	40.23

Source: Produced by the author based on the data obtained through Google AdWords.
Note: CTR (Click Through Rate) = ad clicks ÷ ad impressions, CPC (Cost per Click) = total cost ÷ number of ad clicks, CVR (Conversion Rate) = number of conversions ÷ ad clicks, CPA (Cost per Action) = total cost ÷ number of conversions

Table 5: Frequency and Cost of Ad Group 2

Keywords	Ad Clicks (times)	Impression (times)	CTR (%)	CPC Mean (yen)	Conversion (times)	CPA Mean (yen)	CVR (%)
Komaruyama park	2	119	1.68	142	2	142	100
Komaruyama castle	1	50	2	57	0	0	0
Toshiie To Matsu Nanao	0	0	0	0	0	0	0
Nanao castle	12	594	2.02	110	8	164	66.67
Maeda Toshiie	24	4684	0.51	116	11	253	45.83
Toshiie To Matsu	0	903	0	0	0	0	0
Nanao Maeda Toshiie	0	978	0	0	0	0	0
Noto castle	0	140	0	0	0	0	0
Noto Maeda Toshiie	0	0	0	0	0	0	0
Ishikawa pref. castle	5	920	0.54	129	4	161	80
Ishikawa pref. castle vestige	8	1358	0.59	107	6	143	75

Source: Produced by the author based on the data obtained through Google AdWords.
Note: CTR (Click Through Rate) = ad clicks ÷ ad impressions, CPC (Cost per Click) = total cost ÷ number of ad clicks, CVR (Conversion Rate) = number of conversions ÷ ad clicks, CPA (Cost per Action) = total cost ÷ number of conversions.

Regarding the conversion rate of each keyword, the rate of compound keywords, such as “regional + tourism” was comparatively high. Conversely, the rate of combinations whose purpose was presumably the search for information about other destinations, such as “Noto aquarium” and “Noto hot spring” was low. These tendencies can be found with respect to the click-through ratio (CTR).

The compound keywords *Toshiie To Matsu* brought in neither ad clicks nor conversions even though the number of ad impressions was 903. Visitors who searched those words were likely looking for information on a TV drama with the same name. Although temporal publicity (especially through TV programs) sometimes increases advertising costs such as CPC, it does not always contribute to business in this way.

5. Conclusion

This study developed a website to provide information on tourism and gourmet food concerning the Noto region and then measured the effectiveness of attracting visitors to it through keyword ads. Through Google Analytics, this study also investigated the conversion rate in a case that did not use keyword advertising. The number of conversions was only 42 (from January 1, 2015 to December 31, 2019), whereas the total number of visitors was 8,520. As a result, the CVR was merely 0.49%.

However, 643 people were found to have visited the download site using Google AdWords in the short term. Keyword advertisement thus has the potential to attract tourists to the region and revitalize the economy.

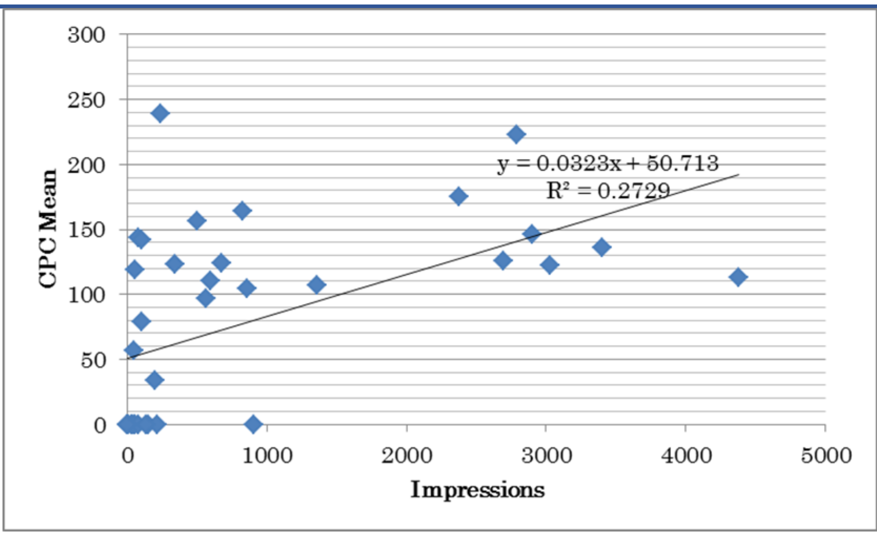

Figure 4: Correlation between Impressions and CPC Mean

Source: Produced by the author based on the data obtained through Google AdWords.

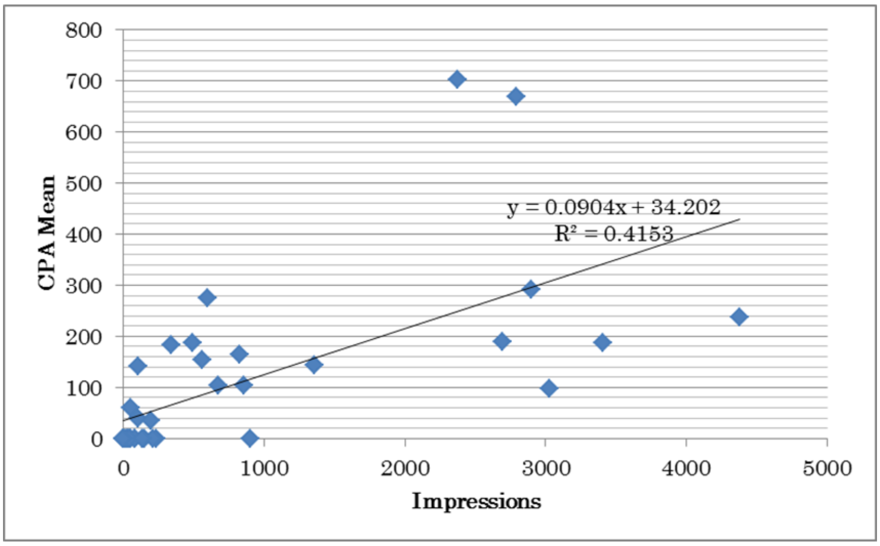

Figure 5: Correlation between Impressions and CPA Mean

Source: Produced by the author based on the data obtained through Google AdWords.

Comparing the two ad groups, ad group 2 was superior to ad group 1 in both the average CPC and the average CPA. Specifically, the difference between the average CPAs of the ad groups was 49.1 yen, whereas ad group 1 obtained more conversions during the same period.

Regarding the conversion rate of each keyword, the rate of compound keywords, such as "regional + tourism" was comparatively high while sometimes their CPAs are higher. Adopting those compound keywords is therefore useful when attempting to market a product or service in the short term. As is often mentioned, proper nouns are more likely to trigger responses.

Finally, the number of people who have actually visited the Komaruyama Castle Park after clicking the ads is still unknown. If we can measure the number of such visitors by holding some events, an analysis of the practical effectiveness of the ads and the most effective combination of keywords will be possible.

In addition, further research on cost-effective keywords should be implemented. Figures 4 and 5 imply that keywords that are frequently searched may be costly while each value of R^2 is not very high. In other words, niche keywords may help advertisers obtain conversions at less cost.

Limitation and study forward

Of the visitors to the website, 36.8% were from abroad (23.6% from English-speaking countries). Although most of these visitors are presumed to be expatriate Japanese, it is important to examine the characteristics of site visitors from foreign countries. Translating the content of the website into English and providing tourist information to foreign visitors will enable this research to analyze the characteristics of keyword searches in English. Therefore, developing an English website may also be a future challenge.

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THE IMPACT OF SUPPORTING VILLAGE EMPOWERMENT ON THE LOCAL PEOPLE ECONOMY IN KELIMUTU NATIONAL PARK TOURISM AREA ENDE - EAST NUSA TENGGARA

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Abstract

Purpose: The aim of this this research is to find out the progress and impact of community empowerment in the supporting villages of Kelimutu National Park, Ende NTT.

Methodology: This is a qualitative research which is conducted by field research, collection data, reduction, display and conclusion

Findings: From the results of the research, it can be concluded that there is a synergy between the role of the government and community participation in managing tourism in an effort to attract tourists for visiting Kelimutu National Park and staying in the supporting villages, the program is effective to increase local economy and welfare of people around the tourist area however the number of visitor tend to decrease.

Limitation: It did not investigate in whole supporting village

Contribution: It will contribute to local government in policy making about further tourism development and supporting the communities

Keywords: *Empowerment of Supporting Village, Kelimutu National Park Tourism Area*

1. Introduction

Tourism development in a region cannot be done individually because the tourism industry is a multi-sector integration of various sectors supported by the role of government, private sector and community participation. The sectors that support the tourism industry are transportation, accommodation, handicraft industry, tour operators, culinary and others. Political policies and government support that has an impact on the social and cultural aspects of society also influence the development of tourism in a region.

East Nusa Tenggara Province (NTT) is one of the provinces in Indonesia that has many famous tourism objects regarding to its natural beauty. Kelimutu Lake, Labuan Bajo and Sumba Island are the popular areas in the tourism sector in NTT. The Central Government also established East Nusa Tenggara Province (NTT) to be the new leading tourism area in eastern Indonesia since 2007 (Toda, 2017). Even in 2016, the Governor of NTT at that time, Frans Lebu Raya named NTT as "New Tourism Territory". This means that NTT becomes a new tourist destination for both domestic and foreign tourists (Kaha & Molan, 2016). The Governor of NTT is also very supportive of NTT's tourism development and said that NTT has been designated as the best tourist destination in the world and shows that every place, cultural and natural attraction of NTT will be filled by tourists from all countries (Kadju, 2019).

Kelimutu National Park area is located in Ende Regency, East Nusa Tenggara Province, has an area of 5356.50 ha, bordering 24 villages in 5 subdistricts in Ende Regency (taman nasional kelimutu, 2020). In this area there are several mountains, including Mount Kelibara and Mount Kelimutu which is the location of Lake Kelimutu known as Three Colour Lake and was once designated as one of the 9 wonders of the world (Ardiansyah, 2017). According to the results of research by Pande (2005), it was concluded that tourism in Ende Regency, especially in Kelimutu National Park, development is running slow or has not developed optimally so that needed tourism development policy at the local government level that has direct or indirect implications on the physical development of tourism areas in Kelimutu National Park.

Head of Ende Regency Tourism Office, Hiparkus Hepi explained that before tourism booming, most of the people around Kelimutu National Park worked in the agricultural sector. But now there has started to develop agrotourism, as its development. Community empowerment around Kelimutu National Park is very important to improve the economy and welfare of residents around the tourist area that famous for its three-color lake. In the past, the surrounding community had not received added value from the existence of Kelimutu National Park. To help the community around Kelimutu National Park, the Ende Regency Tourism Office empowers the supporting villages of Kelimutu National Park tourism area by providing tourism management training according to the characteristics of the region. Villages around Kelimutu such as Moni, Koanara, Waturaka, Pemo, and Wologai are guided to be able to take advantage of the economic opportunities of tourism activities by forming a tourism awareness group (Pokdarwis) that provides decent home stay (inn house) built with village funds and also personal funds and the Tourism Office provides guidance on the standard of eligibility. The local government has also built lodging facilities in Koanara Village as an example for villagers who want to make lodging for tourists (Lewokeda & Molan, 2019).

The purpose of this research is to find out the progress and impact of community empowerment in the supporting village of Kelimutu National Park, Ende NTT.

2. Literature review

Tourism

By a broad definition, tourism is a journey from one place to another, which is temporary and carried out by individuals or groups in an effort to find balance or harmony and happiness with the environment in the social, cultural, natural and science dimensions (Spillane, 1987).

Tourism is a journey made for a while, organized from one place to another with the intention not to try or make a living in the place visited, but solely to enjoy the trip for sightseeing and recreation or to fulfill various desires (Yoeti, 1996).

From some references above, it can be concluded that tourism is a recreational travel activity that arises because of a curiosity desire for social, natural and cultural situations in an environment and not to find or do a job.

Tourism Facilities

Facilities are supporting equipment presented in a tourist destination to meet the requirement of tourists while in the destination. Accommodation facilities for staying as well as restaurants for eating and drinking are needed by tourists when in tourist areas (Isdarmanto, 2017). The availability of good tourist facilities in tourist areas can have a positive impact on the development of a tourist destination because it is able to give a sense of interest for tourists to visit as well as the impression that will be brought after visiting. On-site management, the arrangement of tourism facilities, including the procurement of new facilities, planting or introduction of vegetation, accommodation, shopping places, entertainment facilities, as well as the arrangement of traffic access to the region, determines the success of the development of tourism destinations (Pitana & Diarta, 2009).

Amenities is the determining factor in tourism. If there are not sufficient amenities in a tourism area, then tourists will not feel at home in the place. These amenities are influenced by consumer demand and expectations (Suwena & Widyatmaja, 2017).

Tourist facilities are elements in a destination that allow tourists living in those destinations to enjoy or participate in the attractions offered (Suharto, 2016). Whereas according to Spillane (1987), facilities tend to be attractively oriented in a location because the facilities must be located close to the market. During staying in tourist destinations, tourists need to sleep, eat and drink therefore much needed lodging facilities. In addition, there is a need for Support Industries, namely souvenir shops, laundry places, guides, festival areas, and recreational facilities (for activities).

Influence of Community Participation and Government Policy on Tourism

Some roles that are absolutely the responsibility of the government according to Damanik and Weber (2006) are as follows: 1) Affirmation and consistency on land use for the development of tourism areas, including the certainty of ownership rights, rental systems, etc. 2) Protection of natural environment and cultural heritage to maintain the attractiveness of tourist attractions, including the rules of environmental resources utilization. 3) Provision of infrastructure (roads, ports, airports and tourism transportation). 4) Fiscal facilities, taxes, credits, and business licenses are not complicated so that people are more encouraged to do tourism businesses which is growing faster. 5) Security and comfort of travel through tourism police assignment in tourist areas and feasibility test of tourist facilities (vehicles, roads and others). 6) Health insurance in tourist destinations through certification of environmental quality and quality of goods used by tourists. 7) Strengthening tourism institutions by facilitating the expansion of tourism groups and organizations. 8) Assistance in tourism promotion, namely the expansion and intensification of the network of promotional activities at home and abroad. 9) Regulation of business competition that allows equal opportunities for everyone to strive in the tourism sector, protect tourism SMEs, prevent tariff wars, and so on. 10) Human resource development by implementing a tourism workforce competency certification system and accreditation of tourism education institutions.

Listed below the positive impact of tourism for the economy:

> 1) Income from foreign exchange ; 2) Healthy trade balance ; 3) Revenue from tourism business ; 4) Government revenue ; 5) Absorption of labour ; 6) Multiplier effect ; 7) Utilization of tourism facilities by local communities

3. Research methodology

This research aims to find out the progress and impact of community empowerment in the supporting village of Kelimutu National Park, Ende NTT.

According to Arikunto (2006), qualitative research is intended to collect information about the status of an existing symptom, namely the state of symptoms according to what it was at the time of the study. Therefore, qualitative research is able to uncover phenomena in a subject that wants to be studied in depth.

The research subject or someone who provides information related to the title of this research is an empowered community around Kelimutu National Park, who is given tourism management training according to the characteristics of the region, namely in villages around Kelimutu such as Waturaka, Wologai Tengah and Detusoko Barat and guided to be able to take advantage of economic opportunities from tourism activities

Arikunto (2006) stated that the data source is the subject from which the data can be obtained and to facilitate researchers in identifying data sources, namely: 1) Interviews with empowered communities around Kelimutu National Park and local government in this case the Ende Regency Tourism Office. 2) The observations in the field that is the village around Kelimutu National Park. 3) Literature studies from tourism books, journals, thesis and internet sources related to Tourism and this research

This research is qualitative research, with more description of the results of interviews and documentation studies. The data that has been obtained will be analyzed qualitatively and described in descriptive form. Data analysis techniques used in this research are using steps as stated by Bungin (2003), namely as follows:

a) Data Collection
   Data collection is an integral part of data analysis activities. Data collection activities in this research is by using interviews and documentation studies.
b) Data Reduction
   Data reduction defined as the selection process, focus attention on simplification and transformation of rough data emerging from written records in the field. Reduction is done since the starting of data collection by creating summaries, coding, writing themes, creating clusters, writing memos and so on with the intention of setting aside irrelevant data or information.
c) Data Display
   Data display is the decryption of a set of composed information that provides the possibility of taking conclusions and action. Qualitative data presentation is presented in the form of narrative text. The presentation can also be in the form of matrices, diagrams, tables and charts.

d) Conclusion and Verification
   This is the final activity of data analysis. Drawing conclusions in the form of interpretation activities which is finding the meaning of the presented data.

4. Results and discussions

Kelimutu National Park area is located in Ende Regency, East Nusa Tenggara Province, has an area of 5356.50 ha, bordering 24 villages in 5 subdistricts in Ende Regency (taman nasional kelimutu, 2020). In this area there are several mountains, including Mount Kelibara and Mount Kelimutu which is the location of Lake Kelimutu known as Three Colour Lake and was once designated as one of the 9 wonders of the world (Ardiansyah, 2017).

Source: Doc, 2020

Figure 1 : Kelimutu Lake

The information obtained from Ende Regency Tourism Office that the local government running a program in empowering the community around Kelimutu National Park since 2014. The program encourages community participation in tourism awareness which has an impact on increasing tourist visits to Kelimutu National Park and also improves the economy and welfare of people around the tourist area. The Ende Regency Tourism Office state that the community mentoring program is running so that the community can take advantage of the economic opportunities of tourism activities by forming a tourism awareness group (Pokdarwis) that provides decent home stay (inn house) built with village funds and personal funds and the Tourism Office provides a guidance on the standard of eligibility.

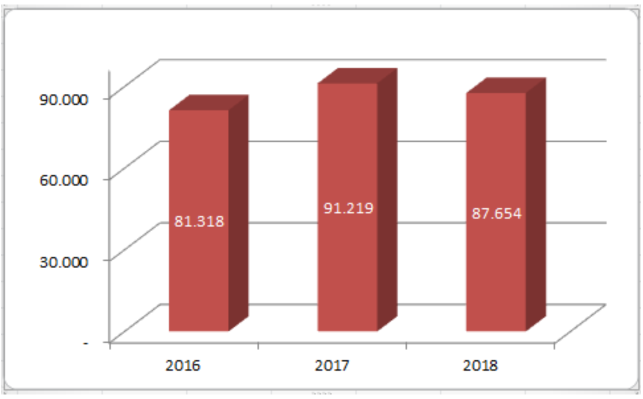
The villages around Kelimutu that are empowered are Pemo, Waturaka, Koanara, Woloara, West Woloara, Central Wologai, West Detusoko, Saga, Central Wolotolo and Nggela. The attractions and accommodation offered by these villages are as follows :

1. Pemo
   Attractions : Tracking Track, Cultural Tourism, Agrotourism
   Accommodation : Homestay, Café Village

2. Waturaka
   Attractions : Art Gallery, Agrotourism Rice Fields, Waterfalls, Hot Springs
   Accommodation : Homestay, Café Village
3. Koanara
   Attractions : Waterfalls, Traditional Houses, Art Gallery, Tracking Lines
   Accommodation : Hotels, Guest Houses, Homestays, Cafés,
4. Woloara
   Attractions: Tracking Line, Traditional Houses, Agrotourism, Ikat Weaving
   Accommodation : Guest House, Homestay, Café, Restaurant
5. Woloara Barat
   Attractions : Agrotourism
   Accommodation : Guest House, Café, Restaurant

6. Wologai Tengah
   Attractions : Traditional House, Art Gallery, Waterfall, Coffee Plantation, Eco Camp, Tracking Track
   Accommodation : -
7. Detusoko Barat
   Attractions : Farmed Rice Fields
   Accommodation : Homestay, Café
8. Saga
   Attractions : Traditional Houses, Waterfalls, Tracking
   Accommodation : Guest House
9. Wolotolo Tengah
   Attractions : Belut Sakti (Eel), Bat Cave, Traditional House, Waterfall
   Accommodation : -
10. Nggela
   Attractions : Traditional House, Weaving, Flores Eagle, Au Wau Pool
   Accommodation : Guest House

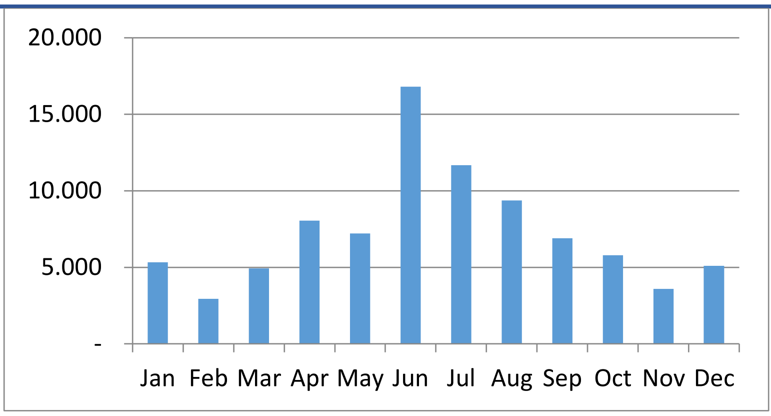
Based on the data from the Statistic Bureau's website, the number of visitors during 2016 - 2018 in Lake Kelimutu is as follows:



Source : Statistic Bureau Ende Regency, 2018

Figure 2: Number of visitors in Kelimutu Lake 2016-2018

From the data above, number of visitors increased in 2017 then decreased by 3.9% in 2018. In 2018 visitors increased in the middle of the year but decreased at the end of the year, the data can be seen in the following graph:



Jan	5.335
Feb	2.935
Mar	4.928
Apr	8.045
May	7.204
Jun	16.803
Jul	11.683
Aug	9.361
Sep	6.889
Oct	5.782
Nov	3.582
Dec	5.107

Source : Statistic Bureau Ende Regency, 2018

Figure 3: Number of visitors in Kelimutu Lake 2018 (per month)

The ongoing empowerment program is expected to attract tourists both domestic and foreign and stay in the supporting villages of Komodo National Park. Below is the data of guests who staying in Kelimutu Subdistrict from 2015 to 2017:

Year	Foreign Tourist	Domestic Tourist	Total
2015	7062	1555	8617
2016	6391	1432	7823
2017	6402	1413	7815

Source : Statistic Bureau Ende Regency, 2018

Figure 4: Number of staying guests in Kelimutu Subdistrict from 2015 - 2017

From the data above, it appeared that guests staying in Kelimutu Subdistrict have a downward trend from year to year both domestic and foreign tourists. This showed that community empowerment in tourism activities that had been started since 2014 does not have a positive correlation with the number of tourists staying in this region, although this program is able to improve the economy of local communities who set up homestays and other tourism business.

To update progress of the latest developments on this empowerment program, researchers conducted a sampling in 3 villages included in the supporting village of Kelimutu National Park namely Waturaka, Wologai Tengah and Detusoko Barat.

1. Waturaka Village

   This village has started to form a tourism awareness group (Pokdarwis) since 2014 coordinated by the head of Waturaka village at that time. This village even became a pilot model village in Kelimutu National Park and was once voted as the 2nd best tourism village in Indonesia. The main tourism of this village is art, rice field agro-tourism, waterfalls and hot springs. While the facilities are home stay and café. There are 37 homestays built by Pokdarwis. The homestay has met the set standard of lodging and sanitation (toilet). Each homestay can accommodate 4 people usually consisting of 1 family or 1 group of both domestic and foreign tourists. By paying Rp. 150.000,- the staying tourists can enjoy traditional ceremonies and arts in the form of dances from youths who are trained in art centre. One of the unique arts is Satoo which is a guitar that only has 1 string. Staying tourists can also mingle with the community in farming activities (agro-tourism) and enjoy nature that is waterfalls and hot springs.

2. Wologai Tengah Village

   Different from Waturaka village, Wologai Tengah village does not have homestays built by the community but the future plan is to build lodgings using village funds and managed by BUMDes (village enterprise). Traditional house is the flagship tourism in this area that has a history and traditional cultural values. In addition to the traditional house of this village offers other tourist attractions, namely art gallery, waterfall, coffee plantation, eco camp, tracking line and lagoon. Tourism awareness groups are more empowering to existing attractions to attract the visitors.

3. Detusoko Barat Village

   This village empowers pokdarwis and youth to drive tourism in this village. Youths provide local transportation to take tourists to the Kelimutu National Park area. In addition, BUMDes play a role in facilitating agricultural products (local products) of villagers to be marketed to other areas around the village and utilizing social media in their marketing. Creative economic development coordinated by the Head of Village in supporting tourism such as producing food products and souvenirs (aroma therapy from coffee) and working with outside NGOs to improve the skills of village communities

Although the empowerment of supporting village in Kelimutu National Park tourism area did not have a significant impact in increasing tourists visiting and staying but it has another impact as follows:

1) Income from foreign exchange.

   The large number of foreign tourists visiting Kelimutu National Park and staying in supporting villages, led to a turnaround in foreign currency in the area. This resulted in an increase the income from foreign exchange.

2) Income from tourism business

   Empowerment of village communities in supporting tourism in the Kelimutu National Park area also benefits the local community in terms of the emergence of new tourism businesses such as accommodation businesses, homestays, food and beverage businesses (culinary) which has an impact on increasing people's income.

3) Government revenue

   The largest revenue from tourism comes from taxation, for example the imposition of hotel and restaurant taxes. Another source comes from tourism owned by the government itself.

4) Absorption of labor

With the increasing the booming of tourism in the region creates new jobs such as tour guides and workers in cafes

5) Multiplier effect

Multiplier effect is the economic effect caused by tourism economy activities to general economic activities in a region both regionally and state.

6) Utilization of tourism facilities

Local tourists and local communities often share facilities for various purposes. The number of tourists brings considerable benefits so that a facility can be free of use for the local community.

5. Conclusion

From the results of the research, it can be concluded that there is a synergy between the role of the government and community participation in managing tourism in an effort to attract tourists for visiting Kelimutu National Park and staying in the supporting villages, the program is effective to increase local economy and welfare of people around the tourist area however the number of visitor tend to decrease.

Community empowerment activities have the effect of increasing the economy of the community, creating jobs, increasing tourism businesses and increasing regional economic income.

Limitation and study forward

Due to the limitation of research time and covid-19 outbreak, this research investigate only in 3 villages which is regarded representing the real conditions.

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THE IMPACTS OF TOURISM VILLAGE DEVELOPMENT ON ECONOMIC AND SPATIAL DEVELOPMENT IN PINGE VILLAGE, MARGA DISTRICT, TABANAN REGENCY

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Abstract

The Government of Bali in developing their tourism, has developed tourist villages in several places as an alternative to accelerate economic equality especially for the village community. Because of this program, a number of the village communities in Bali have eagerly participated to develop their villages to be tourist destinations. One of the villages is Pinge Village, which is located at Marga District, Tabanan Regency. The Pinge Village's community has prepared their village surroundings with completing tourist accommodation, whilst conservation strategies have been required to protect their site and settlement in terms of maintaining the quality of tourist sites. The selection of the Pinge Village in this research is because of several reasons, those are 1) the location of the village is in the midland of Bali relying on rice field terraces with the mountain background as one of the main sources of tourist attraction, 2) fully exploring farm activities on their rice fields as real activities, 3) promoting the originality of their food for their guests, and 4) using their house as the main guest accommodation to restrict the change of their settlement. In this context, the research will discuss the impacts of their tourist village development on economic and spatial development. Through an empirical study in collecting data that was supported by theoretical approaches, data were, then, analysed into the descriptive analysis. Therefore, the article is expected to become useful for academic purposes, urban planners and policymakers, as well as the Pinge Village community leader.

Keywords: *Tourism Village, Economic and Spatial Development, Pinge Village*

1. Introduction

Even though Bali has had several tourist villages that are well-known in foreign countries such as Ubud, Tenganan, Panglipuran, and Trunyan Villages, the Government of Bali is still ambitious to develop tourism villages in other villages. This is not only equitable for tourism development but more in an effort to equalize the community's economy through tourism. Development and economic equality in the village programmed by the Bali Provincial Government ultimately aims to increase the income of the village community, hence they have a better life. This situation will lead to a flow of income from the tourism sector that is not concentrated on the large investors who currently dominated Bali tourism. In addition, the concept of a tourist village development in several places will enable the realization of Bali tourism which has populist characteristics, Balinese culture and traditions.

However, behind the hard efforts to develop the village as a tourist destination in order to improve the economy of the village community, environmental and spatial problems are parts that cannot be ignored. Spatial planning that is not well prepared which often creates situations and conditions leading to destroy the physical environment of the village. The implication of this is in turn to degrade the local cultural identity, and to change the attitude of the community to be more consumptive. To anticipate the negative impacts of tourism, the spatial and tourist destination planning must be an integral part of the village development at present and in the future.

Pinge Village in Marga Subdistrict, Tabanan Regency is one of the villages that is currently developing as a tourist village. The potential of this village cannot be separated from the potential of Tabanan Regency in general, namely the expanse of rice fields, but with a slightly occured topography, the rice fields and plantations are terraced so that it shows a natural panorama and is in harmony with the mountainous nature at the northern side. While the settlement in the Pinge Village has a linear pattern bounded by two rivers in the eastern and western sides of the village. Moreover, there are the Khayangan Tiga Temple and Natar Jemeng Temple which are believed to be closely related to the existence of the Pinge Village. By looking at the potential of the village, there is nothing special compared to other villages in Tabanan Regency in particular.

Although the potential is not too special, there are quite a lot of local and foreign guest arrivals, around 20 to 30 people per day. According to Mr. Denayasa, one of the managers of the Pinge tourist village destination, said that the phenomenon of tourist arrivals occurred because it was a tour package from Tanah Lot Tourism Object to Jatiluwih Village and ended in the Pinge Village as a place to spend the night. The results of field observations indicate that the placement and design of lodging that is able to utilize the natural potential of green areas against a mountainous background has been able to give a positive impression for tourists/guests. This positive impression from tourists has attracted the attention of the Tabanan Government to strengthen the development of this Pinge tourist village. The Minister of State-Owned Enterprises / BUMN, accompanied by the Regent of Tabanan on November 11, 2016, specifically came and inaugurated the Pinge Village as a state-owned tourism village (NET TV, November 13, 2016).

However, a classic problem that usually occurs in several tourist villages in Bali is that the planning and design of tourist areas that are made after tourist areas have developed rapidly even without spatial planning, so there is a tendency that planning follows development. From the results of interviews with several village officials, the same thing also happened in Pinge Village, where there is no definitive plan and design in regulating the spatial development of the village. Meanwhile, the plan and design of the area as a guideline / blueprint for developing tourist areas is a fundamental step in controlling the spatial development of the village. In this context, research was conducted to determine how much impact the development of tourist destinations in Pinge Village had on the economic and spatial development of the village. Therefore, the economic and spatial problems of the village are the subject of this research

2. Literature review and hypotheses development

Economic development refers to efforts to increase the standard of living of the population of a country / nation or region / society in relation to sustainable growth from a simple, low-income economy to a modern, high-income economy. Economic development includes processes and policies implemented by the state or region to improve the economy, politics and social welfare of its citizens / residents (Wicaksono, 2009).

To explore the basic principles of economic development, it can be seen from the description of its objectives and processes. The goal of economic development is the creation of jobs and welfare, and the improvement of the quality of life. Meanwhile, the process of economic development is to influence the growth and restructuring of an economy in order to increase the economic prosperity of a society (IEDC: International Economic Development Council, 2006). Meanwhile, the process of creating prosperity is through the mobilization of human, financial, capital, physical and natural resources to produce marketable goods and services. Which includes the process of creating prosperity includes:

- Interventions in the economy aimed at improving economic welfare.
- The processes that affect the growth and structuring of an economy to increase the prosperity of society.
- Creation of jobs and prosperity, and improving the quality of life.

In the context of economic development, there are two main orientations, namely "local" and "community" (Local and Community Economic Development / LED & CED) Economic Development. According to the Training Guidelines published by UN-HABITAT (2003), Local Economic Development (LED) is a participatory process in which all parties from all sectors in the local area work together to stimulate commercial activity so as to create resilient economic conditions, and sustainable. LED as a means to help create decent jobs and improve the quality of life for everyone, including those who are classified as poor and marginalized. Community Economic Development (CED) according to CEDC (2004): is a process in which communities can take the initiative and formulate their own solutions to the economic problems they face and thereby build capacity in the long term and encourage the integration of goals on economic, social and environmental aspects.

Furthermore, Wicaksono (2009) said, in the broadest sense, economic development leads to the following policies and programs:

- Policies taken by the government to achieve economic goals in a broad sense include controlling inflation, increasing employment opportunities, and sustainable growth.
- Policies and programs aimed at providing services to the public, including road construction, park management, and medical services for the underprivileged.
- Policies and programs that are explicitly aimed at improving the business climate through special efforts, business finance, marketing, development of residential areas, business retention and expansion, technology transfer, property / estate development and so on.

However, in a more specific aspect, Herry Darwanto (2002) states that each region has development characteristics and economic growth that are different from one another. Therefore, the economic development planning of a region needs to recognize the characteristics of the economy, social and physical environment including interactions with other regions as a first step. However, in formulating a regional economic development strategy both in the short and long term, understanding regional economic growth theory, which is linked to a study of the economic growth patterns of various influencing regions, is a determining factor in regional economic development plans.

b. Spatial development

The concept of space in the scope of the area, space is very important in regional development. This concept does not exist in economic theory, so it is said that economic analysis is in a space less world. Whereas in the concept of economics it can be explained about "what", "how much", "how", "for whom" and "when where" in the context of production. However, it has not yet explained "where" the production activities are carried out. The concept of space or spatial has several elements, namely: 1) distance, 2) location, 3) shape, and 4) size. In this context, the concept of space is closely related to time, because the use of the earth with all its wealth requires the organization / organization of space and time. These elements together compose a spatial unit called the area.

Whittlessey in Budiharsono (2001: 13) formulates the notion of spatial planning based on: 1) concrete area units, 2) functionality among phenomena, and 3) subjectivity in determining criteria. Then Christian Noberg-Shulz (2013) introduced elements of functional relationships between phenomena, which gave birth to the concept of spatial functional structures. Functional structures are subjective, because they can determine functionality based on subjective criteria. According to Hanafiah (1996) the concept of distance has two definitions, namely absolute distance and relative distance which affect the concept of absolute and relative distances.

The concept of distance and relative space is related to the functional relationship among phenomena in the spatial functional structure. The basis and concept of relative space is relative distance. Relative distance is a function of sight or perception of distance. In the concept of absolute space, distance is measured physically, whereas in the concept of relative space, distance is measured functionally based on the unit of cost, time and effort. The basic idea of the concept of relative space is the perception of the real world, which will be influenced by economic, social, cultural, political, psychological factors and so on.

At the last paragraph, the research reviews recent literature dealing with the key themes/topics of this investigation. These key themes are 1) Impact of Nglanggeran Tourism Village Development on Local Community Socio-Culture (Hermawan, 2016), 2) Development of Tourism Village Based on Local Community Participation in Jatiluwih Tabanan Tourism Village, Bali (Made Heny Urmila, 2013), 3) Community Participation in Development of Tourist Village at Karanggeneng, Purwobinangun, Pakem, Sleman (Eko Murdiyanto, 2011), 4) The Role of The traditional Village in Tourism Management: A Case Study in Seminyak Village, Kuta Distrit, Badung Regeny ((Ni Wayan Putu Artini and IGAA Lies Anggreni, 2006), 5) The Impacts of Tourism Development on the Archaeological Site of Petra and Local Communities in Surrounding Villages (Mustafa & Tayeh, 2011), 6) The socio-economic and environmental impacts of tourism development on the Okavango Delta, north-western Botswana (Joseph E. Mbaiwa, 2002), 7) Spatial Changes of Ubud Village, Gianyar Bali in Globalisation Era: A Cultural Study (Tjokorda Oka Artha Ardhana Sukawati, 2008)

3. Research methodology

The method used in this research is a qualitative method whereby the method emphasizes the use of procedure of tools and techniques in research-oriented fields of natural paradigm (Moleong, 1989). According to Bogdanand Taylor (in Moleong, 1989: 125), is intended as a research procedure that produces descriptive data in the form of written words or speech of people or observable behavior. In the research approach, it applied a phenomenological approach by directly observing the phenomena that took place in the field. In addition, interview data collection was carried out into purposive sampling by selecting individual or group of people who know or involve in the Pinge Village community As a result, the required data can be obtained properly and accordingly. Besides that data interviews also require location maps, written documents and data administration in the form of the number and composition of the population. Meanwhile, the research location is in the Pinge Village as parts of Tabanan Regency (Figure 1)

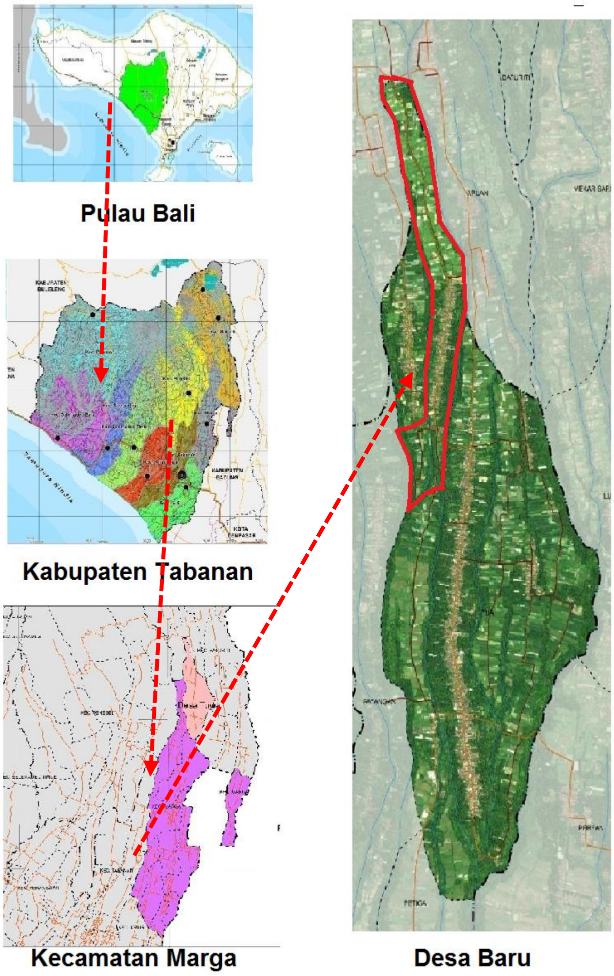

Figure 1: Map of location of the Pinge Village

4. Results and discussions

4.1 Result

Several aspects of the Pinge Village relating to the economic and spatial development can be described as follows:

a. Population and livelihood

The population in Pinge Village in 2016 was 668 people, while after five years later, in 2020 there were 818 people. That means there is an increase of 30 people per year or an average percentage increase of 4.5% / year. Meanwhile, the number of family (KK) to date (2020) is 194 households. From the information obtained through the Head of Pinge Village I Made Jadrayasa that most of the livelihoods of the Pinge Village residents are farming, where the percentage reaches 71%, while as civil servants as much as 9%, 20% work in private companies, especially in the service and trade sectors.

c. Tourism

From the results of an interview with Mr. I Wayan Dibya as the Public Relations Manager of the Pinge Village Tourism Village, the development of Pinge Village as a tourist village started from the initiative of several residents who saw the potential of the village which has natural beauty and green rice fields. This potential is very feasible for them to develop as a tourist destination, and then they started building accommodation individually. However, after the arrival of large numbers of tourists in 2003, the village community then realized that their village had a strong appeal as a tourist destination.

In that year, village officials began to handle management by forming an organization at the village level in an effort to be more integrated in management. At the end of 2003, the village administration submitted a permit request letter to the Regent of Tabanan, and in the following year, to be precise on 18 June 2004, Pinge Village was inaugurated as one of the tourist villages in Tabanan Regency by the Regent of Tabanan with the Decree (SK) of the Regent of Tabanan Number 337 In 2004. This village was subsequently designated as a BUMN (the State Corporate Agency) Synergy Assistance Village by the Minister of BUMN, Mrs. Rini Sumarno, who was in office at that time.

d. Number of accommodation

The accommodation development concept uses the homestay concept, where in 2011 there were only 21 rooms, but the number continues to grow to 70 rooms in 2020 that are ready to receive guests at any time. The accommodation used is almost 90% of the residents' houses. That means only 10% are specifically built as homestays. If guests come in groups, this village can accommodate more than 120 guests to stay overnight by using empty rooms left by villagers who live in Denpasar or other areas.

I Wayan Dibya further informed that the guests who came before the COVID-19 pandemic (before 2020) were mostly groups who came from Malang and Surabaya. This village has regular guests every year, namely from SMK Cor Jesu Malang (160-195 people) and Cita Hati from Surabaya (50-70 people). These guests stay an average of three nights and four days, with each room accommodating two guests at a price of Rp. 150,000 / guest to get Rp. 300,000 / room. Guest activities during their stay at Pinge Village enjoyed the nature of the rice fields, participating in activities in the rice fields, practicing cooking and making Balinese snacks and making offerings such as janur, canang sari and so on. Then for sports activities, there are jogging track facilities and other sports facilities.

e. Pinge Village capital

Even though the Pinge Village has not received sufficient financial assistance in building optimal accommodation facilities, they have received some assistance from various parties, including from Indonesia Tourism Development Cooperation (IDTC), BTN Bank, Semen Indonesia, Pertamina, TWC and Patra Jasa Hotel. Promotional assistance has been provided in the form of brochures, while the physical assistance that has been provided is the installation of paving in the temple areas, and the construction of monuments and areas around road intersections at the main village access. This is because the Pinge Village has a synergy with the State Corporate Agency (BUMN). Whilst BTN Bank provides capital assistance in the form of loans with very low interest rates for residents who want to rearrange their accommodation buildings.

f. Land use

Geographically, the Pinge Village is dominated by rice fields which can also be categorized as part of green open space. With an altitude above 500 meters above sea level, the land is fertile soil with abundant water availability. This can be seen from the boundaries of the area which are flanked by rivers; in the East by the river / Tukad Yeh Kajang, South by the river and rice fields, in the West by the Pangkung Bangka River, while on the North by the Marga-Apuan Highway. For more details on the land use of the Pinge Village, it can be seen at the figure below (Figure 2).

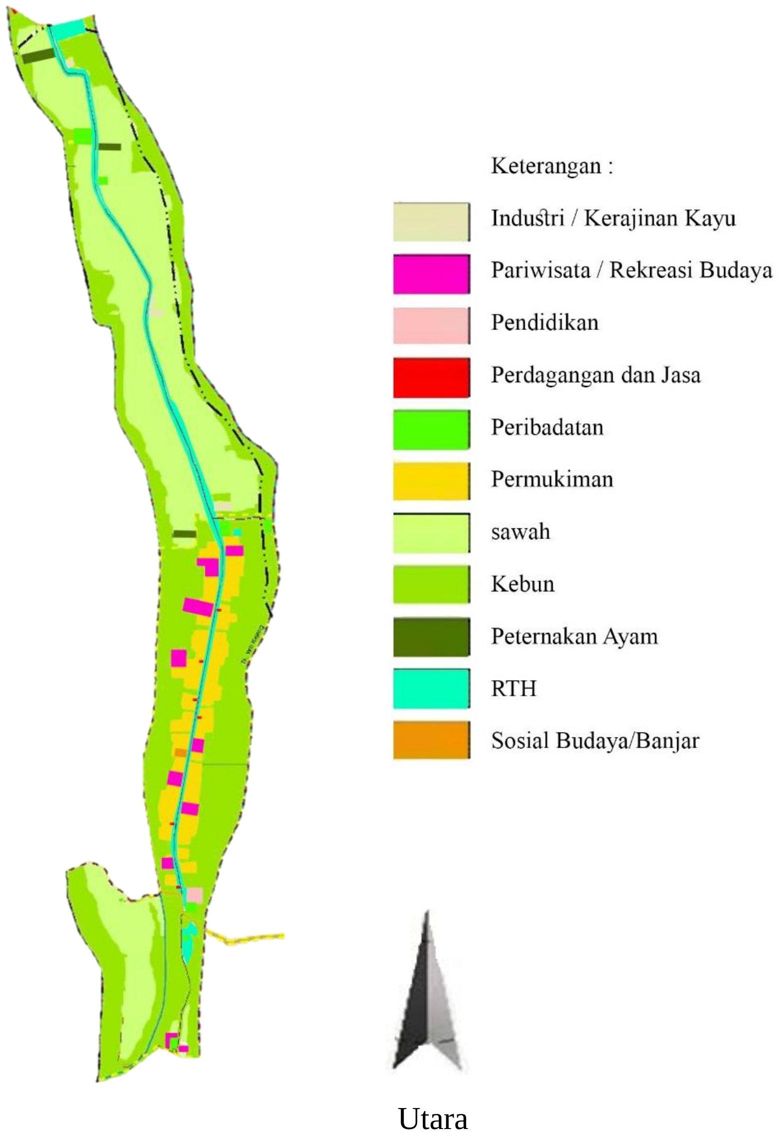

Figure 2: Land use of the Pinge Village

4.2 Discussion

To discuss the impacts of developing a tourist village in the Pinge Village on community economic development and spatial development, it can be addressed by discussing the factors that influence the development of the tourism village itself. Of course this analysis or discussion was based on conditions that occurred before the pandemic Covid-19 pandemic occurred, and these impacts can be seen in terms of both positive and negative.

4.2.1 Impact on the economic development

To describe the impact of the Pinge tourist village development on their economic development, some factors can be described as follows:

a. Income from the provision of accommodation and other services

Based on the calculations presented is that it was before the Covid-19 pandemic took place. If the condition of Covid-19 is considered, everything will not work economically. To calculate the income from room sales, it can be approached from the number of rooms available, where the number of rooms ready to receive guests is 70 rooms. If the occupancy rate is assumed to be 35%, then the average rooms occupied are 24 rooms. Then it is assumed that each room contains 2 guests at a price of IDR 150,000 / guest, that means 24 x daily income (2x IDR 150,000) = IDR 7,200,000. Other income from food and beverage services can also be assumed to be around 50% based on existing standards, so the gross income is IDR 10,800,000. Meanwhile, the expenditure is not so much because the concept is in a resident's house which is served by the host himself. If it is assumed that the expenditure is around 15%, that is the same as 0.15x Rp. 10,800,000 or only Rp. 1,620,000. Thus, the net profit per day is Rp. 9,180,000 (nine million one hundred and eighty thousand rupiah) of the total rooms.

However, from the data obtained, the population who has tourist accommodation is only 27 heads of families (KK) or only 16.5% of the total number of families (164 families) in Pinge Village, which means the income / income that residents get from selling rooms and services. And most residents do not have homestays or accommodation for guests. With this gammy condition, there seems to have a high chance of conflict of interest or inequality within the community themself. This unfavorable condition has been solved with taking part of the profit of the homestay owner by the village manager for mutual activities.

b. Multiplier effect

To address the gap in terms of income from room sales and other services, village officials have coordinated with other communities who do not have homestay or rental rooms by involving them in various guest service packages. One of their efforts is to produce / make snacks (Balinese snacks) which are the original products of the Pinge Village people. Apart from being provided for guest consumption, this snack is also sold outside the village in an effort to stabilize production. The snacks called as ‘jaja lapis’ which do not use chemical colors but all materials use natural colors coming from plants. A lot of sales accompanied by high quality have been able to drive community activities that do not have income from selling rooms. Meanwhile, the farmers at the right time, when plowing, the guests are encouraged to involve themselves in plowing activities and in the end the farmers get services from using the plow.

c. Another advantage

Various activities carried out by the people of the Pinge Village in an effort to make the tourism village program obtained some advantages, whilst other benefits can be obtained which is called social benefits. This social benefits can be identified as the great involvement of the community in succeeding the village tourism program for supporting the basis of joy and sorrow activities as part of the community's philosophy. In addition, there is income in the cash of the Traditional Village which is taken from the net profit in every guest transaction with the community, whether through the rental of rooms or the sale of food and beverages. The cash money is used as capital to support joy and sorrow activities so that it can ease the burden of community joy and sorrow activities or temple activities in the Pinge Village. Another advantage is that there is a growing awareness of maintaining the cleanliness of the environment in each house yard and in the front yard of each resident so that they get great benefits for healthy living.

d. Negative impacts as economic losses

Because the concept of homestay development in Pinge Village was to use their houses for the guest accommodation and even if there were specifically built to accommodate tourists, it was still within their houses which is no more than five rooms. This concept has reduced the risk of conflict and bad competition inside the residents. Although Macleod (2004) says that every tourist destination will have a negative impact on the physical environment, socio-culture and life style, the people of Pinge Village do not have a serious negative impact because they are protected by very strong customary laws (*perarem adat*). The control of every development has been exercised by traditional village officials, especially in maintaining open space in front of their houses (*telajakan*) and prohibiting the construction of stalls that usually take place in front of people's houses, which ultimately destroys the identity of their settlements. In addition, tourists who come are directed by traditional villages to be involved in their daily activities, as result, tourists are influenced by the culture of the local community.

4.2.2 Impact on spatial development

Broadly speaking, the impact of developing a tourism village on spatial development can be grouped into three parts, namely: 1) changes in spatial functions, 2) spatial use, and 3) control of spatial use.

a. Change in room function

The number of homestays that are permanently built is only about 10% of the 70 rooms available definitively, which means that only 7 homestays / villas outside the house are used as homestays. The seven villas were built near the Bale Daja and partially in the back garden area so that there was not much change in the function of the space. At the front of the settlement in Pinge Village, it can be said that the shape and appearance of the building are still intact. The customary regulations that prohibit the use of front areas and house plots to build stalls / mini shops for business / commercial activities can minimize changes in land use of the village.

b. Change in space utilization

The use of residential houses as part of the homestay to receive guests, of course, does not make changes in space utilization because of the temporary nature of the use. In fact, the use of multifunctional space provides great benefits in optimizing the function of the building. However, there are serious challenges in the future, namely the percentage increase in population by 4.5% / year, where in 2020 the population is 818.If the projected population in 20 years with an average increase of 4.5% in the future, then there will be an additional 600 people or it is very possible to twice the current population if the percentage fluctuates. To increase the number of residents twice in 2040, reach 1,636 people, it will also require twice the land for settlement and this will have an impact on land expansion for settlements. With the situation in the future, of course there will be a big problem in land use if there are no solution.

c. Control of land use

Spatial planning is a fundamental step to solve land use problems. However, until now, Pinge Village has not had the spatial planning that includes long-term planning in order toward a sustainable tourism village. Although the Pinge Traditional Village has customary rules or *perarem* that are able to control the damage of the village's physical environment, however, without spatial planning into master plan, there is a risk for violations to take place which is in turn lead to irregularities in the implementation of managing a sustainable built environment. Ecotourism is an ideal concept to be applied in the management of its physical and social environment. Control is not merely talking about concepts on paper, but certain steps that must be taken. A blueprint for spatial planning in the form of a master plan is a must that must be provided and defined. Through this master plan, then followed by short, medium and long term steps to achieve sustainable tourism development.

5. Conclusion

In looking at the impacts of developing a tourist village on the economic development of the Pinge Village community, it can be concluded that most of them have a positive impact in supporting the community's economy. Although the provision of accommodation is carried out by a small part of the resident, the management concept has been directly handled by the customary village, and then the benefits are shared for mutual activities based on mutual agreement. In addition, community involvement to support the provision of guest services and to support the tourism village program has run well, although the benefits have not been so great for the prosperity of the community, the real benefits obtained are the benefits that go to the village treasury, used to preserve the environment. village and the implementation of ritual activities so as to reduce the burden on the community in carrying out these activities.

Another advantage is the growing sense of togetherness in receiving guests and also maintaining the cleanliness of their neighborhood yards. This conducive situation also prevents opportunities for conflict because it is assisted by a management concept that fosters awareness as part of the villagers who jointly protect their village. This awareness is also a determining factor in maintaining spatial functions, utilization and control of space utilization, where there has been very little change in spatial function because most or up to 90% of inns use residents' homes as tourist accommodation facilities. This implies that the spatial consistency of the Pinge Village settlement can be said to be realized.

Limitation and study forward

The research as described is wide ranging and complex. The various aspects related in the research area required different lists of questions and the various sources of collected data from observation lead to a long process. As a result, the duration of fieldwork was not sufficient enough to coup most aspect needed in this research. As a consequence, I had to plan the first and second fieldworks, each of which took place in a different month. Due to this, one of the main difficulties related to achieving milestones of the research, obtaining documents and archival records especially the documents and archival records which were reviewed. In the future, it is needed a research which is more deep in finance calculation and land conversion resulted from the impacts of the Pinge Tourist Village Development through quantitative researches.

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FACILITIES FOR DISABLED VISITORS AT SEPULUH NOPEMBER MUSEUM SURABAYA

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Abstract

Purpose: Sepuluh Nopember Museum as a popular tourist destination in Surabaya must provide accessibility for both public visitors and visitors with disabilities. Terms of accessibility can be physical or non-physical to have the same opportunities as normal people. This paper aims to find out the availability of facilities at Museum Sepuluh and the obstacles to the management of the Sepuluh Nopember Museum in providing facilities for visitors with disabilities.

Methodology: This study used a qualitative approach. Qualitative data obtained from interviews, observation Museum Sepuluh Nopember, and literature studies will be analyzed descriptively qualitatively

Findings: The results showed that the Sepuluh Nopember Museum already provided several facilities for visitors with disabilities, namely ram, stairs, lift, guide, and information technology system with an explanation of 6 languages. The Sepuluh Nopember Museum is not yet fully a disabled-friendly museum because there are still many facilities that are not provided for visitors with disabilities. The obstacles faced by the management of the Surabaya Museum in developing the Museum Sepuluh Nopember that are friendly to people with disabilities are there are no local regulations governing disability issues in tourist attractions, so far the development of both physical and non-physical museums is still oriented towards normal visitors, and cost constraints that have not prioritized for visitors with disabilities.

Limitation: Research related to the availability of facilities for visitors with disabilities that have been carried out is still focused on one tourist destination, namely the Sepuluh Nopember Museum. It is hoped that research related to this can be carried out with research objects in several museums and tourist attractions in the city of Surabaya.

Contribution: The research results can be input for stakeholders and tourism destination especially Museum Sepuluh Nopember managers to increase the provision of friendly facilities for people with disabilities.

Keywords: *accessibility, accessible tourism, Museum, Facilities, People with Disability*

1. Introduction

Accessible tourism is part of inclusive tourism which is further an integral part of sustainable tourism. It is an approach aiming to provide and facilities leisure and recreation facilities to all. Accessible is not only that a location is physically accessible but in the more general meaning, that everyone regardless of disability can make use of product or services.

Besides that, the concept of barrier-free tourism according to (Handoyo et al., 2017) states that in the concept of barrier-free tourism all people who can enjoy tourism are not only people who have normal physical and psychological conditions but also those who have physical limitations or psychology. This concept allows people with disabilities to enjoy tourism activities without hindrance, to enjoy, experience, and enjoy the information conveyed by the manager of tourist attractions just as well as tourists in general. Based on this, the right to travel for persons with disabilities should be fulfilled by the competent authorities.

Although the number of persons with disabilities is quite large in Indonesia, the fulfillment of their rights has not been fulfilled, especially in the tourism sector. According to (Kusumaningrum: 2012) the Central Bureau of Statistics noted that in 2010 the number of people with disabilities in Indonesia was around 9,046,000 or around 4.74 percent of the total population of Indonesia, and there were also around 1 billion or 15 percent of the population in the world. Meanwhile, based on data from the Surabaya Central Bureau of Statistics, with a population of 2,964,498, there were 4,755 persons with disabilities in the second week of April 2016.

The high number of people with disabilities should be able to become a specific market. Tourism can increase sales and services by expanding the market for people with disabilities (Adiningrat et al., 2015). Improvement of facilities, attractions, and accessibility that are easily accessible by tourists with disabilities is very important in the context of tourism services is very important provided because tourists with special needs cannot directly use available public facilities. However, until now there are still many tourist destinations that are not friendly to people with disabilities. In addition to having the potential in numbers, the disabled also have the same motivation in traveling even though not as many people in general (Zakiyah et al., 2016).

Indonesian Government has regulated tourism activities in Law Number 10 of 2009. In the Act, it states that the State has guaranteed the right to travel for all people including persons with disabilities so that the disabled also have the same rights to travel. The right to travel is also included in the comfort and affordability of people with disabilities. But equality for people with disabilities has not been fulfilled equally. Indonesia also became one of the countries that signed and passed Law No. 19 of 2011 concerning the ratification of the Convention on the Rights of Persons with Disabilities (Convention on the Rights of Persons with Disabilities).

One of the tourist destinations that are visited by many domestic and foreign tourists in Surabaya is the Sepuluh Nopember Museum. As a Surabaya tourism icon, the Surabaya City Government should provide accessible facilities for people with disabilities. This is because a person with a disability is also a consumer whose rights must be protected as a service provider. Therefore, this paper aims to find out the availability of facilities at Museum Ten and the efforts of the Sepuluh Nopember Museum manager in providing facilities for visitors with disabilities. So, it can have a positive impact in the form of increased tourism services for people with disabilities in the city of Surabaya and generally in Indonesia.

2. Literature review and hypotheses development

The definition of persons with disabilities is a person who experiences obstacles in interacting with the environment due to physical, mental, intellectual, or sensory limitations (Brawijaya, 2013). Another definition is that people with disabilities are vulnerable people such as pregnant women, children, victims of natural disasters, and victims of social disasters.

According to (Kusumaningrum:2012), some things that people with disabilities need in traveling include accessibility of attractions, sources of information, and transportation. Information about an attraction is needed because most people with disabilities will collect as much information as possible before visiting a tourist destination.

Every disabled people need special facilities to support their independence when traveling. Facilities needed by people with disabilities vary based on their disabilities (Budiatiningsih, et al.,2015). Different types of people with disabilities need facilities that can help people with disabilities travel.

According to (Yoeti:2008), the development of a destination requires a 3A component to be optimized. The 3A component is a tourist attraction (attraction), amenities in the form of complete facilities and infrastructure as well as accessibility, namely the network and infrastructure connecting a tourist destination. The accessibility factor is the main factor related to tourism that is friendly to people with disabilities.

Accessibility is the convenience provided for all people including persons with disabilities and the elderly to realize equal opportunities in all aspects of life and livelihood. The provision of facilities and accessibility is the responsibility of every person or government agency and stakeholders in the tourism sector in carrying out building construction and the environment. According to Ministerial Regulation Number 14 / PRT / M / 2017 (JDIH: 2017) which contains the requirements for the ease of building buildings, each building must meet the building facilities requirements which include ease of connection to, from, and inside the building, as well as complete infrastructure and facilities in building utilization. Relationships too, from, and within buildings, including the availability of facilities and accessibility that are easy, safe, and comfortable for every building user and building visitor. Provision of facilities and accessibility of links to, from, and inside buildings must consider the availability of doors, pedestrian paths, guide paths, stairs, ramps, toilets, washbasins, communication and information facilities, signs, and markings, and parking lots.

According to Law Number 4 of 1997 Article 1 Paragraph 4 has explained that accessibility is a facility provided for persons with disabilities to realize equal opportunities in all aspects of life and livelihood. The provision of accessibility for persons with disabilities is pursued based on the type and degree of disability and the standards determined. So that accessibility as an easy way to reach a place or destination is an important factor.

Provision of accessibility can be in the form of physical and non-physical such as tourism facilities and infrastructure and information needed by persons with disabilities when visiting tourist destinations. Disability accessibility facilities parameters proposed by Ron Mace are universal design, allowing disabled and non-disabled people to interact and carry out activities simultaneously.

There are barriers and differences in the assessment of disabled people with the community in participating in various (Kasim et al., 2010). Travel boundaries can be arranged into three primary classifications, specifically intrapersonal snags, relational deterrents, and auxiliary impediments (Sanmargaraja & Wee, 2013, 2015). Intrapersonal impediments incorporate absence of self-assurance, absence of consolation, or absence of data about possibilities for relaxation that influence top choices or lead to an absence of premium in a particular sort of recreation activities. Relational hindrances are those identified with others including the absence of relaxation accomplices or absence of social collaboration abilities. Auxiliary hindrances are those that exist between singular top choices and investment in a relaxation movement, including the absence of accounts, deficiency of transportation, restricted capacities, and absence of time or structural obstructions. Transportation methods will be another significant issue in the travel industry which will limit the traveler's movement fulfillment. Helpless transportation administration will obstruct the possible client from taking up get-away ((Wang, 2011).

(Darcy, 2006) said that joint effort between the partners is needed to deliver a record of shared information whereby the scholastic scientists need to decipher issues and issues to make an examination plan to open the travel industry. Industry commitment has both interest and gracefully segments, whereby the handicapped individuals look to communicate their necessities and needs to suppliers while the business communicated a craving to draw in with 'one voice' to speak to incapacity needs. Both perceived that utilitarian activities should have been embraced to connect each other blocked off the travel industry arrangement. The result of the conversations will include the foundation of a body to arouse open the travel industry from the outer government partners' point of view (gracefully and request) and for the requirement for an administration driver of available the travel industry (coordination or guideline).

3. Research methodology

This type of research uses qualitative research. Primary data obtained by the interview method obtained from disabled people and managers of the Museum Sepuluh Nopember. Interviews were conducted to find out the availability of facilities and the efforts made by Museum Sepuluh Nopember managers in providing facilities for visitors with disabilities. Also, the writer made observations by visiting Museum Sepuluh Nopember. The research results obtained can be used to develop and provide input for policymakers in Surabaya.

4. Results and discussions

4.1 Overview of Museum Sepuluh Nopember

The Sepuluh Nopember Museum is a government-owned museum located on Jalan Pahlawan Kota Surabaya. The Sepuluh Nopember Museum is a landmark for the city of Surabaya and is located under the ground. Its strategic location and in the middle of the city of Surabaya makes the Sepuluh Nopember Museum a tourist destination that is visited by many tourists both from within the country and from abroad. The Surabaya Museum was built to clarify the existence of the Tugu Pahlawan Monument, namely as a medium for studying the series of events of the November 1945 battle. The Sepuluh Nopember Museum was founded on November 10, 1991. The Sepuluh Nopember Museum building is in the shape of a pyramid and is located seven meters below ground level. The museum building consists of two floors, namely the first floor used as an exhibition place for ten clusters of statues symbolizing the fighting spirit of the citizens of Surabaya, Bung Tomo's socio drama, a screening room for the 10 November 1945 meeting film (Electronic Diorama) and an auditorium. On the second floor, it is used as a weapon showroom, documentary photo reproduction, Bung Tomo's heritage collection exhibition, two static diorama rooms presenting eight events that took place around the battle of Sepuluh Nopember 1945.

Figure 1. (a) Plan of Museum Sepuluh Nopember (Primary Data,2019)

4.2 Facilities Available for Visitors with Disabilities at the Sepuluh Nopember Museum

The concept of Accessible Tourism has not been fully implemented by the manager of the Sepuluh Nopember Museum. So that the implementation of inclusive tourism about disability crumbs still cannot be met ideally. The inclusiveness of tourism for persons with disabilities is an important concern because meeting recreational needs is a basic human need. The issue of accessibility and the low stigma of economic conditions are fundamental problems that cause the absence of rights for persons with disabilities at tourist sites. They are not considered a potential target market for tourism to be involved. Museum Sepuluh Nopember as a landmark tourist spot in Surabaya should be enjoyed by everyone, including visitors with disabilities. The results of the research indicate that the facilities provided by the management of the Sepuluh Nopember Museum are as follows:

1. Ram is a sloping area with a slope of 5 degrees that is easily accessible by persons with physical disabilities, especially those using wheelchairs or not. The Sepuluh Nopember Museum has one ram which is located inside the museum. The slope of the ram is still very steep and circular, so wheelchair users have to be assisted by other people to get to the Museum. The available ram is quite wide. However, the condition is very slippery so it is very dangerous for visitors with disabilities traveling alone in a wheelchair. Outside the Sepuluh Nopember Museum, there is also a ram provided to make it easier for wheelchair users to get to the Museum entrance. On the right and left side of the ram, there is a handrail or creeping grip that is comfortable to hold, it's just that the handrail is not long enough. However, this ram is only available near one of the entrances to the Tugu Pahlawan Monument which is located close to the vehicle park.

(a) (b)

Figure 1. (a) Ram in the Museum (b) Ram at the entrance (Primary Data, 2019)

2. Stairs. The Sepuluh Nopember Museum has stairs that can be used by both public visitors and visitors with disabilities other than physical. To get to the museum room or showroom which is located below, visitors can use stairs or escalators or escalators or elevators. From the observations, it can be seen that people with disabilities can use the escalator to get to the showroom below. However, the size of the lift is only enough for one wheelchair and one visitor. Meanwhile, wheelchairs have been provided that can be used for disabled visitors. While the shape of the stairs is too steep and the lift provided the size cannot fit a wheelchair so that people with disabilities will find it difficult to access both.

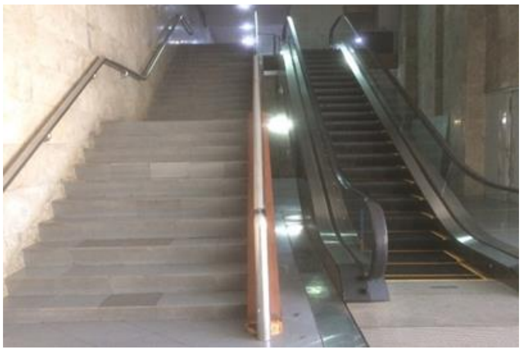

Figure 2. Stairs and Escalators inside the Museum (Primary Data, 2019)

3. Elevator. The Sepuluh Nopember Museum provides an elevator specifically for visitors with disabilities who want to go to the exhibition room on the 2nd floor. To get to the second floor of the Tugu Pahlawan Museum manager, it has made a special elevator for wheelchair users by giving a very clear sign in terms of its use. This elevator with a disabled sign is following the standard and can accommodate two wheelchairs.

Figure 3. Lift for disabled visitors (Primary Data,2019)

4. Guide. The Sepuluh Nopember Museum provides a guide that can help accompany and provide explanations for general visitors and visitors with disabilities. The services provided by the officers, especially in the Sepuluh Nopember Museum, have been provided with free guides that have a secretariat at the entrance to the Lower Exhibition Room I. The guide will help disabled people to use wheelchairs and explain information and attractions at the Ten November Museum. The Secretariat also provided leaflets and brochures containing information and facilities from Museum Sepuluh Nopember. Even though there are guides that can help visitors with disabilities, the guides cannot yet understand the sign language that is needed for museum visitors with disabilities, especially the deaf.

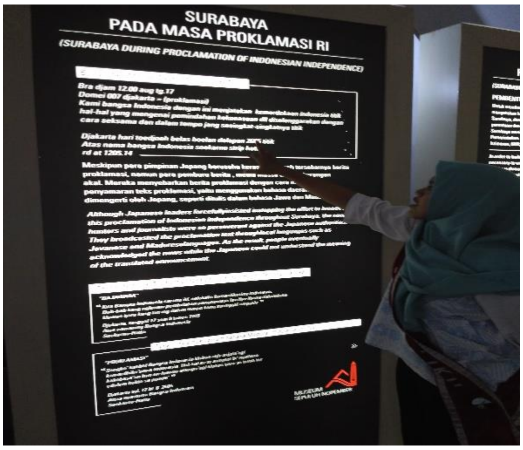

Figure 4. Guide in Museum Sepuluh Nopember (Primary Data,2019)

5. Information technology system. In the Static Diorama section, it has also been equipped with an Information technology system using six languages Indonesian, English, Dutch, Japanese, Chinese and Korean translations. This makes it easier for disabled people, especially blind people with disabilities, to enjoy comfort and travel.

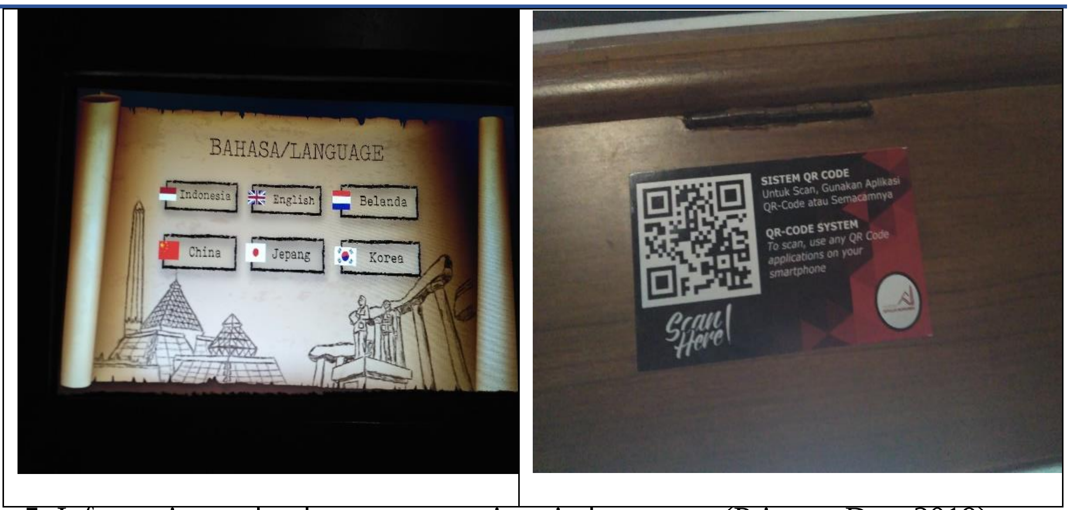

Figure 5. Information technology system using six languages (Primary Data,2019)

Of the various facilities that are already available at the Sepuluh Nopember Museum, several other facilities need to be added. These facilities are as follows:

1. Handwashing facilities need to be provided for visitors to the Sepuluh Nopember Museum so they can wash their hands, wash their faces, and rinse their mouths. The provision of a hand basin must also be adjusted according to the needs of visitors with disabilities, especially by paying attention to the height and avoiding splashing water around the sink.
2. Signs and Marks. Signs and markers are signs that are verbal, visual, or palpable and these signs are made, drawn, and written on a medium such as boards, floors, or roads. So far, the signs and markings in the Sepuluh Nopember Museum are still mostly aimed at general visitors. The number of signs or markers devoted to visitors with disabilities is very minimal. There is only one sign designated for persons with disabilities, namely the symbol for persons with disabilities which is located in front of the elevator in the Museum. Signs and markers for persons with disabilities that are not yet available are directions and destination signs in the museum that can be read by all visitors, with the images that arise are also equipped with braille letters so that people with visual disabilities can feel and understand the meaning of these signs. and destinations should be located at several intersection points and close to guidelines so that persons with visual impairments can access them.
3. Toilet. So far, the Sepuluh Nopember Museum has not provided special toilets for visitors with disabilities. The toilets provided at the entrance and exit of the Sepuluh Nopember Museum can only be accessed by public visitors. In the provision of special toilets with disabilities, it is necessary to complete with a symbol for persons with disabilities on the toilet door, there is a handrail, the toilet floor material must be structured and not slippery, and have a flat surface, and have sufficient area so that it can be accessed by persons with disabilities with wheelchairs.
4. A guiding path is a path made for blind people. The guiding line facility does not yet exist at the Sepuluh Nopember Museum. The provision of guide routes will greatly assist the movement of people with visual disabilities and those with partial vision disorders at the Sepuluh Nopember Museum.
5. Parking space. Special parking facilities for visitors with disabilities at the Sepuluh Nopember Museum do not yet exist. The parking lot for visitors with disabilities is mixed with parking for public visitors. This makes it difficult for wheelchair users to

get on and off the vehicle. Also, there are no parking lots for motorbikes with modified motorbikes belonging to persons with disabilities. There is no special parking, so it is difficult for persons with disabilities who use motorbikes or other special vehicles to enter the neighborhood or park in certain public places.

4.3 Barriers Faced by the Manager of the Sepuluh Nopember Museum in Providing Facilities for Disabled Visitors

The condition of Museum Sepuluh Nopember, which has not been friendly to visitors with disabilities, has also occurred in many tourist attractions in Indonesia. Several tourist sites have provided accessibility facilities that are less accessible to visitors with disabilities (Popiel, 2016). So that visitors with disabilities cannot enjoy all existing tourism activities and products. Apart from physical facilities, services, and the presence of staff who understand the desires of visitors with disabilities are also urgently needed. Based on the results of the research, it shows that there are several obstacles faced by the Surabaya Museum management related to the development of the Sepuluh Nopember Museum as a museum that is friendly to visitors with disabilities. According to M. Agus, one of the managers of the Sepuluh Nopember Museum has the city government of Surabaya focused on providing various facilities for visitors with disabilities. The condition of the infrastructure and facilities available for disabled visitors at the Sepuluh Nopember Museum is still around 60 percent.

The manager of the Sepuluh Nopember Museum faces various obstacles in providing facilities for visitors with disabilities. The obstacles faced by the museum manager in terms of providing accessibility for visitors with disabilities are that there are no local regulations governing disability issues in tourist attractions, so far the development of both physical and non-physical museums is still oriented towards normal visitors, and cost constraints that have not prioritized for visitors with disabilities.

The lack of facilities provided by the museum is recognized by various parties both stakeholders, related agencies to the manager of the museum itself. The lack of facilities provided by the museum as a tourist spot is partly due to the absence of regulations as a legal umbrella related to the standard facilities and services that must be provided for visitors with disabilities in the city of Surabaya.

"So far there are no specific regional regulations governing facilities and services for people with disabilities. But the Surabaya government is one of the regions which has then very much accommodated the needs of the community. Like in the Siola Building and the Mayor's Building. There has already begun to be provided wheelchairs and also guiding blocks for the disabled. Although not all floors, Mrs. Risma has at least been encouraging to provide friendly services to the disabled. "(Nursyamsiah, Surabaya City Culture and Tourism Office, 2019)

"There is no specific law governing accessibility in tourist attractions. At present, the stages in the Province are still in the process of making regulations to become cities or provinces worthy of disability. So far, child-friendly cities can be implemented. But, a city that is a person with disabilities can not be implemented. Moreover, destinations that are disabled. We find it difficult to regulate the standard tourist attractions because of the quite diverse characteristics in tourist attractions. Starting from natural tourism, artificial, to special interest tours. "(Sa" ii, East Java Provincial Culture and Tourism Office, 2019)

"There should be a regulation that requires that a tourist destination must be disabled-friendly. The museum has its standard. However, so far there has been no implementation. Because the museum is owned by the government, the biggest difficulty is the funding budget. Even though the provision of physical facilities such as hearing aids, especially for people with disabilities, requires large funds. We have already proposed, "(Agus MT, Managers of the Sepuluh Nopember Museum,2019)

Secondly In addition to the absence of a legal umbrella in the form of PERDA and other regulations, the provision of facilities and services for visitors with disabilities in museums and other tourist attractions, including because facilities and services for visitors with disabilities have not become a priority for museum managers.

"We admit that so far the focus has been on general visitors. The common ones are like imperfect especially special ones for the disabled, "(Nursyamsiah, Surabaya City Culture and Tourism Office, 2019)

"So far, there are no tourist attractions that are quite accessible or friendly to the disabled in East Java if the provincial government is approaching the museum, namely the MPU Tantular Museum in Sidoarjo. The museum is one of the places that already existed to be friendly to the disabled. So far, there are only clearer rules for hotel-related buildings. The provincial government is also very difficult to conduct an evaluation or oversee any area or know which tourist attractions are already accessible to tourists because this is usually for tourist attractions that are managed "(Sa'ii, East Java Provincial Culture and Tourism Office, 2019)

5. Conclusion

The results showed that the Sepuluh Nopember Museum was not fully a disabled visitors-friendly museum because there were still many facilities that were not provided for visitors with disabilities. Of the various facilities that are already available at the Sepuluh Nopember Museum, several other facilities need to be added. These facilities are a hand basin, signs and markings, toilets, sales lanes, and parking. The obstacles that regulate the provision of facilities for visitors with disabilities at the Sepuluh Nopember Museum are that there are no regional regulations that regulate disability issues in tourist attractions, so far the construction of both physical and non-physical museums is still oriented towards regular visitors, and cost constraints have not prioritized visitors with disabilities.

Limitation and study forward

Research related to the availability of facilities for visitors with disabilities that have been carried out is still focused on one tourist destination, namely the Sepuluh Nopember Museum. It is hoped that research related to this can be carried out with research objects in several museums and tourist attractions in the city of Surabaya.

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STRATEGIES FOR MARKETING DJUANDA FOREST PARK IN THE EFFORT TO INCREASE THE NUMBER OF VISITORS

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Abstract

Purpose: This study was aimed at determining and analyzing the internal and external environment of Djuanda Forest Park as well as formulating the marketing strategies in an effort to increase the number of visitors.

Methodology: This study first set the internal and external factors and formulated the SWOT Matrix.

Findings: The strategic position of the forest park lies in cell V (five) by which the applied strategies are to hold and maintain through the market penetration and product development.

Limitation: In determining internal and external evaluation factors, the number of respondents are limited.

Contribution: This study contributed to the application of internal and external evaluation factors (SWOT analysis) for strategizing marketing programs for nature-based tourism destinations.

Keywords: *Marketing Strategy, Nature Tourism, SWOT Analysis*

1. Introduction

A forest park is a nature conservation area for the purpose of collecting natural or artificial plants or animals, native or non-native species that are used for research, science, education, supporting cultivation, culture, tourism and recreation. A forest park in Bandung can be found in Djuanda Forest Park area. The forest park functions as the lungs of the city of Bandung because it is rich in oxygen which is very beneficial for human life. As a tourist destination, Djuanda Forest Park has an area of 528,393 hectares, where the number of visitors can be said to be quite high but can still be increased.

The data on the number of visitors at Djuanda Forest Park in 2017 that the authors got from the forest park management shows that, from January to August 2017, the visitors amount to 274,110 people consisting of 271,850 domestic visitors and 2,260 foreign visitors. Meanwhile, from January to August 2016, the visitors amount to 389,477 people consisting of 387,315 domestic visitors and 2,162 foreign visitors. From the presented data, it can be seen that there is a decrease in the number of visitors by 14.2% from January to August 2017, while the high season happens in July and August on average. Thus, there are still opportunities to increase tourist visits in the low season by using the existing capacity. If the management wants to increase twice to three times the number of visitors in the low seasons, then they need the appropriate marketing strategies and efforts.

The globally developing technology and information also contribute to a very significant impact on all aspects of people's lives in the world, including its effect on the progress of the tourism industry. As claimed by Nasrullah (2017), the access to media has become one of the primary needs of everyone. This is due to the need for information, entertainment, education, and access to knowledge from different parts of the world. Based on the description, this paper aims to formulate a marketing strategy in an effort to increase the number of visitors at Djuanda Forest Park.

2. Literature review

Each tourist destination has different attractions so the right marketing is needed. The right promotion can lead the destination to be recognized and to attract the more potential visitors. The American Marketing Association (AMA) in Kotler and Keller (2016) defines marketing as the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.

Kotler and Keller (2016) claim that to support the success of the desired marketing strategy, it is necessary to design a marketing plan which is a central instrument for directing and coordinating marketing efforts. The marketing plan operates at two levels: strategic and tactical. A strategic marketing plan describes the target market and the value proposition that will be offered by the company, which is based on the analysis of the best market opportunities. A tactical marketing plan specifies marketing tactics, including product features, promotions, goods supply, pricing, sales channels, and services.

According to Fandeli (1995), the marketing of tourism is an attempt to bring or facilitate meetings/transactions between the supply and demand. The whole process leads to the achievement of objectives to increase the frequency of occurrence of tourism transactions for a particular country or different communities in accordance with the goals of national development. By using a series of marketing actions, strategies and efforts can be drawn up to create opportunities for tourist visits to the Djuanda Forest Park.

The tourism marketing strategies in a destination often use promotions and publications in introducing tourism objects. The publication and promotion aim to inform people or certain groups that there is a product to be sold. The publication is aimed at potential buyers who are not yet known, while promotions are aimed at potential buyers whose identity is known (Yoeti, 2008). One of the most effective ways to massively promote a tourist destination is through online media (Musadad & Ibrahim, 2018).

3. Research methodology

The stages of the research began with the problem statement formulated based on the preliminary study and the results of interviews in relation to efforts to maintain and increase the number of visitors in Djuanda Forest Park. The next step was to collect the primary data through observation, conducting interviews, and distributing questionnaires. Meanwhile, the secondary data was collected through document reviews.

The collected data were then processed until the results were obtained for further analysis. The data processing included the creation of a SWOT analysis matrix to obtain alternative marketing strategies that are appropriate and up-to-date, in accordance with the strengths, weaknesses, opportunities and threats faced by Djuanda Forest Park. According to Rangkuti (2009), the first step in creating strategies is to perform internal and external factors analysis. In determining internal and external evaluation factors, the authors coordinated with the Head of the Djuanda Forest Park Office, the manager of the Djuanda Forest Park Utilization, the elders of the community around Djuanda Forest Park, as well as the summary of interviews with visitors at Djuanda Forest Park.

In the final stage, conclusions were drawn regarding the results of the analysis in this study. The objectives of the study were answered at this stage. Finally, recommendations were made for the programs in outline.

4. Results and discussions

Analysis of the situation of the Djuanda Forest Park was performed based on data on the situation of its internal and external environment as well as the results of interviews with visitors about the current situation of forest park. This aims to determine the current strategic position of the Djuanda Forest Park. Prior to creating the SWOT analysis, the analyses of the Internal Factor Evaluation and the External Factor Evaluation have to be conducted first (Rangkuti, 2009).

Analyses of Internal and External Strategic Factors

Internal Factor Analysis

The following is the internal factor evaluation matrix of Djuanda Forest Park

Table 1: The External Factor Evaluation Matrix of Djuanda Forest Park

No.	Internal Factor	Weight	Rating	Score
	Strength			
1	Attractions that are quite diverse in one location (Japanese Cave, Dutch Cave, Cliff Palace, Curug, and others)	0.14	4	0.56
2	The location is close to the downtown Bandung	0.09	4	0.36
3	Djuanda Forest Park is a city forest that provides comfort with trees and fresh air and beautiful atmosphere	0.13	4	0.52
4	Djuanda Forest Park has conservation, recreation, and education functions as well as flora-fauna collection	0.14	3	0.42
5	Utilization of information and communication technology by the management of Djuanda Forest Park as a supporting tourism program	0.09	3	0.27
	Weakness			
1	Access road to Djuanda Forest Park is narrow and has no public transportation.	0.09	2	0.18
2	The marketing done by managers of Djuanda Forest Park as a tourist destination is still low.	0.08	2	0.16
3	Djuanda Forest Park's human resources are minimal in quality and quality.	0.07	1	0.07

4	Facilities and infrastructure for visitors are poorly maintained and not yet sufficient in quantity.	0.09	2	0.18
5	The cleanliness of the Djuanda Forest Park area is still low.	0.08	1	0.08
Total		**1**		**2.80**

Based on the results of the analysis above, there are dominant strengths and weaknesses in the Djuanda Forest Park. The list of strengths and weaknesses is then included in Table 1 which is an Internal Factor Evaluation Matrix. The weights are based on the level of importance of each of the internal and external factors, ranging from 0.0 (not important) to 1.00 (very important). The sum of all weights must be equal to 1.00. Meanwhile, the rating is based on the strengths and opportunities of these factors, ranging from 1 (low) to 4 (high). For weaknesses and threats, a rating of 1 means high weaknesses and threats and 4 indicates low weaknesses and threats. The weight and rating figures in this study are based on the agreement of the Head of the Djuanda Forest Park Office, the manager of the Djuanda Forest Park Utilization, the elders of the community around Djuanda Forest Park, as well as the summary of interviews with visitors at Djuanda Forest Park.

External Factor Analysis

The following is the external factor evaluation matrix of Djuanda Forest Park

Table 2: External Factor Evaluation Matrix of Djuanda Forest Park

No.	External Factor	Weight	Rating	Score
Opportunity				
1	Ease of access for domestic and foreign visitors to visit the city of Bandung.	0.14	3	0.42
2	Advances in information and communication technology that make it easy for potential visitors to access information about tourist destinations, transportation and accommodation.	0.14	2	0.28
3	The increase in income per capita of the population is sourced from the main tourists, including West Java, DKI Jakarta, Central Java and others.	0.09	3	0.27
4	There are various sports communities and nature lovers in Bandung that can increase the interest of nature tourism from the city of Bandung and its surroundings.	0.12	3	0.36
5	The population level of West Java, DKI Jakarta and other regions has the potential to be a major source of visitors.	0.08	2	0.16
Threat				
1	Completeness of public transportation facilities and supporting infrastructure for the tourism industry in Bandung	0.1	2	0.2
2	Local Government Policy regarding the development of regional tourism, such as taxes and user charges.	0.09	1	0.09
3	Social, political and security conditions in Indonesia.	0.08	1	0.08

4	Traffic jams in big cities, especially in Bandung, which can reduce the interest in traveling.	0.07	2	0.14
5	There are several competitors in the city of Bandung which offers more attractive tourist attractions.	0.09	3	0.27
Total		**1**		**2.27**

Based on the analysis of opportunities and threats above, a list of the main opportunities and threats is then included in the External Factor Evaluation Matrix. The weight and rating are done in the same way as the Internal Factor Evaluation Matrix.

Based on the total score obtained from the Internal and External Factor Evaluation Matrix, the strategic position of Djuanda Forest Park lies at the "portfolio matrix". With a total internal factor score of 2.80 and a total external factor score of 2.27, Djuanda Forest Park has a medium internal and external position.

The strategic position of Djuanda Forest Park lies in cell V in the Internal-External Matrix as shown in Figure 1.

Figure 1: Strategic Position of Djuanda Forest Park

(*source : David, F.R.,* 2013).

Identification of Alternative Marketing Strategies for Djuanda Forest Park

According to the various strengths, weaknesses, opportunities and threats possessed by the Djuanda Forest Park, the next step is to identify alternative marketing strategies that can be executed by the management of Djuanda Forest Park. The strengths, weaknesses, opportunities, and threats are gained following the results of interviews with Djuanda Forest Park's visitors and some secondary data from the document review. The identification of alternative marketing strategies is conducted using the Strength Weakness Opportunity Threat (SWOT) Matrix. From this matrix, several alternative strategies consisting of 4 (four) positions, namely the Strength-Opportunity (SO) strategy, Weakness-Opportunity (WO) strategy, Strength-Threat strategy (ST), and Weakness-Threat (WT) strategy are generated.

Based on the Internal-External Matrix, the strategic position of the Djuanda Forest Park is in cell V. According to David (2013), this position can be handled properly through a hold and maintain strategy which means market penetration and product development. These two strategies are the most common strategies used to handle the strategic position in the cell V. Therefore, the alternative strategies generated from the SWOT Matrix are grouped into two types of dominant strategies, i.e. market penetration strategy and product development strategy.

Some alternative strategies that are classified as the market penetration strategy for Djuanda Forest Park include:

1) Tourist segmentation aimed at school students, university students, employees, retirees and the general public who live in Bandung and outside the City of Bandung (SO 3).
2) Use of internet-based social media as the main promotional tool of Djuanda Forest Park (WO 1).
3) Strengthening the marketing mix by the management of Djuanda Forest Park to increase the number of visitors (WO 2).
4) Increasing cooperation with various sports communities, nature lovers, photo enthusiasts, and history enthusiasts to manage events with the theme of historical education, flora and fauna education, health and fitness education in Djuanda Forest Park (SO 2).
5) Cooperating with travel agents to make tour packages with other tourist destinations in the city of Bandung and surrounding areas (ST 5).

The product development strategy is a strategy that seeks to increase sales by improving or modifying existing products or services. The alternative product development strategy includes:

1) Making tour packages consisting of several tourist attractions found in Djuanda Forest Park (SO 1).
2) Adding a variety of outdoor games inside Djuanda Forest Park with a forest setting (ST 3).
3) Involving various communities to be active in Djuanda Forest Park's social media to get all information for the visitors' convenience (WO 5).
4) Developing Djuanda Forest Park as one of the historical and archeological tours in the City of Bandung (ST 1).
5) Making special spots for taking pictures (selfie, wefie) with the forest atmosphere to meet the visitors' desires and satisfaction (ST 2).

5. Conclusion

According to the Internal-External Matrix of Djuanda Forest Park, it is found that the strategic position of Djuanda Forest Park is in cell V. This position can be handled properly through a hold and maintain strategy. The market penetration and product development strategies must be implemented through a comprehensive set of programs.

With the obstacles and difficulties encountered in implementing Djuanda Forest Park's marketing strategy, the management should first master the strategy. In addition, the employees, especially programmers, who handle the park's social media, should conduct training in order to master digital marketing and marketing program applications. The marketing strategies based on the digital marketing are expected to increase the number of visitors in the coming years.

Limitation and study forward

In determining internal and external evaluation factors, the number of respondents are limited. Therefore, further studies should incorporate scholars or academics who are expert in to nature-based tourism and tourism marketing.

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FACTORS SUPPORTING THE SUCCESS OF COMMUNITY-BASED TOURISM IN CILETUH GEOPARK

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Abstract

Purpose: This study was aimed to identify the factors supporting the success of the Community-Based Tourism (CBT) project in Tamanjaya Village and explore the community's constraints in participating in the project.

Methodology: The data was collected through observations and interviews with various stakeholders and local residents.

Findings: The success factor of the CBT project in Tamanjaya Village cannot be separated from some involved parties, ranging from the private sector, academia, and governmental institutions. Meanwhile, the local residents' barriers to participation in the tourism activities include the community's lack of interest in the tourism activities, busy activities in household affairs, and lack of tourism knowledge of Ciletuh Geopark.

Limitation: This study explored the success factors qualitatively. Further studies need to examine the factors quantitatively to get more comprehensive results.

Contribution: This study is very useful for the enrichment of tourism theories, especially those relating to Community-Based Tourism (CBT).

Keywords: *Keyword, Keyword*

1. Introduction

Provide background of the study in easy words. In this section author should discuss the research problem in very clear words. Also discuss the motivation of the study. Provide intext references in APA style for all the facts that are presented here.

One of the potential efforts that can be done to preserve culture and nature in the frame of tourism is to create a geopark. The geopark concept serves as a tourist destination that can accommodate the phenomenon of tourism which is oriented to diversity or natural and cultural beauty.

Geopark as an alternative to tourism development will further strengthen the image of sustainable tourism in Indonesia. Currently, Indonesia continues to try to build a Geopark and has succeeded in making one of its geoparks recognized by UNESCO as a part of Global

Geopark Network (GGN), i.e. Ciletuh Geopark. The success of Ciletuh Geopark as a part of GGN cannot be separated from the collaboration of various parties, including research.

In early 2018, Ciletuh Geopark was recognized as a part of the Global Geopark Network (GGN). But before that, many efforts have been made so that the geopark is designated by UNESCO as a world heritage park. The efforts started with the preliminary study in 2015, the acceleration of development in 2017, and others. The Ciletuh Geopark destination is located in Palabuhanratu, Sukabumi Regency, West Java.

The name of Ciletuh Geopark is determined through the Sukabumi Regent Decree No. 556/Kep.684-Disparbudpora/2014, and includes 15 Villages, and its territory encompasses various administrative areas such as Nature Reserves, Military Areas, Conservation Areas, and others (Rosana, et al, 2015). So, there it has been a long time since the initiation of the formation of the Ciletuh Geopark.

Figure 1: Ciletuh Geopark Area

Source: UNPAD’s Geopark and Geological Disaster Research Center, 2017

In Ciletuh Geopark, the village that is considered successful in implementing the concept of community-based tourism is Tamanjaya village. In the village, PT Bio Farma said in 2015, there were 21 small businesses where the number of homestays grew from only 2 units in 2013 to 23 units in 2015 and tourism has created jobs for 18 tour guides. In addition, according to Darsiharjo et al (2016), Tamanjaya Village is the center of geotourism activities in Ciletuh Geopark area and has the most rapid progress compared to other villages They also found that the local residents are very active in the management of Ciletuh Geopark area.

Based on the description above, this study was aimed at:

1) Identifying the factors supporting the successful implementation of Community-Based Tourism in Ciletuh Geopark by taking the case of Tamanjaya Village.
2) Identifying the community's constraints on participating in tourism activities.

This study is very useful for the enrichment of tourism theories, especially those relating to Community-Based Tourism (CBT). As it is known, a CBT cannot be separated from the management and benefits received by the community, such as social and cultural benefits. Thus, identifying socio-cultural aspects becomes important as a reference to efforts in making Community-Based Tourism sustainable. Therefore, the implications of this research can be seen from the aspects of policy (practical) and scientific (theoretical).

2. Literature review

One of the actors in developing a geopark is the local community. Therefore, the community is a factor cannot be ignored in a geopark management so that a geopark also requires the concept of community-based tourism.

Community-based tourism (CBT) is an approach in tourism that tries to accommodate community participation in the management. Goodwin & Santilli (2009) defines CBT simply as tourism that is owned and/or managed by the community and is intended to provide benefits to the community. According to Scheyvens (2002), the ultimate goal of CBT is the empowerment of the host community. CBT is believed to be able to provide collective benefits, creating opportunities for micro-scale employment, and business engagement (Mann, 2000). However, CBT also comes with various risks.

Some studies, for example, find that the income generated from CBT is relatively small and it has poor governance (Mitchell & Muckosy, 2008). Other researchers, in term of the CBT shortage, also found a lack of local community participation (Scheyvens, 2002), potential conflicts between citizens due to unfair distribution of benefits (Häusler & Strasdas, 2002), mismanagement of funding, and the exclusion of other stakeholders (Strydom & Mangope, 2017). Therefore, Giampiccoli et al (2015) emphasize the importance of capacity building and empowerment supported by advocacy to make the community independent in anticipating the risks of failure of a community-based tourism project. Implicitly, Kontogeorgopoulos et al (2014) concluded that the keys to the success of a CBT project include the role of luck, external support, and local leadership.

3. Research methodology

Sources of data in this study were in the form of qualitative data. The primary data was collected from interviews with several parties understanding tourism dynamics at Tamanjaya Village, direct observations in the field, and documentation. Meanwhile, the secondary data in this study included supporting documents such as news data on the internet, location maps, and others.

a) Interviews with stakeholders who understand about Tourism Activities in Ciletuh Geopark, especially those located in Tamanjaya Village, such as PAPSI (Paguyuban Alam Pakidulan Sukabumi), Sukabumi Tourism Office, and local communities;
b) Direct observation to find out and identify directly the existing condition and situation of tourism in Tamanjaya Village. Observations were focused on aspects of facilities, tourist attractions, and management.
c) Documentation was to view or analyze documents created by the subject itself or by others about the subject, including legal or non-legal documents related to the research topic.

The data collected from interviews and observations were analyzed using an interactive analysis model developed by Miles and Huberman (2014). There are three components performed in this model, including reduction, display, and verification/conclusion drawing.

4. Results and discussions

Tamanjaya Village is one of the villages included in Ciemas Sub-District. It is also part of the Ciletuh Palabuhanratu National Geopark. This village consists of 4 villages, namely Tamanjaya Hamlet, Cicurug Hamlet, Pasirbaru Hamlet, and Ciseureuh Hamlet.

The majority of the residents work as farmers with rice as the main commodity. Tamanjaya Village is a village that originated from the division of Mekarjaya Village, which was once belonged to Cirameng hamlet, a part of Mekarjaya Village, Ciemas Sub-District.

The name Cirameng comes from the name of one of the tributaries that divide Tamanjaya Village and empties into the Ciletuh River. The main reason for the expansion of the area is the factor of the increasing population in Mekarjaya Village. In addition, the community commonly earns a living as farmers with a very strong culture and strategic location.

Tourism Attractions in Tamanjaya Village

Tamanjaya village as one of the villages located in the Ciletuh Geopark Area has tourism potential as part of the geopark area. The tourism potential is an inseparable part of management by the surrounding community (community-based tourism). From the results of the UGM KKN report (https://tamanjaya.desa.id/), there are several tourist attractions, namely: Awang Waterfall, Puncak Manik Waterfall, Panyawangan Cekdam, Panenjoan, Central Curug, and Cigaok Cultural Village.

Figure 2: Natural Attractions in Ciletuh Geopark

Source: sabumiku.com

1) Curug Awang

Awang Waterfall is one of the waterfalls of the Ciletuh river located in Taman Jaya village, Ciemas sub-district, Sukabumi regency. Awang Waterfall has a height of around 40 meters with a width of around 60 meters. About 300 meters downstream, there is a Tengah Waterfall with a height of about 5 meters. About 500 meters downstream and Tengah Waterfall, there is Puncak Manik waterfall with a height of approximately 100 meters. These three waterfalls consist of bedrock in the form of sedimentary rock layers of tuff sandstone and breccia parts of the Jampang Formation of the Lower Miocene Cikarang Member (23-16 million years old). These three waterfalls are formed because of the tectonic process which also forms the Ciletuh mega amphitheater.

Based on legend, Awang Waterfall has an interesting past story behind its beauty. ‘Awang’ means seeing or observing. It is said that in ancient times, there was a woman who was usually called Eyang Suranimang. Because the Awang waterfall has the highest position between the two other waterfalls, namely Tengah Waterfall and Puncak Manik Waterfall, then Eyang Suranimang liked to be in the Awang waterfall to see the stars as a determinant of planting time. In addition, Awang Waterfall was also used by Eyang Suranimang as a place to find "revelation" when receiving complaints from the community.

2) Curug Puncak Manik

This waterfall is about 600 meters from Tengah Waterfall and is still on the Ciletuh River which is the boundary between Tamanjaya Village and Cibenda Village. This waterfall can be reached by foot through rice fields and ridge hills for one hour from the car park.

3) Panyawangan Cekdam

Panyawangan Cekdam is one of the artificial tourist attractions. This attraction is made by the local community to explore the natural scenery around the village. This scenery is considered quite exotic because of the height of the place.

4) Panenjoan

Panenjoan is in the form of Geopark Ciletuh viewing post which is shaped like an amphitheater or horseshoe from a hill with a height of 400 meters above sea level. The word "Panenjoan" itself means "place to see" in the Sundanese language. As seen, this post is a suitable location to enjoy the natural scenery of Ciletuh Geopark.

Bukit Panenjoan is currently a popular tourist spot in Ciletuh Geopark because of its fairly easy access and complete supporting facilities such as food stalls, a prayer room and a parking lot. The location itself is directly opposite the PAPSI office where visitors can get a wealth of information about Ciletuh Geopark.

To enter this area is free because it has not been officially managed by the government. The visitors only need to pay for the parking space if they bring a vehicle, i.e. Rp. 3,000 for motorbikes and Rp. 5,000 for cars.

5) Curug Tengah

This waterfall is about 200 meters from Awang Waterfall and is still on the Ciletuh River which is the border between Tamanjaya Village and Cibenda Village. This waterfall can be reached by foot through the rice fields for 15 minutes from the car park.

6) Cigaok Cultural Hamlet

As a hamlet that will be used as the basis of a cultural center, Cigaok hamlet has quite a lot of tourism potential. One of the Ciletuh geopark icons, Panenjoan, is also located in the Cigaok hamlet area. In addition, the original attractions of Cigaok hamlet include the existence of producers of traditional brown sugar and banana chips that can be used as an icon of tourism from the Tamanjaya Village area. This tourism potential can be developed by showing visitors how to make brown sugar and banana chips that are still traditional. Besides showing the way of making, the products of brown sugar and banana chips can be sold directly to visitors as a special souvenir from Tamanjaya Village.

Factors Supporting the Success of CBT in Tamanjaya Village

According to Goodwin & Santilli (2009), there are two criteria for the success of a CBT project, i.e. community ownership/management and community benefits. Both have been felt by residents of Tamanjaya Village. So, the two criteria for a CBT success have been met according to what is perceived by the community. They manage tourist attractions while benefiting from the tourism activities in their area. In addition, concerning the sustainability of a CBT project, Asker et al (2010) stated that to make a CBT project sustainable, the community members must participate in and benefit from tourism development.

From the results of interviews with the stakeholders and direct observation in the field, there are several factors or reasons that lead to the success or sustainability of CBT in Tamanjaya Village.

1) Active local management

The local management who actively participates in tourism management in Tamanjaya Village is the Sukabumi Northern Nature Association (PAPSI). Tourism attractions are also managed independently by PAPSI such as base camps and geological museums.

PAPSI is a local organization to protect/preserve and bring up the natural potential located in the southern Sukabumi. In addition, it invites the public and government in a directed and integrated way to empower5c natural resources as potential and useful human resources to achieve organizational goals optimally and sustainably. PAPSI recognizes that no advertising activities are carried out. They only post pictures and captions in the form of descriptions of locations or atmosphere around Ciletuh Geopark area and disseminate information to educational institutions, such as schools and universities around Sukabumi as well as to the nature lover communities, the lover communities of motorcycles, cars, and other communities, also through social media such as Facebook, YouTube, and blogs. (PAPSI data, 20 April 2015).

2) Private Company's Involvement

PT Biofarma is a private company that helps promote tourism activities in Geopark Ciletuh with its CSR program. Even the one who fostered the Pakidulan Alam Sukabumi Association (PAPSI) was this company. Even Tamanjaya Village is the empowerment target by the company. According to the company, Tamanjaya village has the most rapid progress as seen from the community's activities in the management of the Ciletuh Geopark Area (Darsiharjo, Supriatna, & Saputra, 2016).

3) Role of Academics (Universities)

A lot of universities are directly involved in helping the tourism activities. For example, the Research Center for the Development of the Ciletuh Geopark Research Unit - Muhamadiyah University of Sukabumi made a report on the "Ciletuh Geopark Preliminary Study" in 2015. Telkom University through its community service program also participated in supporting activities such as the "Utilization of Drones to Increase Tourism Potential in Tamanjaya Village of Ciemas Sub-District, Sukabumi". In addition, the Geopark & Geological Disaster Research Center - Padjadjaran University also researched Ciletuh Geopark. Gadjah Mada University sent student community service (KKN) teams for 2 years in a row in Tamanjaya Village.

4) Government Support

The role of the West Java Provincial Government through its Tourism and Culture Office has tried hard to develop Ciletuh Geopark, including preparing its instruments. In addition to the West Java Provincial Government, there is also the Regional Government of Sukabumi Regency who also plays a role in the development of Ciletuh Geopark. They prepared the Ciletuh National Geopark Development Acceleration document. The government agencies, concerning CBT, also help resolve land issues with residents, provide development assistance to farmers, and facilitate CSR programs of private companies. Even they grant permission to the public to manage existing tourist attractions.

Constraints on Community Participation

Tosun (2000) distinguishes three general categories of limitations on community participation. First, operational limitations. These include the centralization of tourism administration which makes it very difficult for residents to get involved, as well as lack of coordination due to fragmentation in the tourism industry. The second is structural limitations. One structural limitation is the attitude of professionals who often do not want to negotiate with the locals, or the locals are not in a favorable position to negotiate with them properly. Other structural limitations are that there is often no legal system in developing countries to protect the rights of local communities, the lack of human and financial resources, as well as the dominance of elites in tourism development. In addition, community participation is relatively time-consuming and expensive. The third is the cultural limitations. This constraint relates to the low level of awareness of the local community related to the socio-cultural, economic and political consequences of tourism development.

In the case of Tamanjaya residents, the constraints related to the management and community participation in tourism activities include:

1) In Cigaok Village: The majority of the residents do not participate in tourism activities due to a lack of interest in managing tourism attractions in Tamanjaya. In addition, busyness in household affairs is also a cause of low community participation. Most of them also do not know enough about the formation of Ciletuh Geopark and the essence of establishing the Geopark area. Some residents get a direct influence in the form of increased income. Nevertheless, only residents who open businesses such as food vendors receive such an increase in income.
2) In Tamanjaya Hamlet: The government and local tourism management have never conducted socialization on the formation of Geopark. Some residents get a direct influence in the form of increased income. However, this increase was only experienced by residents who traded or were involved in tourism. Some residents even feel that they do not get any benefit from the development of tourism in their area. Some residents who do not engage in tourism development also claim that they are not interested in participating in activities held in the Geopark area.
3) In Jayabaru Hamlet: From the results of the interview, the participation of Jayabaru residents in tourism activities is low. Only a handful of people who are active in tourism activities due to being members of local tourism management. One of them is Kang Elan who becomes PAPSI's treasurer. Therefore, the presence of Geopark tourism has not been much perceived by the community, especially in the Jayabaru hamlet. Only a few people perceive a change in economic benefits, especially from homestay rental homes. The participation of the Jayabaru community is low due to the less role of the government in inviting locals to get involved in tourism activities. This is in line with the opinions of most people who want a lot of activities and empowerment programs useful for their daily lives such as helping to improve family welfare.
4) Kampung Cigadog: In Cigadog Hamlet: The interview with a Cigadog resident found results culinary-related problems as tourism potential. In Cigadog hamlet, there is a phenomenon that people still have minimal knowledge about the Ciletuh Geopark. This is indicated by the majority of informants merely knowing that the Panenjoan and its surroundings are crowded by visitors. Their participation is still minimum. This is indicated by the fact that up to now there is only one resident involved in tourism activities namely Kang Ridwan who works as a guide and a parking attendant at Adelia

Homestay, Panenjoan. Meanwhile, there are still many young people who do not have permanent jobs. There are still a few jobs in the field of tourism

5. Conclusion

According to the results of the data analysis presented above, this study draws the following conclusions:

1) The factors supporting the success of the CBT project in Tamanjaya Village cannot be separated from several stakeholders who actively engage in tourism development, ranging from the private sector, academia, and government.
2) The obstacles of Tamanjaya Village's residents to participate in tourism activities include the lack of interest in being involved, the rush on household affairs, and the lack of knowledge of the Ciletuh Geopark.
3) Several potentials can be used as attractions or supporting factors for tourism activities, including the production of chips and brown sugar.

Thus, there are several suggestions related to the conclusions:

1) The need for more intensive socialization to the local community, especially related to Ciletuh Geopark itself. It is important to grow the community's pride and knowledge to encourage them to participate.
2) The need to develop the existing potential such as chips and brown sugar products as souvenirs, even exploring more potential that has not been exposed.

Limitation and study forward

This study explored the success factors qualitatively. Further studies need to examine the factors quantitatively to get more comprehensive results.

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CRISIS SURVIVAL STRATEGIES: HOW A HOTEL SURVIVES DURING THE COVID-19 PANDEMIC

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Abstract

Purpose: This study identified and explored the strategies developed by a four-star hotel in Central Java Province - Indonesia for surviving the Covid-19 pandemic.

Methodology: This qualitative study collected data from an in-depth interview with the hotel's Head of FO Department, which were analyzed inductively.

Findings: The hotel focused its survival strategies on four areas or aspects, including organizational targets, human resources, products and services, and marketing communication.

Limitation: This study is limited in two ways, i.e. data collection method and the number of informants.

Contribution: This study contributes to enriching the strategies for mitigating the disastrous impacts of the Covid-19 Pandemic on the hotel business.

Keywords: *Covid-19, Pandemic Crisis, Survival Strategies*

1. Introduction

"Its damage has set the world in overdrive, searching to find solutions and innovative strategies to overcome an extremely difficult time." This is one concluding statement in the Covid-19 Research Report by Bloom Consulting (2020) to illustrate how massive and destructive the impact of the Covid-19 pandemic is. No other way to deal with it other than to formulate and execute problem-solving and creative strategies.

The world is shocked by covid-19. People do not expect a massive crisis due to the virus. The fast-spreading virus has caused people to do social distancing, which means they must avoid the crowd. Consequently, they are warned to stay away from others since they could be infected by the virus. Once someone is infected, he or she might die, sooner or later. Although the infected one survives, he or she could not be as fit as before.

Not only humans who become victims of this crisis, but companies are also suffering or even dying. This is because their customers are reluctant to go outside to buy or enjoy their products. This means the demand goes down rapidly. The loss of customers is a disaster for a business. In general, companies are suffering from community lockdowns, social distancing, stay-at-home orders, and travel and mobility restrictions (Bartik et al., 2020).

One of the most suffered industries during the pandemic crisis is the hotel business. This industry cannot receive guests as many as before the pandemic. The number of guests is decreasing significantly as people prefer staying at home. People are also afraid to go out for eating out or traveling. These make hotels are at stake. Consequently, they have to formulate and execute strategies to respond to the pandemic crisis. Therefore, it is not too exaggerated to call their measures "survival strategies" as they are affected severely that almost collapse.

The current Covid19-pandemic can be categorized as a crisis, rather than a risk, as, according to Pearson and Clair (1998), a crisis is unpredictable, has huge impacts that can threaten an organization's sustainability, has ambiguous causes and resolutions, and requires a quick response. All these characteristics of a crisis fit with the covid-19 pandemic.

To identify and explore the hotel survival strategies during the covid-19 pandemic, I conducted an in-depth interview with a front office manager in a hotel in Central Java Province, Indonesia. As the head of a hotel department, the interviewee knew much about his hotel as he has been in the hotel industry for almost 7 years.

2. Research methodology

This study belongs to a qualitative study. The primary data was collected from an in-depth interview with the hotel's Head of FO Department. The collected data was then analyzed inductively using three phases as proposed by Miles and Huberman (2014), i.e. data reduction, data presentation, and conclusion.

3. Results and discussions

The in-depth interview was focused on the strategies implemented by the hotel for surviving the pandemic crisis. At least four areas are identified and explored as part of the hotel survival strategies, which will be described in the following sections. These include organizational targets, human resources, products and services, and marketing communication. These four aspects of a hotel business are the foci of this paper.

Organizational Target

The Covid-19 pandemic has pushed business enterprises to make internal changes. The department head I interviewed with said that his hotel was forced to adjust its revenue target. The goal setting is shifted from being a profitable organization into a survived one. This makes sense since the pandemic has brought a severe impact on the hotel. It has to deal with a limited number of guests and a rise in spending. The supply does not meet the demand.

As we know, a business is run to make a profit. So, a profitable business will always be the goal of a company. Various efforts are made to achieve this goal. Certainly, the extent to which the profit target is set depends on certain factors. When everything is okay, then the profit target can be optimal but when there are some weaknesses, the target would not be maximum.

Being profitable is one of the company goals. Oracle (2012) claims that there four types of goal setting in a company, including improved shareholder value, greater profitability, increased revenue, and inspired innovation. To achieve these, there must be relevant and supportive elements. Nevertheless, the pandemic has caused irrelevant and unsupportive components to achieve the profit goal, for instance, the decreasing market and rise in spending. Therefore, it is very understandable when the hotel sets a survival goal, not a profitable one, during the covid-19 pandemic.

The sharp decline in the number of guests means a loss of revenue. To respond to this, the hotel minimizes its spending. For example, the papers are reused, meaning the staff print pages front and back. All endeavors are directed to save the hotel cost or spending so it can survive in this pandemic. To be more technical, the hotel struggles to maintain a cash flow since if there is no cash flow, a company will be dying and collapse.

Human Resources

The next focus of the survival strategy performed by the hotel is related to human resources. It is commonly known that the workforce is one of the organizational costs. In terms of human resources, a company spends some funds for recruiting expenses, basic salary, employment taxes, benefits, space, and other equipment (Hadzima, 2005). As a consequence, a higher number of employees means higher cost and vice versa.

The interviewee (department head) admitted that his hotel performed some tactics for minimalizing the workforce cost, i.e. first, by reducing the number of employees. The hotel currently employs 50% of the total number of employees. Ideally, the number of bedrooms is equivalent to the number of employees. For example, when a hotel has 100 bedrooms, then there should 100 employees. The interviewee claimed that this number did not affect the hotel operations since the room occupancy of the hotel is about 30%. So, every technical work can still be handled by those workers.

The second tactic is to have more diverse types of workforce. The department head said that his hotel hired not only contract staff but also daily workers and casual workers. The proportion is 50% of contract workers and 50% of daily and casual workers.

The third tactic is related to the recruitment. Since the hotel is new, it still needs to recruit some new employees. The hotel hires employees who are laid-off by other hotels. These laid-off employees are people who come back and stay in the city where the hotel is located or the surrounding cities. In this way, the hotel can get skillful employees with local wages.

Interestingly, the contract staff does not experience reduced salaries as they are the hotel's pre-opening team. Those who are suffering from reduced income are daily workers since the events in the hotel are getting less. Their workdays only range from 13 to 18 days a month.

Products and Services

Bartik et al (2020) claim that the survival of many hospitality businesses heavily depends on increasing the demand for their services and products. Therefore, service and products are essential to gain customer trust. The manager whom I interviewed said that there were no many changes in the tangible products. His hotel still maintains normal products. For example, the hotel still provides breakfast with various food and beverages. The swimming pool, MICE, and other facilities still operate. In short, the hotel continues to provide standard products to maintain its brand as a four-star hotel.

In terms of service, the hotel applies health protocol. This is to satisfy the increasing demands for safe and clean hotels. The health protocols are performed from the check-in, queuing, eating in the restaurant, until entering the room. The guests and staff have to wear plastic hand gloves, masks, and hand sanitizer provided by the hotel. All staff, including the receptionists, security staff, housekeepers are equipped with gloves, masks, face shields. The lobby is set with a social distancing layout. In the restaurant, the guests are not allowed to take the food by themselves. The capacity of the restaurant is reduced to 60%. The waiter or waitress will pick the food for the guests to avoid frequently touched spoons. In addition, the room is equipped with a UV filter. The manager said that the hotel spent 14 million IDR or about 1000 USD to procure such equipment.

As the tourist behavior in the pandemic is changing (Bloom Consulting, 2020), they will choose a hotel not only by paying attention to the facilities, location or price, but also the level of safety and cleanliness. Therefore, to make the hotel's guests more confident to stay in, the hotel has sought and gained a CHSE certificate. The CHSE (cleanliness, health, safety, and environmental sustainability) certification is the program issued by the Ministry of Tourism of Indonesia to facilitate tourism-related businesses to have a standardized Standard Operating Procedure for health protocols.

Marketing Communication

The last aspect addressed in the survival strategies of the hotel is related to promotion or marketing communication. The manager said that the situation was very difficult to promote his hotel. Many promotional programs have been launched to attract more customers, but the results are so-so. This is not shocking since people are warned to stay at home and make social distancing. That is why the hotel relies much on the corporate and government segments and a little portion of walk-in guests.

The measures that have been taken to promote the hotel's products and services include, first, giving a discount. The amount can reach up to 60% of the published rate. A room rate of 900 thousand IDR or 65 USD will become 360 thousand IDR or 26 USD. The discount is published in the hotel’s social media accounts or through the online travel agents. The second promotion is using the gimmick, for example, giving free dinner when booking through online travel agents or offering late check-out at the weekends.

In general, in this pandemic, the hotel relies heavily on online travel agents (OTAs) to communicate its promotion and to perform distribution. The distribution here means where to book, i.e. through intermediaries (OTAs). The hotel cooperates intensively with three major OTAs in Indonesia, namely Traveloka, Tiket.com, and Pegi-Pegi. The commission fee for these OTAs ranges from 15% to 18%.

4. Conclusion

The destructive impact of the pandemic crisis is inevitable for the hotel business. Ready or not, willing or not, the hotels have to deal with this tough situation. The hotel management has thought hard about formulating and taking measures to contend with the crisis. Some succeed, while some fail. The success of strategies depends relatively on the quality of the strategies themselves and the techniques and leadership to implement them.

A new hotel in Central Java Province, Indonesia at least strategize four aspects or areas for its survival strategies. First, it has revised its organizational goals from being a profitable enterprise to a survivor during a pandemic crisis. It reduces daily costs to save hotel finance. Spending is pressed in such a way to maintain its cash flow.

Second, this hotel also tries to save costs by having only 50% of its normal number of employees. As a new enterprise that still needs some more workers, the hotel recruits laid-off employees to get a competent workforce but with the local minimum wage.

Third, several measures are performed to make customers assured that the hotel is safe and clean. Modifying products and services by applying health protocols is one way to respond to altered customer behavior. To make customers more confident about the cleanliness, health, safety, and environmental sustainability (CHSE), the hotel submitted a request for CHSE certification from the Ministry of Tourism and managed to get the CHSE certificate.

Fourth, this hotel launches various promotional programs to attract more customers, including giving high discounts, free dinner, and late check-outs. To execute these, the hotel makes intensive cooperation with three major online travel agents in Indonesia

Limitation and study forward

This study is limited in two ways, i.e. data collection method and the number of informants. It only conducted an in-depth interview with only one key informant. Further studies are expected to be have more informants and varied methods of data collection.

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HOTEL INTERDEPARTMENTAL COMMUNICATION: A CASE OF F&B SERVICE AND SALES & MARKETING AT MERCURE BANDUNG NEXA

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Abstract

Purpose: This study sought to investigate the communication between the food & beverage department and the sales & marketing department.

Methodology: By employing a qualitative method, this study collected the data through interviews with the staff and managers of the two departments and field observations.

Findings: This study found that communication between the two departments goes well. The only major obstacle is the sudden event.

Limitation: This study is limited in the number of informants. There should me more.

Contribution: This study contributes to enriching the application of Interdepartmental Communication in organizations, especially in a hotel.

Keywords: *interdepartmental communication, sales & marketing, F&B service*

1. Introduction

Bandung is well known as a city of tourism in Indonesia as it is highly visited by local and foreign tourists. There are various types of tourism in the city, including nature tourism, man-made tourism, shopping tourism, and culinary tourism. Due to being visited by abundant tourists, the city has hotels to serve them, especially when they need accommodation.

With so many hotels in Bandung, the hotel business competition in the city is getting tougher. This spurs every hotel to survive and be able to compete with its competitors. The presence of new hotels makes hotel business owners have to increase resource productivity and improve the quality of service provided to guests to increase competitiveness.

A hotel is a company managed by its owner by providing dining, beverage, and bedroom facilities to people traveling and being able to pay a reasonable amount in accordance with the services received without any special agreement. In hotels, the department in charge of serving guests in terms of food and beverages so that it plays a very important role in generating hotel revenue is F&B Service (Mertayasa, 2012).

The main function of the F & B Service is to provide food and drink to guests (Nebel III, 2007). Apart from hotels, this function can also be found in all walks of life, such as restaurants, company canteens, hospital canteens, airlines, and trains. The basic function of this department is to serve food & drink to people, to meet their different types of needs. The main goal is to achieve customer satisfaction. In general, the duties and responsibilities of the Food & Beverage Service are to ensure that the quality of service in the Restaurant, Room Service, Bar Cafe, Lounge, and Coffee Shop runs effectively and efficiently and generates positive business value.

In general, all positions in this department require employees to always appear clean, friendly, polite, and courteous. Have fluent communication and language skills, enjoy interacting with other people, are agile and skilled, and have a high level of business and innovation in presenting a service to external and internal guests.

A seen from its job description, F&B Service has intense communication with the sales & marketing department. The sales & marketing team also plays a vital role in hotel revenue. Moreover, the sales & marketing team deals with the front office, i.e. to arrange rooms that to be sold, make room rates, and manage rooms for meetings. Therefore, the sales & marketing team must be able to pursue and archive the target. They usually deal with the group meeting guests.

The relationship between F&B Service and Sales & Marketing also occurs in terms of managing banquet events and arranging meeting rooms. However, there a challenge related to the working relationship between the sales & marketing department and the banquet, i.e. a lack of coordination between the sales & marketing department and the banquet, which causes a loss for the hotel. This is in line with Nebel III's (2007) statement that coordination of activities must be run optimally to generate productive works in a hotel.

Communication, in this case, serves as an important aspect of the coordination of activities between departments. The coordination will not run effectively and efficiently once the communication is stuck or troubled. Hayes & Ninemeier (2009) argue that communication is the key to solve the conflict between organizational levels.

Concerning the above background, this study is aimed to describe the communication that occurs between the F&B department and the sales & marketing department. After examining whether the communication runs well or not, this study identified the causing factors so that the results of this study can serve as a reference for other hotel management in managing communication between departments

2. Literature review

From a business and organizational perspective, effective communication is a must. Poor communication will result in quality problems, low productivity, and a lack of trust among individuals in the organization. Communication is defined by scholars as the exchange of messages carried out between individuals to meet desired goals (Lolli, 2013). In a fast-rising industry such as hospitality, effective communication is essential to keep optimal productivity and performance (Mishra, Boynton, & Mishra, 2014). Therefore, in general, communication is a process of forming, conveying, receiving, and processing messages that occurs within a person and or between two or more with a specific purpose.

Communication does not only mean transferring messages. Communication also comprises how people use messages to generate meaning in and across varied cultures, channels, contexts, and media (Keyton, 2017). Therefore, communication will be effective once there is an exchange of information to form a denotation to be received and understood pleasingly. Most scholars defined communication as the process of transferring messages which have particular information from a source to a recipient (O'Hair & Fredric, 2005). Therefore, to promote improved productivity and keep robust working relationships can be achieved through effective communication so that it can increase an organization's competitiveness (Stacho et al, 2019).

To create effective communication, a communicator should understand the elements of communication. These elements enable communication to run smoothly and effectively. According to Gamble & Gamble (2012), the elements of communication include people (sender and receiver), message, channel, noise, feedback, and effect. The elements in a process of communication will define the communication's quality (Adu-Oppong, 2014

3. Research methodology

This study employed a qualitative research method with a narrative approach. According to Creswell (2012), the procedure for performing this type of research includes focusing on one or 2 individuals, collecting data through their stories, reporting their experiences, and sorting the meaning of their experiences.

The data were collected through interviews with managers and staff in F&B and sales & marketing departments and observation. This study used a structured interview with open-ended questions. Meanwhile, this study used a non-participant observation where the researcher only observed and was not involved in the field activities.

After the data collection, the results of the interview were then transferred to the transcripts and then analyzed. Saldaña (2011) states that there is no standardized method in qualitative data analysis, but there are several suggested ways to reconstruct meaning manually or with the help of technology. In analyzing the data, this study sorted the data from the collected information and then constructed the meaning of the information (Saldaña, 2011).

4. Results and discussions

Nexa Hotel is a 4-star business hotel located at Jalan WR Supratman No. 66-68 Bandung, West Java. The hotel has 181 rooms and suites, 8 meeting rooms and other facilities. The hotel has a sales and marketing department which is competent in selling the hotel products. It is proven that even though Nexa Hotel was only established in 2015, the hotel is always in the top 10 of TripAdvisor and always has a fairly high occupancy every month. The sales and marketing department at Nexa Hotel always uses an effective marketing communication strategy in selling its products.

In its operation, the sales and marketing department must coordinate with the food & beverage department. The relationship between the two departments occurs when the food & beverage department assists the sales and marketing department in the sale of banquet products and also assist in these productions to increase hotel revenues (Mertayasa, 2012). Because of this close relationship, the two departments have to coordinate with each other. To make the coordination effective and efficient, there must be communication between the two. The communication takes place in a communication process involving six elements of communication (Gamble & Gamble, 2012).

Communication between F&B Department and Sales & Marketing Department

In the relationship between the two departments, the frequency of the communication initiation mostly comes from the sales & marketing department, although the F&B Department also initiates the communication. This is because the sales & marketing team must inform the F&B team or ensure that the booked events can be organized well.

After an event is booked by guests and confirmed by the hotel as represented by the sales & marketing department, a banquet event order (BEO) is made for the internal hotel need. BEO is a form describing the theme, the time and date, the number of guests of a booked event. It also lists food and beverages ordered by guests and the banquet room that will be used. Furthermore, BEO is distributed to related sections such as kitchen, housekeeping, engineering, restaurant, security, front office.

Elements in the Communication Process

According to Gamble & Gamble (2012), the elements of communication include people (sender and receiver), message, channel, noise, feedback, and effect.

1) People

Every communication process involves humans who are the sender and receiver of the message. In the people element, the communicating parties can be divided into receivers and senders. This means that both the food & beverage department and the sales & marketing department can become the sender and the receiver. Those involved in the communication include staff and managers from the two departments, namely F&b manager, assistant manager, head waiter and staff (F&B department) and sales executive, assistant sales manager, sales manager, and director of sales (sales and marketing department).

2) Message

The message is information that the sender wants to convey to the recipient. The message element in this study is divided into two, i.e. messages from F&B to Sales and messages from Sales to F&B. Messages conveyed from F&B to Sales include PIC's comments regarding events, the update of any progress that has been made, and changes in the arrangement of guests outside of BEO (Banquet Event Order). Meanwhile, messages from Sales to F&B include payment method, layout, the number of participants, rundown of each event, special request, and set up menu.

3) Channel

Humans can send and receive messages in various ways as well as receiving media, for example, sensory organs. They can also communicate verbally and non-verbally. This is called a channel, i.e. through what and how the message is conveyed and received. At Nexa Hotel, the channels used to communicate between F&B and Sales include written media such as BEO, Email, WA to communicate something not urgent, verbal media like telephone and direct communication when coordinating meetings, and by a system such as using the POS to comprehend forecasted events and updated revenue.

4) Noise

Noise means the disturbances or obstacles that arise and reduce the ability to send and receive messages maximally. At Nexa Hotel, noise is divided into two based on sender and receiver:

- Noise in communication from F&B to Sales: slow response in the process (for communication using WA Chat)
- Noise in communication from Sales to F&B: By using BEO (Banquet Event Order) as long as there are no sudden changes, overall is very effective.

5) Feedback

Feedback is given by the recipient to the sender after receiving a message. From this feedback, the message's sender can see whether the sent message is received well by the recipient as desired by the sender or not. Feedback in communication between F&B and Sales at Nexa Hotel will get slower when the message is considered not urgent or when the message is delivered using WA chat. However, the feedback will be fast when the message is about something urgent like coordinating guest meetings or when the message is delivered using a phone and direct communication. response. However, the F&B Manager said that if the response is slow, it is still something reasonable. This is because the F&B team understands the conditions of the sales team who may be having business activities or interacting with clients. Nevertheless, when it is urgent, the F&B leader will immediately call the sales team to get a fast response or direct feedback.

6) Effect

Effect means the result of interaction in the communication process. Communication effect is the influence of the communicator's message in the communicant. According to Gamble & Gamble (2012), communication has three effects, namely cognitive, affective, and conative. The effects that occur in communication between F&B and Sales at Nexa Hotel include:

- Cognitive effect: Both parties understand the process of completing work better, especially when there is an event.
- Affective effect: Both parties are more interactive in their preparation.
- Conative effect: All events can be performed although the preparation time is relatively short

5. Conclusion

The results of the data analysis indicate that the communication process between the F&B Department and Sales & Marketing Department at Hotel Nexa Bandung has no meaningful obstacles. The only issue in the communication process is suddenness meaning communication will get some trouble when both departments are in a rush. This is because only have limited time to finish their work so that miscommunication sometimes happens. Hence, it can be concluded that the communication process between the two departments is going well so far. This cannot be separated from the role of management which always stresses that all employees must trust each other, respect each other, and help each other.

Limitation and study forward

This study is limited in the number of informants. There should be those involving directly in the communication between the two departments as the informants in this study. They may be employees, supervisors, and the managers of each department. Further studies need to vary their informants and conduct in-depth analysis for each element of communication.

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ANALYSIS OF MARKETING STRATEGIES IN DEALING WITH BUSINESS COMPETITION (STUDY ON RUBA MURI IKAT WEAVING MSME IN KUPANG CITY)

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Abstract

Purpose: This research aims to determine to appropriate marketing strategy for Ruba Muri Ikat Weaving MSME can win the competition with other ikat Weaving MSME.

Methodology: This research is a descriptive study using a combination of quantitative and qualitative methods. The data collection methods used was observation, interviews and questionnaires. Respondents in the study amounted to 30 people. Data analysis using SWOT.

Findings: based on the grand strategy matrix show that Ruba Muri's marketing strategy is in the position of the Strength-Opportunities (SO) strategy with strategic priorities : product development strategies, implementing market development strategies, conducting vigorous promotions via social media, forward integration, and backward integration.

Limitation: The sample that was planned from the start was 50 people, because of Covid-19 outbreak conditions it was reduced to 30 people. In addition, in the data collection process, a focus group discussion was also planned, but due to large-scale social restrictions it was not possible.

Contribution: The MSME sector is one of the sectors driving economic growth in NTT which is able to open jobs, absorb labor and reduce unemployment. In particular, Ikat weaving MSME is one of the sectors that supports the NTT Regional Government's flagship program "Awakening and Prospering" in the tourism sector, because it is able to raise the cultural wealth and local wisdom of the NTT people. This research helps ikat weaving MSME Ikat, one of which is Ruba Muri, located in Airnona Sub-district, Kota Raja District, Kupang City to formulate the appropriate marketing strategy formula in running a business and win the competition with other woven UMKM.

Keywords *: MSME, Ikat Weaving, Marketing Strategy, Competition*

1. Introduction

Micro, Small and Medium Enterprises (MSME) have an important role in the economy in Indonesia. Micro, Small and Medium Enterprises have a proportion of 99.99% of the total business actors in Indonesia or as many as 56.54 million units. Micro, Small, and Medium Enterprises have been able to prove their existence in the economy in Indonesia. When the storm of monetary crisis hit Indonesia in 1998, small and medium scale businesses were relatively able to survive compared to large companies. Because the majority of small-scale businesses are not too dependent on large capital or loans from outside in foreign currency. Thus, when there are fluctuations in exchange rates, large-scale companies that generally always deal with foreign currencies are the ones with the most potential to experience the impact of the crisis (Bank Indonesia, 2015).

In the province of East Nusa Tenggara (NTT) itself, the growth of MSME is quite significant. Bank Indonesia published data (2016) shows that NTT's economic growth is higher than national economic growth. The economic growth of MSME was 12.09% in the second quarter of 2016. In 2015 the economic growth rate of NTT was 5.02%, far from the national level of only 4.79 percent. The contribution from the MSME sector and tourism is a driving factor for economic growth in NTT. The number of MSME in NTT, spread across 22 districts / cities, is 104,157 units (www.nttonlinenow.com, 2019).

One of the developing MSME is the weaving handicraft. Ikat weaving has a unique characteristic; even each island produces a unique style and decoration. Sumba Island has a distinctive weaving with animal motifs, Rote Island with its distinctive leaf motifs and Timor Island with silk weaving and embroidery. The distinctive feature of Alor's weaving is the lusi ikat weaving and the coloring still uses natural coloring from plants and marine life such as squid, sea cucumber and seaweed (Salma et al, 2018).

Based on data from Small and Medium Industry Directory (IKM) in Kupang City published by the NTT Provincial Industry Service in 2019, the number of MSME players in Kupang City is as follows:

Table 1.1
Ikat Weaving MSME Entrepreneur in Kupang City 2018

No	District	Amount of Entrepreneur	Number of Craftsmen	Production Volume (pcs/year)	Annual Investment Value/Rupiah (Rp.000)
1	Kelapa Lima	14	17	313	162.000
2	Kota Raja	112	201	3.906	2.527.194
3	Kota Lama	3	6	118	33.000
4	Maulafa	418	550	10.190	6.483.500
5	Alak	192	603	6.945	5.084.594
6	Oebobo	129	207	4.120	3.425.000
Total		**868**	**1.578**	**25.592**	**17.715.288**

Source : BPS Kota Kupang, 2020

The data above shows that the total MSME of ikat weaving in Kupang City until 2018 is 868 businesses, involving 1,578 craftsmen. The total volume of production in a year reaches 25,592 woven fabrics, with an annual investment value of IDR 17,715,288,000 / year. This tendency shows how this industry has the potential to be explored by MSME players considering the increasing market demand in recent years.

One of the MSME entrepreneur of ikat is Ruba Muri, which is located on Jl. Kancil No.25 Airnona sub-district, Kota Raja District, Kupang City. This MSME in the form of a home industry was founded by Mrs. Maria Baki Nara since 2007. As a pioneer in the weaving business in Airnona sub-district, Mrs. Maria Baki Nara has given birth to a number of craftsmen, whom now starting open their own businesses. The types of products produced by UMKM Ruba Muri are ikat woven fabrics, both those made from natural basic materials (the coloring is from plant roots), woven fabrics made using manufactured dyes or those that have been modified into prada fabrics. Complementary accessories such as necklaces, earrings, belts and so on which complement the use of woven fabrics according to the themes of each tribe in NTT are also available here.

In running this business, Ruba Muri faces fierce competition with several competitors in this industry, whose development in Kupang City is quite significant. In Kota Raja Subdistrict, there are 112 ikat weaving MSME , 75 of them which are in Airnona sub-district, and 37 of them are members of a group of craftsmen named Ruba Muri (fostered by Ruba Muri). Marketing strategy certainly needs to be formulated appropriately so that it can outperform this tough competition.

Marketing strategy according to Boone (2008: 42), is an overall company program to determine the target market and satisfy consumers by building a combination of elements from the marketing mix: product, distribution, promotion and price. The problem faced by Ruba Muri is the lack of knowledge about the marketing mix. Minimal product innovation and diversification, limited distribution channels, promotional activities that only rely on word of mouth (WOM) communication or join MSME exhibition which only take place once a year. The business management activities have not been neatly coordinated. Human resources are still limited, while the market share and production demand for MSME continues to increase from year to year.

The increasing demand for woven cloth products has occurred since the leadership of the former NTT Governor, Mr. Frans Lebu Raya, who obliged civil servants in provinces, cities and districts to wear NTT woven motifs every Thursday. It was continued during the leadership of Governor Viktor Laiskodat, where not only on Thursday ASN was required to wear NTT woven motifs, but on Tuesday and Wednesday they was obliged to wear NTT woven sarongs / blankets with white tops, and Thursday still wear motifs. In addition, Mrs. Julie Sutrisno-Laiskodat is actively promoting woven fabrics, both nationally and internationally, through her designs that are included in fashion exhibitions abroad. Since the leaders make this important, the attention of the community has begun to focus here. Market interest in woven fabric products is getting higher. Now the use of woven fabrics has become a lifestyle for people in NTT in particular and the world in general.

Besides these opportunities, there are also threats that should be anticipated such as the emergence of competitors, especially from the fostered craftsmen who are now also willing to start a weaving business, piracy of woven fabric design models, changing market tastes, and the existence of substitute products in the form of printed woven fabrics.

In running a business, of course there is a problem that interferes with the running of the business, both from an internal and external perspective of the business itself. Therefore, every company is required to think about and determine what strategies will be implemented to deal with this increasingly complex competition in the business world so that the business they have been running so far does not experience losses that cause a setback in the business. The implementation of this business strategy is certainly not as easy as one might imagine because running a business is not only oriented towards meeting the needs and desires of consumers but also to consider more what has been done and can evaluate performance so far (Sholihin, 2014).

The commonly Strategies used in determining marketing strategy policies are SWOT or commonly called Strength, Weakness, Opportunity, and Threats. In Ruba Muri weaving UMKM, the application of the SWOT strategy is very necessary to be able to find out the weaknesses and threats experienced by this business and to use all strengths to catch an opportunity to survive and compete in the business world.

Based on the above tendencies, this research aims to determine to appropriate marketing strategy for Ruba Muri Ikat Weaving MSME can win the competition with other ikat Weaving MSME.

2. Literature review and hypotheses development

2.1 Definition of Strategy

Strategy is a number of decisions and actions aimed at achieving goals (goals) and adjusting organizational resources to the opportunities and challenges faced in the industrial environment (Kuncoro, 2006: 12). Some of the main features of the strategy are :

1. Goal-directed actions, namely activities that show what is desired and how to implement it
2. Consider all internal strengths (resources and capabilities), and pay attention to opportunities and challenges.

Strategy formulation is the development of a long plan for the effective management of environmental opportunities and threats, in view of the strengths and weaknesses of the organization. Strategy formulation includes determining the mission of the organization, determining the goals to be achieved, developing strategies and establishing policy guidelines (Hunger & Wheelen, 2003).

2.2 Definition of Marketing

According to Kotler and Armstrong (2003: 7) marketing is a social and managerial process in which individuals and groups get what they need and want by creating and exchanging products and values with other parties.

According to Hasan (2013: 4) marketing is the process of identifying, creating and communicating value, and maintaining satisfying customer relationships to maximize company profits.

From the above understanding, it can be concluded that marketing is a social and managerial process in identifying, creating and communicating value to meet the needs and desires of consumers / customers as well as maintaining satisfying customer relationships to maximize company profits.

2.3 Marketing Strategy

According to Alma (2013), the marketing strategy is to select and analyze the target market, which is a group of people the company wants to reach and creates a suitable marketing mix that can satisfy the target market. According to Boone (2008: 42), marketing strategy is an entire company program to determine target markets and satisfy consumers by building a combination of elements from the marketing mix: product, distribution, promotion and price.

Based on the above definition, it can be concluded that the marketing strategy is: an entire company program to select, determine and analyze the target market and satisfy consumers by building a combination of elements from the marketing mix which includes product, price, promotion and distribution.

According to Corey in Tjiptono (2008) marketing strategy consists of five elements that are closely related. The five elements are :

1. Market selection is choosing the market to be served by this decision based on factors:
   a. Perceptions of product functions and technology classifications that can be protected and dominated.
   b. Limited internal resources which encourage the need for a narrower focus.
   c. Cumulative experiences based on trial and error in responding to opportunities and challenges.
   d. Special capabilities derived from access to scarce resources or protected markets.
2. Product planning, including specific products sold, formation of product lines and design of individual offerings on each line. The product itself offers the total benefit that a customer can get by making a purchase. These benefits include the product itself,

the product brand name, product availability, warranties or guarantees, repair services and technical assistance provided by the seller, as well as personal relationships that may form between the buyer and the seller.

3. Pricing, namely determining prices that can reflect the quantitative value of the product to customers.
4. Distribution system, namely wholesale and retail trade channels through which the product reaches the final consumer who buys and uses it.
5. Marketing communication (promotion) which includes advertising, sales personnel, sales promotion, direct marketing and public relations.

3. Research methodology

This research is a descriptive study using a combined method of quantitative and qualitative. Obtaining primary data techniques are through interviews, questionnaires, observations, and documentation. The obtained data then analyzed using SWOT matrix, which produced some marketing strategies to be recommended for Ruba Muri.

In this study, sampling was adjusted to Roscoe's theory (Sugiyono, 2007: 74), that the proper sample size in the study is at least 30 to 500. Based on the limitations of the situation and conditions of the Covid-19 pandemic, respondents in this research took 30 people, with the distribution: 20 customers, 5 suppliers and 5 competitors who are craftsmen of weaving in Airnona village. The method of capturing supplier and competitor respondents was done by using purposive sampling technique while customer respondents used accidental sampling technique.

Data types and data sources in this study use primary data and secondary data. Primary data obtained from observations, questionnaires and interviews. Meanwhile, secondary data were obtained from related agencies, internet browsing and literature related to this research topic.

Internal factors (IFAS) were analyzed using descriptive methods obtained from the answers to respondents' questionnaires. Meanwhile, the EFAS factor was obtained from interviews with the owner of Ruba Muri. The answers are then classified into categories, by calculating the weight score of each respondent's answer using a SWOT analysis.

SWOT analysis is systematically identifying various factors to formulate a management strategy. This analysis is based on logic that can maximize Strengths) and Opportunities, simultaneously minimize Weaknesses and Threats. SWOT stands for the internal environment of Strengths and Weaknesses as well as external environmental Opportunities and Threats. The first thing done in determining the SWOT matrix is to know the internal strategy factor (IFAS) and the external Strategy factor (EFAS). Determination of various factors, the weight of each factor and the importance of each factor is obtained from the results of interviews with people who are competent in their field and adjusted to the conditions in the field. This is to minimize the objectivity. Once all data is collected, the next process is to determine the internal and external strategy factor. The Internal strategy factor is as follows (Rangkuti, 2006) :

- Determining the factors that become the strengths and weaknesses of management activities.
- Weights each factor according to their importance. The sum of all weights must be 1.00.
- Calculating the Rating (column 3) for each factor based on the influence/response of these factors on development (value: 4 = very important, 3 = important, 2 = quite important, 1 = less important).

- Multiply the weight in column 2 with the rating in column 3 to obtain the weighting factor in column 4. The result of this multiplication will be the weighted score for each factor.

The external strategy factor is as follows:

- Determining the factors that become opportunities as well as threats from management activities.
- Weights of each of these factors according to their level of importance. The sum of all weights must be 1.00.
- Calculating the Rating (column 3) for each factor based on the influence/response of these factors on development (value: 4 = very important, 3 = important, 2 = important enough, 1 = less important).
- Multiply the weight in column 2 with the rating in column 3 to obtain the weighting factor in column 4. The result will be a weighted score for each factor.

Once the matrix of IFAS and EFAS are completed, then the elements are linked in the matrix to obtain some strategic positions. This matrix allows for four possible strategies. Known value of IFAS and EFAS, then using the Grand Strategy Matrix will be analyzed the right business strategy. This matrix has four quadrants representing the state of the enterprise, as follows:

- The enterprise in the Quadrant I has a perfect strategic position. Enterprises in this position have adequate resources to take advantage of the various external opportunities that arise in many areas. They can take risks aggressively if necessary.
- The enterprise in quadrants II need to seriously evaluate their approach to the market. Although their industry is growing, they are not able to compete effectively, and they need to figure out why the enterprise's approach is currently ineffective and how the enterprise can improve its competitiveness.
- The enterprise in Quadrant III is competing in a slow growth industry and has a weak competitive position. The enterprise must immediately make drastic changes to avoid further decline and possible of liquidation. Cost reduction and extensive assets must be made first.
- The enterprise in Quadrant IV has a strong competitive position but in a slow growth industry. These enterprises have the power to hold diversified programs into new areas of growth that are more promising. The enterprise's characteristic in Quadrant IV is a high cash flow rate as well as limited internal growth needs and often able to run a related or unrelated diversified strategy successfully. Enterprises in Quadrant IV may also conduct joint ventures.

After knowing the strategic position, next through the SWOT matrix will be analyzed the appropriate marketing strategy for Ruba Muri. Determining the priority of the strategy is done by observing the interrelated factors in this study. The number of weighted scores determines the rank of priority strategy for Ruba Muri. The number of scores is derived from the summation of all scores in each of the related strategic factors. Ranking will be determined based on the order of the largest number of scores to the smallest of all existing strategies.

4. Results and discussions

4.1 General Conditions of Ruba Muri Ikat Weaving MSME

Ruba Muri Ikat Weaving UMKM which is located on Jl. Kancil No.25 Kelurahan Airnona, Kota Raja District, Kupang City. This MSME in the form of a home industry was founded by Mrs. Maria Baki Nara since 2007. At first she only helped her mother-in-law who was also a weaver. Starting from there, she then took an interest in learning the skill of weaving further, until finally he was able to produce some of his own woven fabrics. At that time, in Airnona sub-district, where she lived, no one had started this weaving business, so there was an idea to sell woven fabrics that he created herself. Starting from there until now her business has survived and her big name is increasingly widely known.

As a pioneer in the weaving business in Air Nona Village, Mrs. Maria Baki Nara has given birth to a number of craftsmen, who are now starting to independently open their own businesses. They open the same business, either selling woven fabrics of their own creations or supplying from other craftsmen. Apart from selling, they also offer rental services for fabrics and modified woven clothing.

One of the MSME entrepreneur of ikat is Ruba Muri, which is located on Jl. Kancil No.25 Airnona sub-district, Kota Raja District, Kupang City. This MSME in the form of a home industry was founded by Mrs. Maria Baki Nara since 2007. As a pioneer in the weaving business in Airnona sub-district, Mrs. Maria Baki Nara has given birth to a number of craftsmen, whom now starting open their own businesses. The types of products produced by UMKM Ruba Muri are ikat woven fabrics, both those made from natural basic materials (the coloring is from plant roots), woven fabrics made using manufactured dyes or those that have been modified into prada fabrics. Complementary accessories such as necklaces, earrings, belts and so on which complement the use of woven fabrics according to the themes of each tribe in NTT are also available here.

In addition to selling, Ruba Muri also provides rental services for events such as wedding parties, traditional events, celebrations of Indonesia's independence day, etc. Besides producing itself, Ruba Muri also supply ikat weaving from craftsmen in Airnona Sub-district (most of them are fostered craftsmen Ruba Muri itself) and its surroundings, or even from outside Kupang City.

The source of this business capital was originally from heris own savings. However, when the market begins to expand and demand increases, additional capital is needed from banks. Until now, the turnover earned in a year has reached IDR 130,000,000. The price set for each product sold is a competitive price, even tends to be cheap compared to its other competitors.

The distribution activities carried out so far by opening outlets which also function as houses and production houses. She also often participates in exhibitions of MSME results where on that occasion his products are promoted as well as sold.

Promotional activities that are carried out are limited to word of mouth (WOM) promotion and also participate in the exhibition of MSME handicrafts which are often held by the Industry Service every year.

4.2 Identification of Internal & External Factors

Internal and external factors obtained from the the questionnaire and interviews with respondents and the owner of Ruba Muri. The results of observations directly in the field as follows:

1. Strengths
   - As a pioneer in ikat weaving MSME in Airnona sub-district
   - A good brand image
   - As a mentor who provide free training for beginner weaving craftsmen
   - Strong customer relationships
   - Relationships with suppliers are strong

- Opening a rental service
- Cheap product selling price

2. Weaknesses
   - Limited owner mindset
   - There is no clear organizational structure
   - Lack of human resources
   - Limited product innovation
   - Limited product diversification
   - Promotion is less varied
   - Limited distribution
3. Opportunities
   - Local government regulations for civil servant are obliged to use weaving
   - The tourism sector is the leading sector in NTT.
   - Advances in ICT That Support Promotion
   - fashion trends "Back to ethnic"
   - Maintaining cultural heritage
   - Regional economic potential
   - Rapid market growth
4. Threats
   - Intense competition
   - Market tastes continue Changing
   - Piracy of woven fabric designs
   - There is a substitute product in the form of printed ikat weaving
   - Technological changes in weaving
   - Increased bargaining power of buyers
   - Increased bargaining power of suppliers

4.3 Marketing Stratengy for Ruba Muri

Internal and external factors are obtained from the results of questionnaires distributed to respondents and direct observations in the field. Here's the description :

Table 2
Internal Factor Strategies (IFAS)

Internal Factor Strategies	Weight	Rating	Score
Strengths			
1. As a pioneer in ikat weaving MSME in Airnona sub-district	0.1272	5	0.6362
2. A good brand image	0.1161	5	0.5807
3. As a mentor who provide free training for beginner weaving craftsmen	0.1136	4	0.4543
4. Strong customer relationships	0.0974	3	0.2921
5. Relationships with suppliers are strong	0.1033	4	0.4133
6. Opening a rental service	0.1136	5	0.5679

7. Cheap product selling price	0.1093	4	0.4372
Score of Strength			**3.38**
1. Limited owner mindset	0.0256	1	0.0256
2. There is no clear organizational structure	0.0350	1	0.0350
3. Lack of human resources	0.0401	2	0.0803
4. Limited product innovation	0.0256	1	0.0256
5. Limited product diversification	0.0256	1	0.0256
6. Promotion is less varied	0.0418	2	0.0837
7. Limited distribution	0.0256	1	0.0256
Score of weaknesses			**0.3**
Total score	**1**		**3.68**

Source : *Research result, 2020*

Based on the results table 1, the score of strength component is 3.38 and the weakness score is 0.3. Then the difference in the score of the influence of internal factors is 3.1. This score is obtained to determine the position of the strategy in the grand strategy matrix.

Table 3
External Factor Strategies (EFAS)

External Factor Strategies	Weight	Rating	Score
Oppurtunities 1. Local government regulations for civil servant are obliged to use weaving	0.1197	5	0.5984
2. The tourism sector is the leading sector in NTT.	0.1092	5	0.5462
3. Advances in ICT That Support Promotion	0.1108	5	0.5542
4. fashion trends "Back to ethnic"	0.0835	3	0.2506
5. Maintaining cultural heritage	0.0964	4	0.3855
6. Regional economic potential	0.1100	5	0.5502
7. Rapid market growth	0.1052	5	0.5261
Score of Oppurtunities			**3.4**
Weaknesses 1. Intense competition	0.0241	1	0.0241
2. Market tastes continue Changing	0.0426	2	0.0851
3. Piracy of woven fabric designs	0.0530	3	0.1590
4. There is a substitute product in the form of printed ikat weaving	0.0386	2	0.0771
5. Technological changes in weaving	0.0490	3	0.1470
6. Increased bargaining power of buyers	0.0337	1	0.0337
7. Increased bargaining power of suppliers	0.0241	1	0.0241
Score of weaknesses			**0.6**
Total score	**1**		**4**

Source : *Research result*, *2020*

Based on the results table 3, the score of Opportunities is 3.4 and Thteats is 0.6. Accumulated score of external factors is 2.8. Accumulation is obtained to determine the position of strategy in the grand strategy matrix.

If these values are applied in the Grand Strategy Matrix, the strategic position is plotted in quadrant 1, then the appropriate strategy is concentration on the market (market penetration and market development) and concentration on the product (development product). When the enterprise is in Quadrant 1 has over resources, the effective strategy is backward integration, forward integration, or horizontal integration. When an enterprise depend on a particular product, diversification may help reduce the risk associated with a narrow product line. Enterprise in this quadrant have adequate resources to take advantage of the various external opportunities that arise in various fields. They can take the risk aggressively if necessary.

4.4 SWOT Analysis

Combining the SWOT matrix obtained several alternative S-O strategies, S-T strategies, W-O strategies, and W-T strategies. The SWOT results for Ruba Muri can be seen in table 4 below :

Tabel 4
Matriks SWOT Analisis Lingkungan Internal dan Lingkungan Eksternal
Ikat Weaving MSME Ruba Muri

Faktor Internal / **Faktor Eksternal**	***Strenght***	***Weaknesses***
	1. As a pioneer in ikat weaving MSME in Airnona sub-district 2. A good brand image 3. As a mentor who provide free training for beginner weaving craftsmen 4. Strong customer relationships 5. Relationships with suppliers are strong 6. Opening a rental service 7. Cheap product selling price	1. Limited owner mindset 2. There is no clear organizational structure 3. Lack of human resources 4. Limited product innovation 5. Limited product diversification 6. Promotion is less varied 7. Limited distribution
Opportunities 1. Local government regulations for civil servant are obliged to use weaving 2. The tourism sector is the leading sector in NTT. 3. Advances in ICT That Support Promotion 4. fashion trends "Back to ethnic"	**Strategi SO** 1. Product development strategy 2. Market development strategy 3. Conducting heavy promotions via social media 4. Forward integration: partneringwith tailors accesories craftsmen, shoe and bag craftsmen 5. Backward integration: by providing free training for prospective craftsmen, then	**Strategi WO** 1. Changing the mindset to be more competitive and not just complacent with current achievements 2. Establish a clear organizational structure with a clear division of tasks 3. More frequent innovations to be able to follow the trend of market tastes

5. Maintaining cultural heritage 6. Regional economic potential 7. Rapid market growth	implementing a work contract system with the fostered craftsmen.	4. Take advantage of the advancement of ICT through the use of the internet for promotion, especially on social media 5. Conduct intensive distribution, especially at tourist attraction points
Threats 1. Intense competition 2. Market tastes continue Changing 3. Piracy of woven fabric designs 4. There is a substitute product in the form of printed ikat weaving 5. Technological changes in weaving 6. Increased bargaining power of buyers 7. Increased bargaining power of suppliers	**Strategi ST** 1. Take advantage of the position as a pioneer that already has a strong brand image in the minds of consumers 2. Registering patents so that the uba Muri design and brand are not hijacked by competitors 3. Applying more efficient and effective technology 4. Empower customers by implementing CRM 5. Establish solid partnerships with suppliers.	**Strategi WT** 1. Innovate and differentiate products 2. Diversify 3. Promotional activities are more active 4. Distribution is more widespread

Source: Research result, 2019

4.5 Determining the Priority Strategy

Based on the calculation of the grand strategy matrix, the position of strategy is in the Quadrant I (SO). After the position is set in the quadrant, then the total number of scores derived from the relation of each strategy SO sorted by the largest value to be prioritized strategy in the development of community-based ecotourism gula lempeng maker in Lasiana. Determination of the priority of the SO-associated strategy can be seen in table 5 below :

Table 5
Determining SO Priority

Strategy	Linkages	Total Score	Rank
1. Product development strategy	S1,S2,O1,O2,O4	2.61	I
2. Market development strategy	S2, S4, O2, O7	1.95	II
3. Conducting heavy promotions via social media	S2, S4, S7, O3	1.86	III
4. Forward integration	S5, S6, O6	1.53	IV
5. Backward integration	S3,O5	0.84	V

Based on the table above, it is found that the priority strategies for the marketing strategy of the Ruba Muri Ikat Weaving UMKM are as follows :

Product development strategy, Ruba Muri needs to develop products by innovating products based on input from customer requests, conducting surveys of competitors. The motive is adjusted to the current market demand trend without leaving the element of local wisdom. Products that are sold can be developed not only in the form of woven fabrics as currently sold, but can also be diversified into products for bags, wallets, and regional woven motif shoes. Jewelry accessories are also innovated not only as currently available in the form of complementary accessories, but can also be developed to be more varied.

Market development strategy, with a brand image that has been well embedded in the minds of consumers because it is a pioneer, and a strong customer base, the Ruba Muri market segment needs to be expanded, not only reaching the inner-city market, but also markets outside NTT and even abroad. This can be done by expanding distribution, by not only opening outlets at home, but also by partnering with Deskranasda for example, or partnering with NTT souvenirs selling outlets at airports. Moreover, the tourism sector in NTT is booming, this is an opportunity for Ruba Muri to introduce its products to foreign tourists who come to NTT. In addition, market development strategies can also be carried out by selling Ruba Muri products in e-commerce stalls such as Shoope, Tokopedia, Lazada, and others which are low cost and have wide reach.

Conducting heavy promotions via social media, Promoting via social media such as Facebook and Instagram, where the costs incurred are minimal with a large and broad promotional exposure effect.

Forward integration, by hooking up tailor partners, accessories craftsmen and shoe and bag craftsmen. This is a hat so that the products that are sold are not only woven fabrics, but also the modification into ready-to-wear clothes. Ruba Muri can offer services to customize the clothing designs that customers want, with woven fabrics from Ruba Muri itself and those done by tailor partners. Likewise, accessories for necklaces, earrings, bracelets made of woven cloth produced by Ruba Muri, can be done by accessories craft partners. Woven fabric products can be innovated into bag, wallet or shoe products, this can be done by shoe craft partners.

Backward integration, Ruba Muri gave birth to many weaving craftsmen around Air Nona Village, through training provided by the owner for free. However, unfortunately there is no cooperation contract, such as the craftsman concerned who has received training must work in Ruba Muri for a few years, and if on the way the person's performance is good and improving can be hired there. This can solve the problem of human resource shortages in Ruba Muri.

5. Conclusion

Based on the discussion that has been stated, it can be concluded that the marketing strategy of Ruba Muri is in the position of the Strength-Opportunities (SO) strategy with strategic priorities, namely carrying out a product development strategy, implementing a market development strategy, conducting vigorous promotion via social media, forward integration and backward integration.

Limitation and study forward

The limitation in this study is related to large-scale social restrictions due to the COVID-19 pandemic situation so that the data collection process in the field that took place during July was constrained. The sample that was planned from the start was 50 people, because the situation and conditions were not possible so that it was reduced to 30 people. In addition, in the data collection process, a focus group discussion was also planned, but due to large-scale social restrictions it was not possible.

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HOW TO BUILD PLACE BRANDING FOR EDUCATIONAL TOURISM VILLAGE KAMPUNG CABE IN DESA KABASIRAN AFTER COVID 19 PANDEMIC

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Abstract

Purpose: This study aims to find an effective way for Kampung Cabe an educational tourism destination in Kabasiran Village to build a place branding, related to its image which is associated to poverty, bad infrastructure and inequality of economic development

Methodology: Methodology used for the study is qualitative with an exploratory approach. Observation, interviews, distribution of questionnaires, and study literature in various scientific books and journals were carried out to obtain data. Data analysis techniques include interview transcripts, coding, reduction, analysis, interpretation and triangulation used Nvivo 12.

Findings: It can be concluded that the steps that should be taken by Kampung Cabe to build a strong place branding are to redefine the identity of the values and products that the Kampung Cabe tourism village wants to convey. Then, increase community participation, and build pentahelix partnerships between government, society, academics, business people, and the media.

Limitation: The limitation of this research is that part of the research process was carried out during the covid 19 pandemic. So that some interviews and data can only be collected online.

Contribution: In general, the results of this study can contribute to the development of marketing management science, especially in the development of destination branding for areas that have poverty problems backgrounds. And specifically the results of this study can be used as a guidence for the community of Kampung Cabe to build its strong place branding.

Keywords: *Tourism village; branding, place branding.*

1. Introduction

The potential of natural beauty in area, the warmth of the friendly culture of the local people, the uniqueness of handicraft and culinary products, or alluring cultural attractions will not contribute in improving the community's economy if these potential are not recognized by people outside the region. Branding, it will increase people's awareness of the potentials, thereby it can increase the economic value of a tourist destination (Almeyda-Ibáñez and George, 2017). The context of branding in this paper is applied to an area or commonly known as place branding.

Place branding is the overall thoughts, feelings and hopes that a person has for a tourist destination (Hudson, Cárdenas, Meng, dan Thal, 2017). This shows that the branding attached to a tourist destination is more than just a physical logo and tag line (Anholt, 2005). Raharjo (2015) said that place branding is the process of how people see a tourist destination, so that there is a process of redefining the place carried out by the community. This involves not only what is seen, but also what society feels and remembers. So that there is a strong relationship between what is perceived by the community towards the location. Later on, from this perception the community gets verification, a reputation will be formed which will increase repeat visit. This reputation will differentiate it from similar destinations owned by competitors. It means, good branding will be able to form an image.

This image or reputation will help not only producers but also consumers. For consumers, in this case tourists, branding will help them to identify the location quality of destination and the consistency of the location quality.

So that, producers has responsibility to make realization of brand created to meet tourists expectation and not just a slogan or tag line (Almeyda-Ibáñez dan George, 2017)

Through effective branding, tourist locations will be able to build a loyal customer base (Almeyda-Ibáñez and George (2017) and Armstrong and Kotler (2014). They will be willing to make repeat visits, recommendation to relatives and colleagues (Kotler, 2011)), as well as spending in larger quantities on products and services offered at tourist sites. Because of that loyalty, they become indifferent to price. They are people who are immune to the attractiveness of competitors and will continue to make purchases if there are new products and services offered by producers.

In this study, the discussion of place branding refers to a tourist village location called Kampung Cabe. It is an educational tourism destination built by the local community in order to improve the economic welfare of the people in Kabasiran Village. The rural tourism sector is believed to be able to create new occupation with a variety of economic activities. The presence of Kampung Cabe originated from the success of one of the local UKM which succeeded in creating an innovative spice product made from chilies. This UKM then continues to empower the community from upstream to downstream to participate; starting from cultivating chilies to innovating to produce various snack and souvenir products with uniqueness and characteristics of chilies.

Starting to operate in 2019, Kampung Cabe has succeeded in inviting guests from outside the Kabasiran area to travel and learning about how to process chilies and shopping for various UMKM products. However, tourism activities were forced to stop due to the Covid 19 pandemic. UMKM activities which are actors in providing tourism services and products are the most affected parties. From a survey that we conducted from 86 UMKM actors in Parung Panjang sub-district, the biggest impact of this pandemic is decreasing in omset / sales, followed by employees and work teams termination and even some have to close their businesses.

For this reason, it is necessary to make efforts to increase the return of tourist visits after the pandemic period ends. Various studies have stated that place branding has a strong enough effect on the decision to visit a tourist destination such as the decision to visit Teluk Penyu Beach, Cilacap Regency, which is significantly influenced by place branding both directly and through the image of the destination (Fuadillah, 2018). Likewise, Yusuf, Abdul and Sulaeman (2014) stated that place branding significantly influences the decision of domestic tourists to visit coastal tourism destinations in Karawang Regency. The same thing happened to the decision to visit Taman Sri Baduga Purwakarta which is influenced by place branding and destination image (Tiana, Dede; Yusuf, 2018). Although Wulandari (2013) conveyed her research in Purwakarta Regency that the effect of place branding is low on the decision of domestic tourists to visit this district. And the research of Ramadhan, Suharyono, & Kumadji (2015) in the city of Surabaya, where place branding has a significant effect on visiting interest and has no significant effect on visiting decisions. And (Ivani, 2015) stated that city branding affects directly or indirectly through the image of the city on the decisions of youth travelers to Jakarta.

However, in practice it becomes a challenge for a destination that has an unfavorable background such as post-natural disaster, post-conflict, war (Amujo & Otubanjo, 2012), poverty (Agba, Agba, Ushie, & Akwara, 2009), and pandemic disease. (M Gould & Skinner, 2007; Irvine & Anderson, 2013). Like what Africa has to face: poverty, hunger, food insecurity, corruption, and racial problems (Osei & Gbadamosi, 2011). And as presented in Viosca, Bergiel, and Balsmeier (2004) with what happened in Nigeria. Where this country has experienced a decline in its country's brand image after the Nigerian electronic financial fraud incident (Electronic Nigerian Money Fraud). The incident is so attached on the minds of consumers that it can degrade the country's reputation from the perspective of the outside community. So we need a special strategy to build strong branding in this destination

Therefore, this study was conducted with the aim of finding ways that Kampung Cabe could do as a special strategy to be able to build its branding after experiencing the Covid 19 pandemic. Previous studies have done quite a lot both in the form of literature reviews regarding the development of theory and practice of place branding, studies of the effect of place branding on the decision to visit a tourist destination, and in terms of community involvement in building the place branding. However, in this study, Kabasiran Village became the main focus of attention of researchers, especially related to the existence of Kampung Cabe in Kabasiran Village which is a poor area and has minimal potential, then this destination was built on the basis of community initiatives that seek to improve its economic conditions, added with challenges faced due to the Covid 19 pandemic.

2. Literature review and hypotheses development

Place Branding

Place branding is a field of science that is being applied popularly (Kavaratzis and Hatch, 2013) as an important component to promote a destination to stimulate economic growth in the region. Its development then became multi-disciplinary (Kavaratzis and Hatch, 2013) in line with the interdisciplinary spirit in social science discourse, which is implemented in cross-sectorial public policies (Cahyaningtias: 2016)

The idea of place branding began in the 80s when research on cities, regions and countries was an interesting one due to globalization and economic growth (Wibawanto, 2015). Each region tries to compete with other regions to attract the attention of various parties ranging from business investors, tourists, and even to attract people from outside to want to live in the area (Wibawanto, 2015). So then place branding is no longer merely promoting a tourist destination that has natural beauty, but has developed to involve more emotions where tourist destinations offer experiences that visitors can remember. (Wibawanto, 2015).

Zenker & Baun (2010) in (Kavaratzis & Hatch, 2013) define place branding as a network of associations in the minds of consumers based on what is seen visually, what is heard verbally and the behavioral experimentation of a destination which is interrelated with the goal, the communication process. , the values and culture that exist in the place. From this definition it can be agreed that branding must be embedded in the minds or minds of consumers

The formation of place branding really depends on the conditions of each location. There are several theories, one of which is Moser's five steps which have an approach to corparat branding development, namely creating core brand values, creating core brand messages, creating brand personality, defining brand icons, and determining the brand road map (Sukmaraga, Ayyub. Nirwana, 2016).

Core brand values are basically the internal character of the company. If applied to an area, it means that it is an internal character of the area such as in the form of city cleanliness, people's hospitality, educational progress, religious nuances, the creativity of the artists and so on. And to be able to communicate these core values, a core message from the brand is needed. This message must be ensured to reach the target group. So it is important to pay attention to what is conveyed and how to convey it. The brand that has been determined must have a personality, meaning that it can be associated with a figure or representative people of the area. These figures can be regional leaders, youths, celebrities, and outstanding figures such as athletes in certain sports. In line with that, Kaplanidou (2003: 3) said that there are several elements that must be present in the construction of a place branding. Those are identity, essence or soul, character, personality, culture and brand image. Identity as the first element becomes very important, because this is where a series of strategies are set which are manifested in the form of associations that represent the destination, so that the brand created becomes a reflection of the destination's existence. Likewise, according to Andrea Insch in Raharjo (2015), identity ranks first in the process of building city branding. That is by identifying the destination's assets, attributes, and personality. And then followed by the determination of branding objectives, the process of communicating the brand, and implementation in the form of integrated and consistency communication in conveying the same message for city branding.

Role of Place Branding

place branding, is intended to form an image of a destination, so that it can differentiate between competitors' destinations, then be able to control the market, and facilitate recommendations. From branding, a destination will be given an identity that is able to form an image and belief in the community for a certain quality assurance. In the next stage, after the identity is formed, credibility, perceptions and expectations from the community for the destination will be built. Because it involves community expectations, branding then becomes a responsibility for stakeholders in order to fulfill their promises (Almeyda-Ibáñez & George, 2017). And if these promises are being fulfilled, it will automatically increase the reputation which will further strengthen the destination's position among its competitors (Raharjo: 2015). So that it has an impact on increasing the attractiveness of destinations to visit and makes it easier for visitors to provide recommendations if they are satisfied with the products and services provided.

Specifically, it can be said that when a positive brand image has been formed, it will be able to stimulate the economic growth of a destination, through increasing visits from target markets, tourists, business people, traders, immigrants, and even being able to find export markets. In addition, regions with strong branding will easily get business investors both from within and outside the country (Raharjo: 2015).

In a broader scope, branding for a country can act as a diplomatic tool to strengthen the status of a country through a strong brand and is based on a competitive identity. From the security side, the branding of a country is more than just a tool for promotion, it is a tool to communicate a message to all parties. This includes being the direction and vision for the government to carry out development and policy making (Cahyaningtias: 2016).

Place Branding Problems

It can be agreed that from several theories that describe the steps to build place branding, that the identity of the destination is the most important thing to pay attention to. The identity of an area can be interpreted into various terms, sometimes as a place image (Kalandides: 2011) although sometimes it is more often associated with tradition. Meanwhile (Govers and Go: 2009) illustrates that the identity of an area is built from history, politics, religion and cultural discourse. Whatever term is used, identity is the one that is communicated to the public through place branding. So when an area fails to formulate its identity, the branding that is built will not be effective. Because the communication process becomes biased when the message is not clear. As stated by Endzina and Luvina (2004), Dzenovska (2005) that when a country does not manage its image, other people from outside the country will instill in his mind an image based on myths and stereotypes. What happened in Latvia, according to Dzenovska's (2005) research, is that Latvian branding is hampered because there is no agreement between stakeholders in managing the country's image, so what emerges is that people outside view Latvia based on their perceptions and their respective prejudices which are very likely to be obtained from wrong information.

It is a challenge for a destination to build a good image when it has a negative background, history, conditions or extraordinary events in the past such as natural disasters, conflicts, wars, epidemics, poverty and others. For example, what happened to England in 2001, according to research (Irvine & Anderson, 2013) the endemic of foot and mouth disease in livestock and sheep was able to reduce the level of tourist visits. It will even have a long-term effect even though the actual crisis is over due to the inherent image caused by the endemic. In Nigeria, where internet financial fraud, known as Nigeria electronic money fraud - is able to damage the country's branding and even to the regional level. This incident causes cheating to always be associated with Nigeria (Viosca, Bergiel, & Balsmeier, 2004). As a solution Viosca et al. (2004) suggest that the government, the business sector, educational institutions, community organizations and most importantly the media must jointly agree to campaign for a positive image of Nigeria, especially those related to investment and creditworthiness, export, tourism, and other international relations purposes. Amujo & Otubanjo (2012) stated that in order to restore the branding of an area after a natural disaster that has a big impact, the role of the government and the state bureaucracy is emphasized. For this reason, it is necessary to have a mutually supportive partnership communication between the government and branding experts and practitioners, so that there are no mistakes in rebranding. Especially to avoid top-down branding without stakeholder involvement, which can cause poor socialization in the end. Osei & Gbadamosi (2011) recommend a number of steps for Africa to be able to rebrand after previously being associated with negative issues about poverty, hunger, food insecurity, corruption, and racism. Those are by assessing current perceptions of African branding, building or establishing institutions specifically responsible for branding development, establishing and maintaining relationships with multinational companies, celebrating or telling African success stories, exploring opportunities to hold international sports events, develop communication marketing strategies to influence the attitudes and behavior of the target audience.

3. Research methodology

This study uses qualitative methods with an exploratory approach. Collecting preliminary data about the condition of Kampung Cabe before and after Covid 19 pandemic and explore how to build an effective place branding for Kampung Cabe. Data sources are primary data and secondary data. Field data collection techniques are interviews, distributing questionnaires, observation, and documentation. The technique of selecting informants was done by purposive and snowball. The selection of informants was purposive or called key informants based on the parties involved in the development of Kampung Cabe, those are the management, women farmers groups, and partner of UMKM. Snowball informants were found when conducting interviews with key informants. Because the research took place during the Covid 19 pandemic, where almost all activities had to be carried out by physical distancing, we were distributing questionnaires using Google Form that we distributed through What'sapp group of UKM and IKM Parung Panjang District. This questionnaire data collection aims to provide researchers with an overview of the general conditions of UMKM in Parung Panjang.

4. Results and discussions

Kabasiran Village, the location where Kampung Cabe stands, is one of the villages in Parung Panjang District. According to data cited by Andriyani (2019), the value of the sub-district's Human Development Index is 71.29, with the expected length of schooling is 10.93 and the average length of school is 7.18. This means that on average, the population aged 25 years in the area either quit school in the middle of junior high school or only graduated from basic education. The impact then is that the occupations of the average population are as manual laborers and household assistants earning Rp. 400,000 - 500,000 per month as described by a respondent. The majority of indigenous people embrace Islam, but with a still traditional understanding mixed with values that sometimes conflict with the religion itself. The low level of education and the level of the economy affects the mindset and enthusiasm of the people to improve their standard of life. It takes a lot of effort to be able to move people to participate in community empowerment programs.

> "The occupations of the indigenous people are laborers, household assistants in housing estates, cleaning workers, men are making bricks, and educational background commonly are only graduated from elementary school. The original resident earns Rp. 400,000 - 500,000 per month and often buy expired food at the market. "

> "The condition of people's religious understanding is also lacking, understanding of Islamic teachings is also not good, is still mystical, and the implementation of worship is lacking."

Kabasiran Village, like other areas in Parung Panjang, is not an area which is rich in natural potential. The soil conditions are generally rocky and sandy, so that in some places you can find rock or sand mining hills. There are some areas in Parung Panjang which are hilly and a little more fertile, namely in Pingku Village. There is only one natural tourist destination in Parung Panjang, namely Bukit Dago. A tourist location that provides a campsite, out bond, swimming pool, outdoor rides, and self-photo locations.

> "There is Dago hill which has not been processed and touched up to end of 2017. Currently it has become a tourist area. For tracking motorbikes, campsites, and at the top of the hill, there are areas that are built equipped with bicycle rides and instagramable spots. "

The condition of the main road infrastructure is asphalt or concrete, but many are also concerning, many are damaged due to large vehicles carrying sand. Development in Parung Panjang, including Kabasiran Village, only experienced growth when the railway line from Jakarta was built to Rangkas Bitung. Parung Panjang further solidified its position as a buffer zone for the Capital City. Luxury housing starts to decorate this area, as a residential place for immigrants who work in Jakarta. However, this development did not touch the natives. So that socio-economic inequality is clearly seen in Parung Panjang.

Parung Panjang does not have famous figures, heroes, athletes, artists, celebrities, or other outstanding figures whose existence can be associated with this area as an attraction for tourists. Likewise, there are no historical buildings, cultural uniqueness, traditions, culinary delights or traditional ceremonies.

At this point, it is not an ideal condition to build a tourist destination in Kabasiran Village, until then there is one UKM who has earned the title of exemplary because it gave birth to innovative products of various chili processed spices, namely PT Evia Maju Bersama.Various awards have been won as outstanding UKM, as well as collaborations with private companies. What is also special is that these UKM then metamorphose into social entrepreneurs. While running its operations, this company is empowering the community, namely by involving the community in the chili cultivation process and developing unique snack product innovations such as chili chocolate, chili peyek, chili tempe chips, chili batik, and various other chili-style souvenirs.

> "Initially, this program started from school assignment in environmental education PLH lessons. Students were assigned to plant chilies and they succeeded. They harvested a lot of chilies. They processed the chilies into shredded chilies, and tried to sell them. Initial only 10 bottles were sold, then they did marketing on line and 300 bottles were sold. After that, they started to think about packaging, a brand. They were being cheated at first ... then they thought what to do with these 300 bottles ... they sold them in retail ... from there then repeated, consumers want to buy again. It happened at the beginning of the end of 2010. In 2011 we started to think seriously about this business"

PT. Evia Maju Bersama empowers the community by acting as a facilitator so that people can strengthen themselves to be more empowered, have knowledge, have power and control over their choices in life to lead a more dignified life. This is done as an effort to increase the community's dignity by being able to escape from backwardness (see community empowerment in the upstream and downstream industries).

The empowerment concept that is carried out is an upstream to downstream empowerment model. Starting from the empowerment of community plantations as producers of raw materials, namely chili plants. Then proceed with the processing of raw materials into semi-finished materials, namely raw chilies into powdered chilies and chili oil. And it is continued with the processing of semi-finished ingredients into finished materials that are ready to be sold in the market, namely chili chocolate and other snacks. To strengthen this empowerment program, community institutions were formed, namely the Women Farmers Group (KWT) and the Madani Gapoktan for community plantation development, the UKM / IKM Forum in Parung Panjang sub-district for developing UMKM, and the Red Chili Cooperative as a financial institution and strengthening product marketing.

The government responded positively towards the activities of Kabasiran Villager. They gave facilitation of training at the local service level related to the development of UMKM, starting from the production side, small business financial management, online marketing through social media, and off line through bazaars. However, for the community plantation sector, it is seen that there is still lack of coaching support from the government. Likewise, the initiative to develop Kampung Cabe as a tourist area has not received directive support and has not become part of the regional development plan, even though Kampung Cabe has the potential to become an icon of the revival of Kabasiran Village.

> "They must give more focus on assistance for community plantations. So far it is less focused, mentoring must be done more frequent. We were pity that it's only done by Mr. Iman and Mrs. Evie"
>
> "Assistance is needed in the field of chili agriculture. So far, agriculture is done autodidact”
>
> “Apart from plants we also need fertilizer. Recently the plants died because of ants. We tried to buy fertilizer at Trubus but what were thrived was papaya and tomatoes, the chilies couldn't grow well, or if it grew, the leaves curled.”
>
> “So far there is mentoring or assistance, but they are less experts.”
>
> “The assistance/ mentoring of land recognition is needed, because the soil here is rocky.”

Until then the initiative continued to generate ideas for Kampung Cabe establishment, which is an educational tourism destination for UMKM with the concept of community-based tourism.
With a network that has been formed in the community, at the end of 2019 Kampung Cabe has routinely received tourist guests from outside the Kabasiran Village area.
Tourists are offered educational attractions on how to manage UMKM, how to process chilies, and to shop for various products produced by local UMKM.
However, when the Covid 19 pandemic occurred, automatically all tourism activities stopped and other economic activities decreased.
From data collected, it can be seen that the huge impact on UMKM is decreasing in omset / sales, which is as much as 93% of UMKM experiencing it.
Furthermore, the impact that is also most felt is termination of employee, reduction of shop operating time due to PSBB and adding health products (e.g. masks and hand sanitizers) for sell.

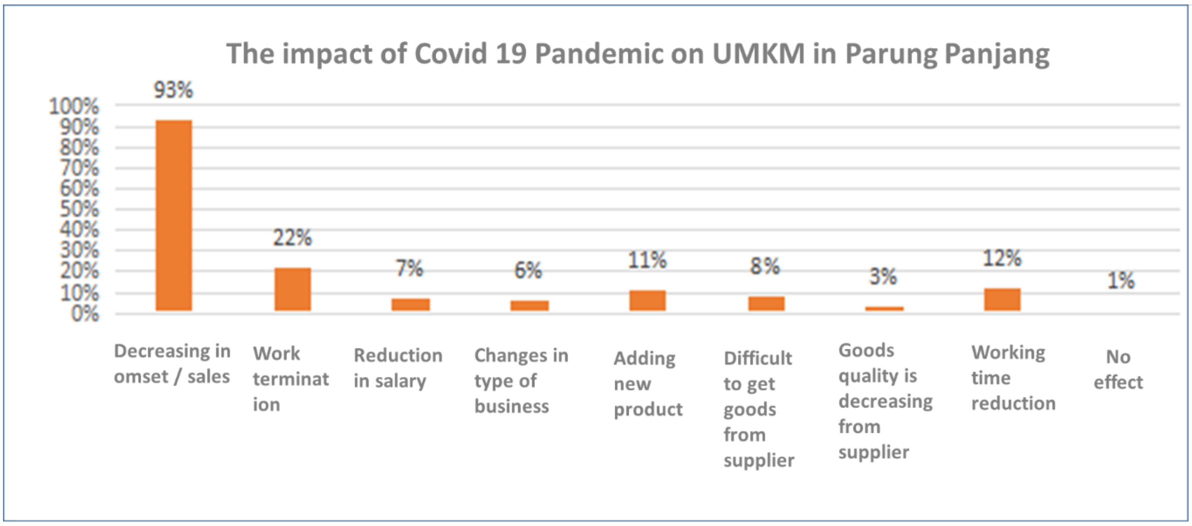

Figure 1. Impact of Covid 19 on UMKM in Parung Panjang Sub district
Source: compiled by author

Figure 2 Track record of PT. Evia Maju Bersama
Source: documentation of PT. Evia Maju Bersama

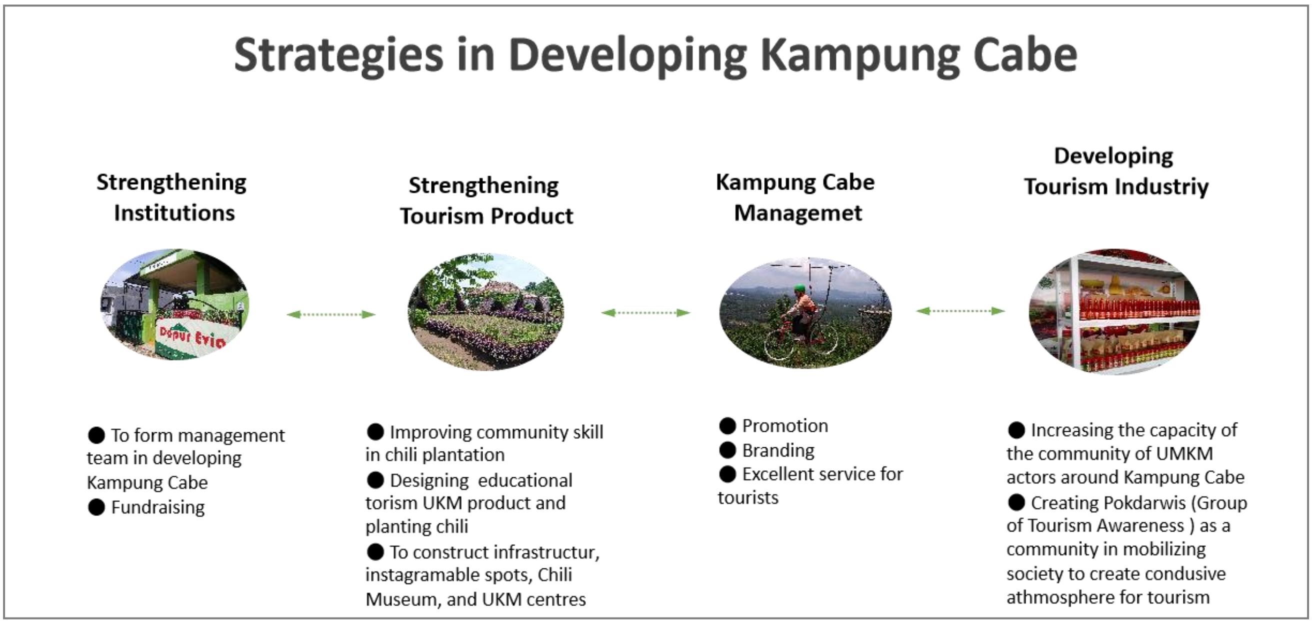

Figure 3. Development Strategy of Kampung Cabe
Source: Documentations of PT. Evia Maju Bersama

Based on these conditions, in order to make Kampung Cabe able to build its branding as a tourist destination after pandemic, the researchers recommend several things, those are:

1. Identifying the Value Identity that Kampung Cabe wants to convey as an educational tourism destination

Defining destination identity becomes a fundamental instrument for the next branding process. A strong identity makes destination being different and having a competitive advantage over other destinations.
Identity can strengthen destination positioning among competitors with its potential, uniqueness, local wisdom and characteristics.
So that it can have an influence on the implementation of destination marketing strategies to create an image in the minds of consumers which in turn will strengthen the identity defined at the beginning.
The branding process is based on an identity approach, requires a complicated process and must involve all stakeholders.
Seeing the condition of Kabasiran Village in particular and Parung Panjang in general, it is quite a tough task to be able to build a positive identity for a tourist destination.
The community has been living in a cycle of poverty for a long time, unable to access secondary education and only can access basic education making them only able to work as unskilled labor.
Then it continues to the limited access to health services, nutritious food, and even livable housing. Although Kabasiran Village is a developing village, there are still six villages in this sub-district that are classified as underdeveloped villages.

When later this sub-district developed rapidly, it turned out that this development showed very little of its siding with the indigenous population.
Since mid of 2017, Parung Panjang renewed its train station to have a line with the Tanah Abang - Rangkas Bitung, Tanah Abang - Maja, and Tanah Abang - Parung Panjang train lines. This further solidifies Parung Panjang's position as a buffer for the Capital City. If previously Parung Panjang was a residential area with very affordable prices, now you can find luxury housing. On the other hand, the condition of road infrastructure, school buildings, places of worship, hospitals, markets, government offices and other public facilities is not changed significantly, it remains in simple condition.
Because of some of these things then it affects the mindset of the people. Skeptic about opportunities to advance, lacking motivation, waiting for help to arrive than developing initiatives and dependence on other parties.

What the people in Kabasiran Village do little by little can give hope to be more empowered. It able to arouse enthusiasm, open good opportunities in the form of opportunities to get more knowledge, gathering, interact to increase productivity and creativity. So that it raises people's confidence to be able to live better and achieve better.

A good identity must be born from an honest process. For the case in Kabasiran Village, identity as a poor area, low level of community education, minimal natural potential, minimal cultural attractions, and other limitations are inherent and must be recognized. But these values must be replaced by positive values that Kampung Cabe has tried to build, such as optimism, enthusiasm, confidence, initiative, willingness to learn, progress and development and being productive. This value must be mutually agreed by all stake holders in Kampung Cabe, then disseminated it to a wider community

Because branding itself is a promise of a product to its consumers, then it becomes the responsibility of all stakeholders to keep their promises and fulfill stakeholder expectations. So these values must be ensured that the community really feels it, so that naturally that identity is reflected in people's daily lives, not being forced. It is important that the government carried out equitable development which showed its siding with the indigenous population. In the context of the management of Kampung Cabe, it must further expand the reach of the community who can feel the benefits of its existence. The empowerment process must reach more people as well as strengthening UMKM products which are the core products sold in addition to tourism services.

2. Increasing Community Participation in the Development of Place Branding in Kampung Cabe

Community participation in village development is very important. Participation involves efforts from the community to give influence, initiative, and make decisions on resource management. The level of community participation needs to be identified and evaluated in order to determine the objective conditions to determine the next steps and strategies to be taken. Oftenly, the level of community participation is measured in development projects that are top down from the government down to the community. However, in the case of Kampung Cabe, the initiative came from the community. So the involvement is bottom up, compared to top down.

Various studies in Hudson et al., (2017) stated that local communities play a very important role in building a place branding for a tourist destination. It is precisely from this local community that each destination has its own uniqueness as a differentiation. Something that comes naturally from society will not be owned by other regions. The interaction of visitors with the local community as tourism actors will be a separate experience that sticks on visitors' mind. So naturally, the community becomes the brand ambassador of their region. (Freire: 2007), Fergusson and Bourke (2013: 444)

In Kampung Cabe context, there should be more and more people t participate in the provison of product and tourism services. We should incease the number of UMKM involved in tourism activities. Product innovation by prioritizing the characteristics of chilies must be more prominent, as differentiation from UMKM products from other region. Community must be involved since the beginning of place branding development. Because they are the ones who will guide the process (Bramwell & Rawding 1996). The higher the community involvement, the greater the sense of belonging and the pride of their own region. This will have an impact on the community's commitment to continue to maintain regional branding, concern for regional tourism activities, and commitment to voluntary activities.

Community participation can also play a role in creating a comfortable and conducive atmosphere for tourism activities. This can be shown in the attitude and behavior of people who are friendly, warm to tourists, open to exchanging culture and information, so that tourists feel safe. Furthermore, it will create social bonding that is harmonious, full of intimacy, friendship that is born naturally both between local residents and between local residents and tourists.

3. Building Pentahelix Partnerships between Communities, Government, Academics, Businessmen and Media

Pentahelix is a partnership model that involves five parties, namely the community, government, academics, business people and the media. This partnership model is a development from the previous models, namely the triple helix and quad helix. Triple helix is a partnership model that involves three parties, namely academics, business people and government. In this model, the business sector focuses on production issues, the government functions to ensure a stable interaction between various parties in relation to resource management. And academics are responsible as a source of ignorance of knowledge and technology that can grow a knowledge-based economy (Tonkovic, Veckie, & Veckie, 2015).

Whereas the quadhelix is a partnership model that adds elements of society or civil society. The development from the triple helix to the quadhelix was due to the awareness of the need for continuous innovation to support economic growth. And the community is considered to be a strong resource to generate innovations (Tonkovic et al., 2015). And what eventually developed into pentahelix was one more element, namely the media. This partnership is necessary to support economic growth. When the establishment of Kampung Cabe was an initiative of the people of Kabasiran Village, to build a strong branding place, partnerships between the community, government, academics, business people and the media were important things to do. As long as the relationship between the community activator of Kampung Cabe and the local government is good enough. However, the agenda of Kampung Cabe's development is not yet a mutually agreed. The community is only limited to utilizing programs from the Government that are in line with the mission of Kampung Cabe, such as trainings, competitions and the UMKM bazaar.

Although, sometimes the trainings given were not suitable with the needs. (Muhyi & Chan, 2017). It is necessary to develop strategies, action plans and systematic steps together to develop Kampung Cabe as a potential village. Government involvement will also be able to expand the scope of Kampung Cabe so that every action and policy taken can be more massive (Hardianto, Sumartono, MR. Khairul Muluk, & Wijaya, 2017).

In addition, it is also hoped that the government can become the party that bridges a harmonious and constructive relationship with other stakeholders.

The second part of the penta helix is the media, which role is to publish the branding that has been formed, so that it is conveyed to the target market of tourists from outside the Kabasiran area, as well as outreach among local residents. Media in this case includes mass media, social media, and other media (Novianti, 2020) and also includes citizen journalism (Hardianto et al., 2017).

Academics are the ones who master the knowledge and its novelty in the form of theories and concepts (Muhyi & Chan, 2017). Trusted as a quality, reliable, broad-minded party while respecting the values of local wisdom (Hardianto et al., 2017). The role of academics can be in the form of potential mapping, analysis of strengths, weaknesses, opportunities and challenges, formulation of strategies and action steps for developing place branding. At the practical level, a mature concept will serve as a guide so that the process in the field does not become learning by doing and trial and error, but rather an effective and efficient process.

The role of business people in the rural tourism sector today is no longer merely a business investor, which is fully profit-oriented. Instead, it began to expand into the process of sharing knowledge and coaching. As experienced by UKM in Kampung Cabe, they have had the opportunity several times to partner with companies in order to increase the capacity of the production process, operations management and marketing. In connection with the development of place branding, companies can share their knowledge and experience in developing company branding or their products. With academics, they can collaborate in the form of conducting research, mentoring, and consulting the development of place branding. In addition, it can also play a role as the final buyer of Kampung Cabe UKM products, so that their omset / sales increases and further strengthens the branding of Kampung Cabe as an area that has succeeded in fostering UMKM owned by its people.

5. Conclusion

To build a strong place branding for the tourist destinations of Kampung Cabe in Kabasiran Village, a special strategy is needed. Because its image has always been linked to poverty, low levels of public education, damaged roads and infrastructure, economic disparities, more over Covid 19 pandemic that just occurred.

It cannot be compared to building a place branding for a destination that is rich in natural potential, history, artistic buildings, cultural uniqueness and other things that can attract tourist to easily visits. The first thing that must be done is to identify the identity of the value that Kampung Cabe wants to convey to replace the negative image that has been attached. So far, the activator of Kampung Cabe community have been developing these values, but have not been clearly defined yet.

Next is to increase community participation in the process of identifying values to be conveyed in place branding and in growing and managing UMKM with innovative chilies products, which will become spearhead of tourist attractions. And the last is to establish a Penta Helix partnership between the community that drives/activates Kampung Cabe, the government, the media, academics and companies to build a strong place branding. Starting from the process of assessment, identification of identity, socialization, capacity building of human resources, research, and assistance in branding development. Importantly, it must be emphasized that this partnership must be in the form of directional coordination and synergy, not just each party carrying out its role and work in separate manner.

Limitation and study forward

The limitation of this research is that part of the research process was carried out during Covid 19 pandemic. Therefore, some interviews and data only can be collected online, so that researchers can not directly observe the conditions of the village after Covid 19 pandemic. Building a strong place branding, it is necessary to continue with more in depth research on three steps recommended, so that Kampung Cabe place branding can be realized.

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MENU DESIGN STRATEGIES: AN EXPERIMENTAL RESEARCH USING NEUROMARKETING

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Abstract

Purpose: The main objective of this study is to test the effects of Serial Position Effect, Gaze Motion Effect and use of visuals on menu design strategies and thus contributing to the related literature.

Methodology: Three different neuroimaging tools (EEG, GSR and, eye tracking) are used for this experimental study. The product choices of the participants are also analysed via Chi-Square Goodness of Fit Test, ANOVA and Paired Samples T-test.

Findings: It is found that sweet spot and primacy effect on menu is affected by the visuals and this case could be taken into consideration by businesses.

Limitation: The research was conducted by the researchers' financial resources on the continuing business. The research was carried out in a fine-dining restaurant with multiple-page menus and the menus have a different number of products in each category.

Contribution: This research offers a pioneering and innovative approach to strategy development concerning menu design. Research results make the generally accepted approaches on menu design questionable and offer effective solutions for businesses to develop strategies.

Keywords: Menu design; Neuromarketing; Eye tracking; Sweet spot; Menu pictures; Consumer behavior; Visual Effect

1.Introduction

One basic human need for eating and drinking has a close relationship with the tourism sector (Andersson, Mossberg &Therkelsen,2017). Food spending accounts for some 30% of world tourism spending, and gastronomic tourists spend more than average tourists' spending (UNWTO, 2017). In recent years, with the influence of social media, eating and drinking activities have become one of the tourism motivations. Such various activities as festivals, workshops, vineyard trips, dining at special restaurants have turned into a tourist activity. Other than nutritional purposes, tourist activities carried out for this purpose are increasing day by day and gaining importance to influence the choice of destination (Lai, Khoo-Lattimore

&Wang, 2017). Regardless the objectives, tourists have to satisfy their need for food. Therefore, restaurants are a very important element both in gastronomic tourism and for touristic visits for any reason. Due to the fiercely competitive environment, restaurants have to be recognized for both flavour, service, cleanliness, decoration and marketing strategies. The menu is one of the most important tools where the restaurants have to show and distinguish their ambitious dishes. Therefore, an effective menu design means an effective selling tool.

The main purpose of menu design studies is to ensure that the restaurant's ability to sell whatever it wants to sell (Radice, 1985; Bowen &Morris, 1995) and to make a successful first impression (Antun &Gustafson,2005). Baiomy, Jones, Elias and Dinana (2013) in their study of resort hotels state that the contents and design of the menu are important enough to influence hotel choices. Jawabreh, Jaffal, Abdelrazaq and Mahmoud (2018) suggest that there is a significant relationship between menu design and customer satisfaction and that menu design has the potential to influence customer choices.

It is seen that the studies of gaze motion and serial position effect are commonly used to develop menu design strategies. According to gaze motion effect, it is thought that there are certain special areas named as sweet spots and the products located on these areas are the most ordered goods. However, when the literature is evaluated it is seen that no consensus on the existence and the location of sweet spot haven't been reached (Kincaid &Corsun,2003; Choi, Lee &Mok, 2010; Yang, 2012). Also, different results are obtained on the studies done to measure the effect of product placement on sales (Bowen &Morris,1995; Kincaid &Corsun,2003; Reynolds, Merritt &Pinckney,2005; Yang, 2012). It is also seen that the serial position effect theory is used for product placement. According to this theory, the first and last items on a list are more likely to be preferred as they are the ones which are remembered more(Dayan &Bar-Hillel,2011).It is known that the visual use of the product is recommended to attract attention and increase sales (Bowen &Morris, 1995). However, the resources concerning the effect of utilizing visuals on the products' sale is limited in the extant literature (Guéguen, Jacob & Ardiccioni,2012; Hou, Yang &Sun, 2017).

The studies on the menu designing strategies are scant. On the existing studies, no consensus has been reached. The existing studies are generally conducted using double panel single page menus, whereas the customers often encounter with menus with multiple pages in real restaurant experience. In this study, data is obtained through combining devices that are commonly used in neuromarketing are but not used together in this area such as EEG (Electroencephalography), GSR (Galvanic Skin Response) and eye tracking. This method offers a unique approach to develop menu strategies through analysing customers' cognitive, emotional and visual reactions. The specific objectives of this study are to examine:

1. whether there is a special area on the menu for product placement or not
2. the effect of the product being the first or the last item on the list under its own category on preference
3. the effect of the usage of visuals on food choices

2.Literature Review

2.1 Menu item positioning

The main purpose of menu item positioning in menu is to ensure that the product is more noticeable and more likely to be sold. To this end, business owners devise various strategies. These strategies are generally based on Serial Position Effect Theory, which takes its roots from psychology. This theory, postulated by a German psychologist Hermann Ebbinghaus, claims that the first and last items on a list is more likely to be remembered and preferred (Dayan &Bar-Hillel, 2011; Yang, 2012; Schultz & Schultz,2015). The theory is also known as the primacy (the first items being easy to recall) and recency (the last items being easy to recall) effect (Kincaid & Corsun, 2003). According to this theory first and/or last items on each category can sell more. People do not read but just scan the menu with their eyes; and that the first items in each category have to have the highest gross profit and the last items have to have the second highest gross profit as these products have a higher rate of preferability (Dayan &Bar-Hillel, 2011). Dayan and Bar-Hillel (2011) state that the products placed at the first and last places on a list have increased their popularity in their own category by 20% approximately. When the literature is evaluated, although the studies measuring the serial position effect are limited it can be said that the general tendency is towards the idea that the first and last items on the list are remembered more and more likely to be selected (Panitz, 2000). This study aims at examining the effect of serial positioning theory on food choices.

Another approach regarding developing strategies for product placement is the Gaze-Motion Effect. This effect explains which pattern a person's gaze movement is following when reading the menu and how this movement affects the final decisions (Choi et al., 2010). According to this effect, there exists certain special zones on a menu called sweet spot and the customers' attention should be directed to these zones (Bowen &Morris,1995; Reynolds et al., 2005). According to the Concept of the Focal Point Model which is developed by Doerfler-a menu designer- and introduced by Livingston claims that the appropriate area for strategical product placement on double-paged menus is just above the midpoint of the right page as gaze movement starts there (Choi et al.,2010).However, there is no sufficient evidence proving that why this area is more effective. Nevertheless, it is frequently cited (Ninemeier & Hayes, 2003).According to commonly accepted approach in the industry, due to the primacy effect, the centre and the top of the right page and due to the recency effect, the centre of the left page are more appropriate places for product placement (Yang,2012). Similarly, various researchers agree on the idea that the centre and top of the right page is the most important place for product placement (Bowen& Morris, 1995). However, Gallup study (1987) held by National Restaurant Association concluded that the gaze movement starts from the top left part of the page and follows a downward direction then skips to the right page. This study has received little attention since it was conducted in a laboratory setting (Choi et al., 2010). Choi et al. (2010) in their research with single-page, two-panel and three-panel menus, they reached a completely different conclusion and suggested that the area first looked at in all menus is the central region of the menu. Although this result is thought to be valid for single page menus, it does not reflect the reality for two and three panel menus. Yang (2012) claims that there is no special area for product placement.
When the literature is reviewed, despite the lack of empirical evidence, there are different assumptions on the centre and top of the right page being a more ideal place for product placement, the gaze movement starting from the top right, top left and the centre and these places being strategical. In this study, it is aimed to determine whether there is a special area in the menu for placing the product and the direction of the motion of the gaze.

2.2. Picture effect

It is known that various studies are made in marketing and psychology fields regarding the effect of visual usage on preferability of the products. These studies assert various assumptions on the usage of visuals having a negative (Miller&Kahn,2005; Jiang, Steinhart &Wyer,2008), a positive (Pennings, Striano &Oliverio,2013) or a neutral (Unnava & Burnkrant,1991) effect. Hou et al. (2017) puts forward the idea that inserting visuals next to the food names has a positive effect on the customers' attitude towards the menu item, their willingness to pay and intention to buy. Guéguen et al. (2012) state that visual clues can affect food choice behaviour in their study. However, the studies on the usage of visuals effect on food choice are still few in number. This study aims at filling the gap in literature by examining the effect of visuals on food choices.

2.3. The use of neuromarketing tools

Neurologist Antonio R. Damasio stated in his book Descartes' Error published in 1994 that emotions affect rational human behaviour, and this has affected studies in marketing field. Neuromarketing can be defined as use of the findings obtained from neuroscience and psychophysiology in marketing field (Hubert &Kenning, 2008). It is known that our purchasing decisions are related to emotions and about 85% of them are made by the subconscious (Lindstrom, 2016). A variety of studies have shown that participants do not always reflect their real thoughts (Koç & Boz, 2014, Lindstrom, 2016). The main distinction of neuromarketing studies from the other data gathering methods (such as surveys) is that it eliminates the disparity between the customers verbal response and actual thought (Podsakoff, MacKenzie, Lee &Podsakoff,2003; Ural,2008). There are several reasons that affect the validity and reliability of the results in studies conducted with classical data collection methods (questionnaire, observation etc.). These may be the motivations that the participants conceal consciously or unconsciously (Koc & Boz, 2018), attempts to influence the other (Goffman, 1959), efforts to give ideal answers (Podsakoff et al., 2003) or difficulty in expressing their feelings in words (Braidot, 2005). However, researches using psychophysiological measurement tools (e.g. EEG, eye-tracking) don't have possibility to control people's physiological responses. The researcher observes only the recorded data in his research using psychophysiological measurement tools. In this way, more objective evaluations can be made both in the collection and evaluation of data (Tao & Tan, 2005).

One of the subjects of interest in the menu design studies is the focus of the customer's gaze and whether it has an effect on the selection of these areas. Attention is an important indicator of the consumer's focus on a specific stimulus (Solomon, Russell-Bennett &Previte,2013; Wedel&Pieters,2008). The eye-tracking device records the person's eye movements (fixations and saccades) and measures where their attention is directed. The eye-tracking method is based on "eye-mind hypothesis" (Just &Carpenter, 1980), which suggests a relationship between the individual's location and cognitive process (Hoffman &Subramaniam, 1995). In other words, wherever the eye is looking, the mind is busy with it. This hypothesis claims that eye movements provide objective information about where a person's attention is directed (Hoffman &Subramaniam, 1995; Spence &Driver, 2004). Since visual attention is a physiological response, it is considered reliable (Rosbergen, Pieters &Wedel,1997; Erdemir, 2015) and a valid measurement tool (Russo, 1978; Pieters &Warlop, 1999; Stasi et al., 2018). Visual attention, interest and arousal levels can be determined via eye tracking. EEG device records the electrical changes during the brain activities. The data obtained from the EEG device allows to measure the participants interest, attention, memory and emotional engagement (Taskin, Koc &Boz,2017). Weinstein et al. (1984) had an experiment on 94 people to watch a specially designed candy advertisement and collected data with the EEG device. As a result of the research, it was determined that psychophysiological data yielded results as consistent as survey studies. GSR is a device that makes electrical measurement through the sweat rate of the skin. One cannot control the sweat glands; thus, it is an accurate and reliable measurement method (Erdemir &Yavuz,2016). La Barbera and Tucciarone (1995) referred to GSR analysis as an alternative method of measuring the effectiveness of marketing communication and stated that they provide more reliable data than the survey method. Via these data gathering tools, the cognitive load levels, emotional engagement, attention, interest and memory scores are measured.

3.Methods

3.1 Sample

The sample number was determined as 30 in this study. 30 participants in number is found optimal and consistent for EEG measurement. (Sands,2009). Since the eye tracking and GSR devices were used together with EEG the validity and reliability of the results are thought to increase. The research was done with 30 participants (16 men,14 women), aged between 22-55 from A and B socioeconomic statuses. The participants were chosen by using the snowball sampling technique. The participants were asked whether they had any important health diseases such as systematic diseases (diabetes, hypertension etc.), psychological problems or colour blindness that could affect the study. The study was made with the participants who stated that they did not have any health disease mentioned above. The participants are informed and asked to fast minimum 4 hours until the study. Also, they are asked to pay attention not have any important events on their agendas that could affect their attendance or views. Appointments were scheduled for the participants who provide the required conditions. After the study the participants were offered a kebab menu.

3.2. Apparatus

Three different neuroimaging tools are used for the study. Suitable for laboratory use, 8 channel, wireless, wearable, CE certified Enobio 8 EEG device with 0-125 sampling bandwidth is used to measure emotional engagement, memory and, attention. For visual mapping, ASL brand 64 gr eye- tracking device with a 30 Hz sampling ratio is used. To measure cognitive load Shimmer brand GSR device is used. The data obtained from three devices are analysed via the Smartlook Analytics Company’s software.

3.3. Location

The study was held in the Nisantasi branch of fine-dining Develi Restaurants in Istanbul/ Turkey. This restaurant is chosen since it allows the participants to have a real restaurant experience without their choices being affected by the other clients.

3.4. Data analysis

The zones the participants particularly look at is analysed through the heat map obtained from the eye tracking data and whether there is a sweet spot or an optimum position or not is examined. Participants’ emotional engagement, attention, memory, and cognitive load data are analysed via a special software and evaluated with graphics. All crazy data which are not related to the menu observation has been cleaned. Since these 3 measurements(EEG, GSR and eye tracking) have been taken in a synchronized manner, wasted periods (i.e. people stretched, moved, looked at the other place than menu pages, blinked, etc.) of data detracted from raw data in a manner that participants' videos first watched and wasted periods labelled on timeline. Time labelled waste parts removed in EEG, GSR and eye tracking data. Remaining EEG data analysed with ICA (Independent Component Analysis) for further artifact correction. The product choices of the participants are also analysed via Chi-Square Goodness of Fit Test, ANOVA and Paired Samples T-test; the serial position effect and the usage of visual’s effect on choices are examined.

The articles published in the field of Hospitality &Tourism often use quantitative methods, but still lack advanced methodological approaches (Okumus, Koseoglu &Mab,2018). Using different methods and research designs to investigate the same subject can make the validity and reliability of the findings and results higher. Mixed methods provide the opportunity to cross-check with other research results, while allowing to see the shortcomings or advantages of research design. In the tourism industry in particular, it is important that adequate quality and quantity research is done so that both tourism enterprises and governments can carry out their planning activities appropriately (Koc &Boz, 2014). Therefore, statistical analysis methods were used in this study together with the analysis of psychophysiological data.

3.5. Procedures

In order to measure the choice of food from the menu, three different types of menus have been prepared by taking into consideration the widely accepted approaches of gaze movement in double-page menus (Bowen &Morris, 1995; Yang, 2012). The menus were each printed as a two panel- folded in 4 pages, on 20x30cm panels, in black ink on white background, using Raleway-Bold font, in bold 11 font size on first quality paper. The size of the menu is matched to a real fine-dining restaurant. There are 8 categories on each menu consisting of starters, freshly baked, salads, pastas, chicken dishes, meat dishes, desserts and beverages. Beverages category is not taken into consideration. The same dishes on each menu is listed in the same order under their category. There are 40 products in total on each menu. Menu 1 is the control menu where only the food names and prices are listed. Menu 2 is the test menu where all dish names and descriptions are included. This menu also includes a small size image of the dish next to its name. Menu 3 is enhanced test menu. This menu includes all dish names and descriptions. However, not all product images were inserted. Only the large images of 18 products is are located under their category. 11 of these images are 9x10 cm (single image field) and 7 of them are 10x18 (double image field) in size.
First of all, a pilot study was conducted with 3 women, 3 men and 6 people in the business where the research will be conducted. The study was conducted on the same day and consecutively with the same participants in order to minimize the potential effects of external factors such as weather conditions, the difficulty of arriving on different days and internal factors such as the inability to maintain the same psychophysiological condition. In order to provide the determined criteria (hunger duration, transportation, etc.) for the study, morning hours were not preferred, and data collection started at 12:00 noon. Each participant was briefly informed about the study. They were asked to evaluate each menu separately and make choices freely as if they were in a restaurant. Menus were given in the order of Menu 1, Menu 3 and Menu 2, from the menu with no images to menu full of images. The menus were given 10 seconds apart. Neuroimaging tools were appropriately set and calibrated. When the participants adapt to the devices, the measurement was started. Required permission forms were signed by all participants and the study was recorded. An average time of 30 minutes was considered enough for each participant. Since the pilot study revealed no problems, the research was conducted in the same way as the other participants. Each participant was assigned an appointment on the appropriate day and time of the study. The data was collected from at 12: 00 AM and the data collection was completed in two days.

4.Results

The gaze periods of the participants for the three menu type was calculated. Calculations were made considering the length of time between opening and closing the menu cover. The gaze period is calculated as 109,1 sec for Menu 1; 96,8 sec for Menu 3 and 73,6 sec for Menu 2.

ANOVA is used to examine whether the same products on different menus have any effect on the preferred product number and total expense amount of the participants. According to the analysis results, choosing from different menus has no significant effect on the total number of products the participants chose from each menu, F (2, 58) = 1.91, 1.09, p > .157, η_p^2= .062. No significant statistical effect of checking different menus on the total expense amount was found, F (2, 58) = 1.07, p > .349, η_p^2= .036.

4.1. Analysis of neurometric data

Neurometric parameter scores according to the data obtained via EEG, GSR and eye tracking devices were shown in Figure 4.2. The software used in assessment and evaluation measures using a 0-10 rating scale taking 3.5-6,5 range as the scale value. Under value of 5 is evaluated as negative, and above value of 5 is evaluated as positive (Smartlook Analytics,2018).

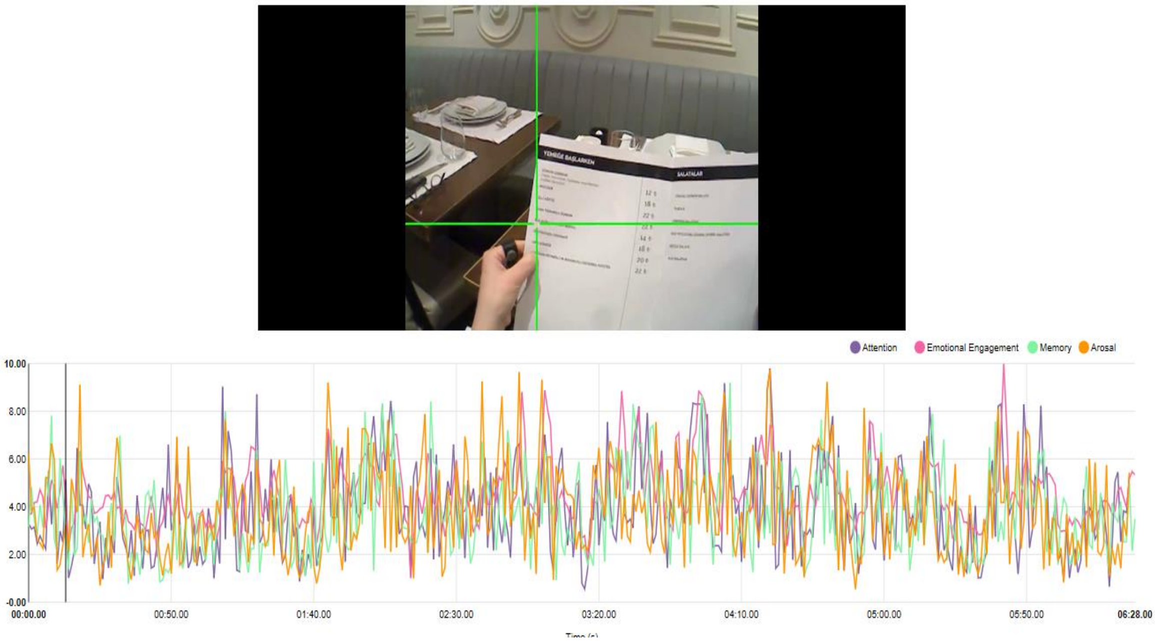

Figure 4.1. Measurement scores samples of a participant

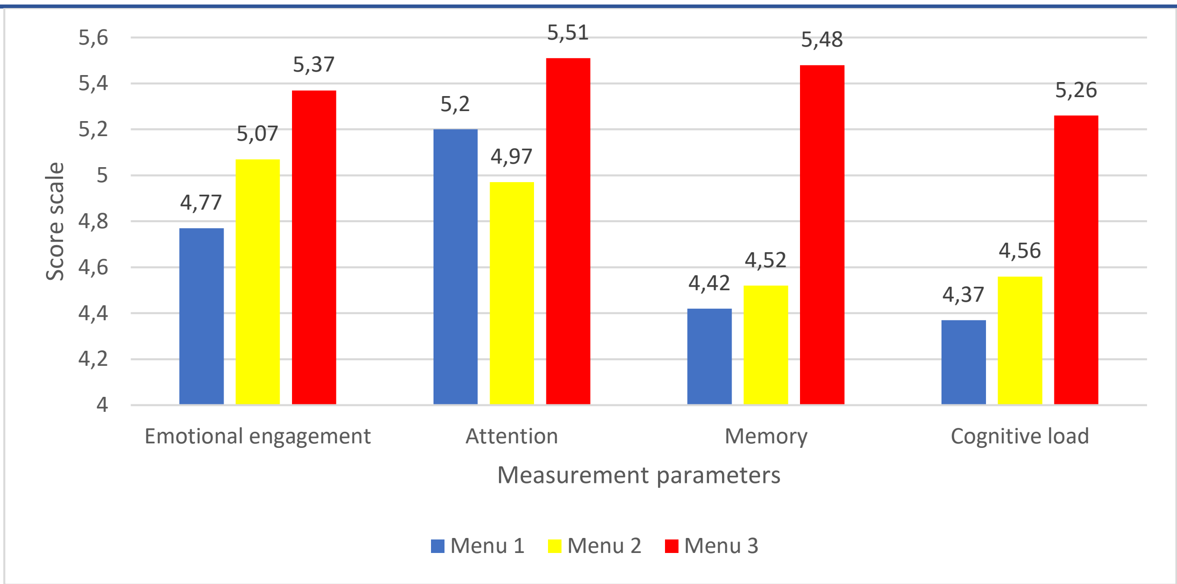

Figure 4.2. Comparison of neurometric parameter scores for different menu types

ANOVA was applied for all parameters. As a result of analysis, it is found that different menu types have a significant effect on participants' emotional engagement, attention, memory and cognitive load measurements (*p*<001 for all parameters). Among all menu types Menu 3 turned out to be the menu the participants liked, interested in, recalled the most and experienced cognitive load (See Figure 4.2).

Data obtained through eye tracking were visualized via heat map. Heat maps are the representation formats that provides an easier understanding of the substantial amount of numerical data obtained by eye tracking movements. The order of interest is as green-yellow-orange-red, from cold to warm colours. The focal point, in other words the most visible and prominent points, are the ones where red tones are more intense. Numbers next to the product names indicate the number of orders.

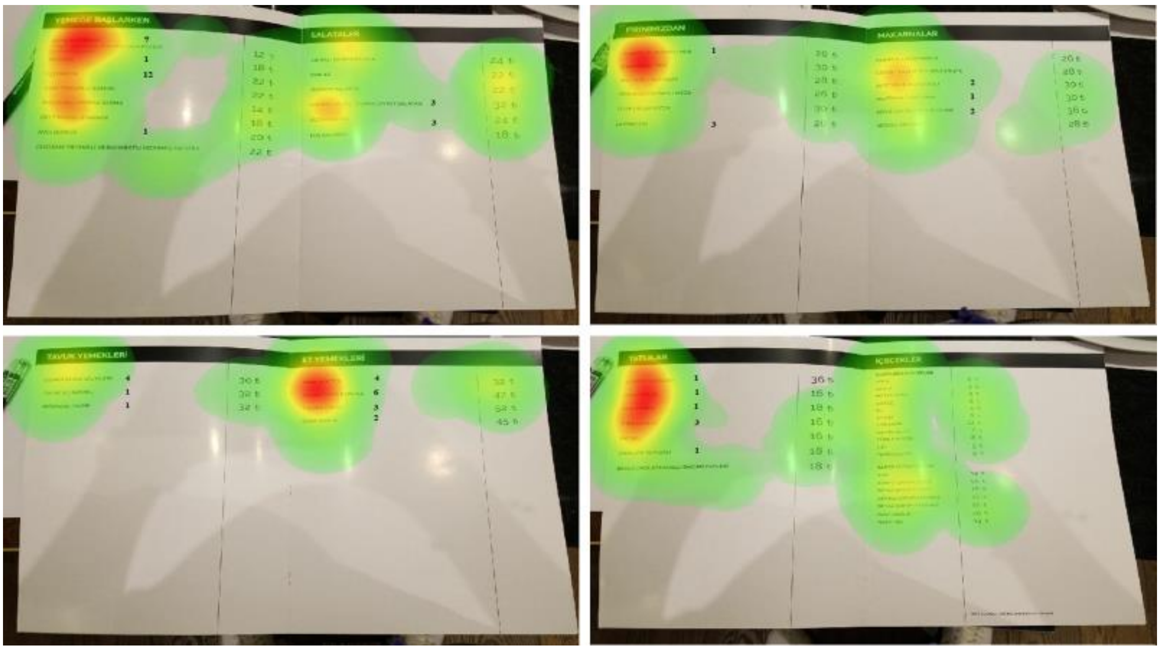

Figure 4.3. Heat map of Menu 1

When the heat map of Menu 1 is evaluated together with the neurometric data the emotional engagement (like) is determined relatively low. Attention level is high. Focus is denser on the products located on the top of the left page. Depending on the main dish being meat or chicken the focal point is on the right on page 3. Starter and dessert sections differed less compared to main dishes. While main dishes were quickly chosen, starters and desserts were examined and read one by one.

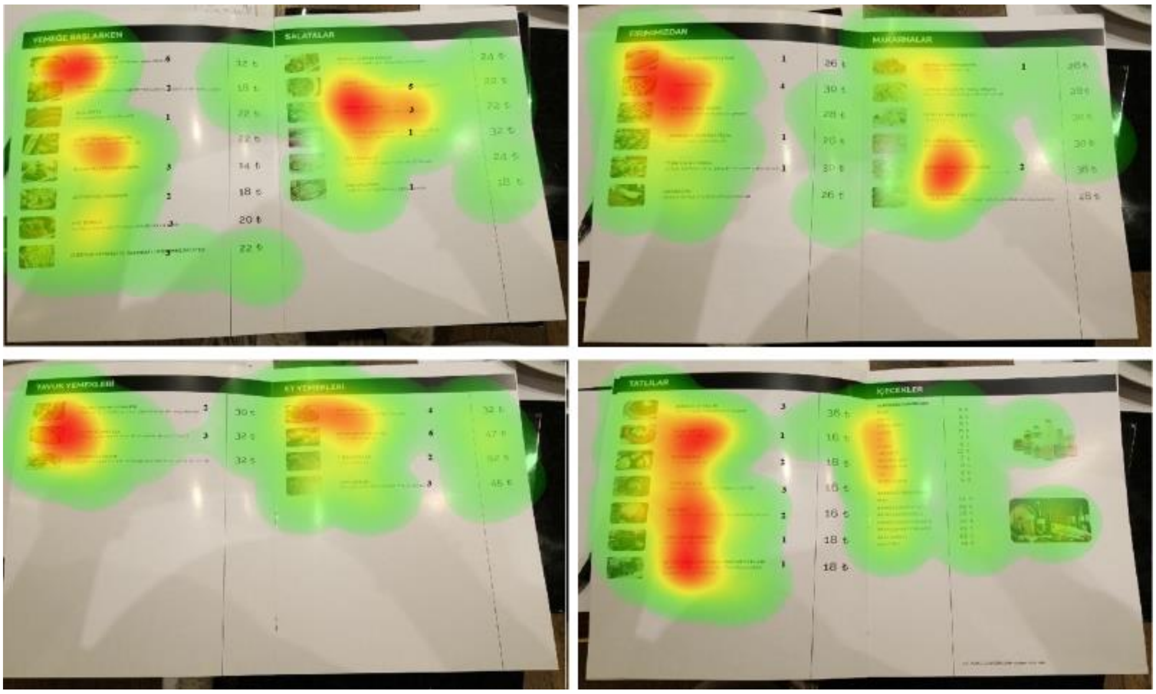

Figure 4.4. Heat map of Menu 2

When the heat map of Menu 2 is evaluated together with the neurometric data, it is seen that the focus is spread to different areas. It is determined that the usage of visuals increases emotional engagement (like) significantly. Due to small used images which are not de-emphasizing the menu content has prevented the focal point from the product images and thus the attention still remained in the products on the menu. In the desserts section, unlike the other sections, the focus was not on a single product but rather an overall attention and difficulty in making choices was observed on all products.

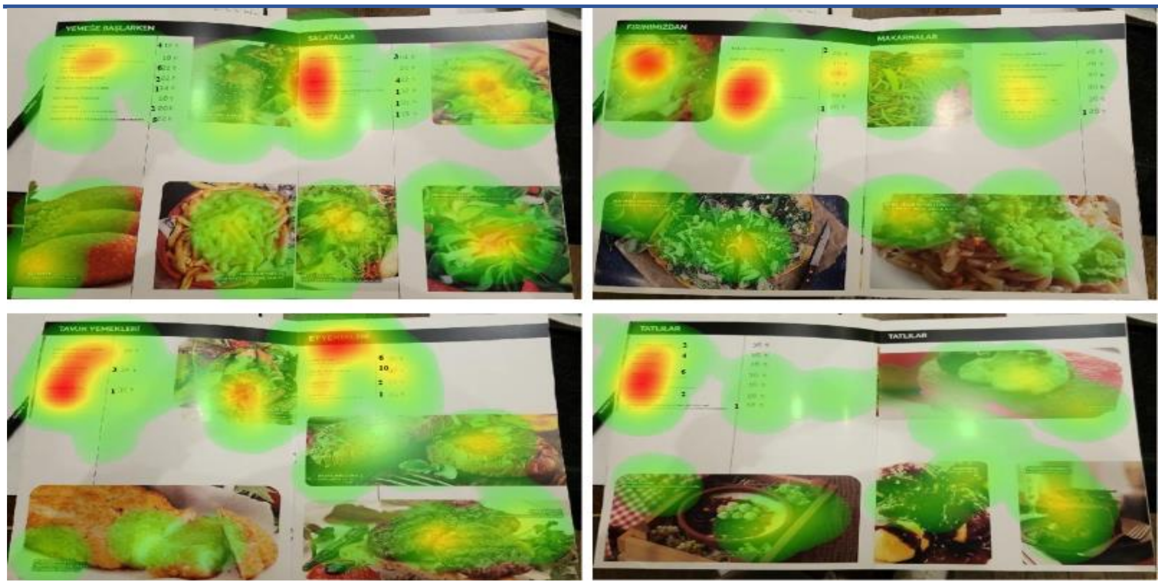

Figure 4.5. Heat map of Menu 3

When the heat map of Menu 3 is evaluated together with the neurometric data, it is seen that the focal points differ, and the visuals are also concentrated on. While large and colourful images caused a positive increase in all parameters, it also increases cognitive load. In short, while the menu is liked by the participants, it also brings along difficulties to a certain extent. In general, a homogeneous distribution of attention was observed in all categories. Regarding the heat maps of each menu, it is not possible to bring up a clear area that can be considered as a suitable place for product placement.

4.2. Measurement of serial position effect

The distribution of orders which are placed at the top, centre and bottom in menu were examined. The top and bottom products (7 items for the top and bottom**)** are less likely to be preferred than the middle (26 items) ones as they are less in number. Taking the probabilistic distribution as expected values, Chi Square goodness of fit test was applied in order to determine whether this probabilistic distribution differs from the distribution in product order. Results indicate that being at the top, in the centre or even at the very bottom in the total order shows a different distribution than expected, $\chi 2$ (N=209) = 9.41, $p < .001$. Products placed in the middle are close to the expected level; products placed at the top received much more orders (24.4 %) than the expected preference probability (17,5), while the products located at the very bottom ordered less (12%) than expected (17,5). In other words, it is remarkable that in the total distribution given for the three menus, the products placed at the top receive more than expected. In order to examine this case separately for each menu, three Chi Square goodness of fit tests were carried out on the total order quantities in the menus. The distribution of the total order in Menu 1 according to the position of the products under their categories differ significantly from expected at the marginal level, $\chi 2$ (N=64) = 5.43, $p = .066$. It was observed that products placed at the top were ordered more (26,6%) and products at the bottom were ordered less (9,4%) than expected. The total order distribution in Menu 2 does not differ from the expected distribution, $\chi 2$ (N=73) = 3.19, $p > .203$. In other words, in Menu 2, the products at the top, centre or bottom have received order similar to those expected. The total order distribution in Menu 3 also does not differ from the expected distribution, $\chi 2$ (N=72) = 1.91, $p > .385$. That is, participants ordered the products at the top, centre or bottom in the menu at the expected rates. This result confirms the information obtained via neurometric data.

4.3. Effect of visual usage

ANOVA was applied to examine the usage of visuals on the choices made from the menus. Including only the products with images in Menu 3 (18 in total) gave opportunity to compare the preferability rates of the same products in a menu with larger images in certain areas (Menu 3), a menu with small images (Menu 2), and a menu without any image (Menu 1). ANOVA analysis results show that the visual on a menu has a significant effect on the number of preferences, F (2, 58) = 7.73, p = .001, η_p^2 = .211. Double comparison follow-up tests using Bonferroni correction were carried out to examine for which menu/menus the preference rates of these products make a significant difference. According to the analysis findings, the number of preferred products from the 18 items is significantly higher in Menu 3 (Avg.=1.83, SS=1.05), both from Menu 2 (Avg.=1.00, SS=.87) and from Menu 1 (Avg.=1.23, SS=.86) (p <.01 for both comparisons). The number of products preferred among these products does not significantly differ for Menu 1 and Menu 2, p=1.00. The results show that these products which have large visuals are preferred more compared to the other two menus.

In Menu 3, where only the visuals of some products are included, the purpose was to examine whether the participant preferences changed based on the products with or without images. For this, firstly, the number of products that each participant ordered among the products with or without images were calculated and these rates are compared with paired samples T-test for related samples. The percentage of the orders with the images (Avg. = 1.83, SS = 1.05) are significantly higher than the order amount of the products without an image (Avg. =.57, SS=.68), t (29) = 4.83, p < .001. The statistically different result shows that participants are affected by the visuals used in the menu while choosing from Menu 3. While 76.4% of the 72 orders were from the products with images (18 items), the products which were in fact more in number constitutes 23.6% of the total order.

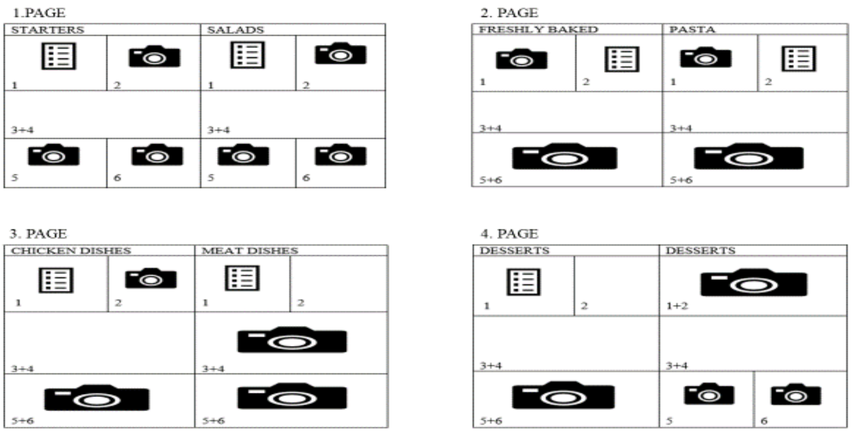

Figure 4.6. Visual and text placement in Menu 3

It is aimed to examine whether the areas where visuals were placed has an effect on choices (See. Figure 4.6). In Menu 3, 11 visuals which take 9x10 cm space are located in areas 1,2,5 and 6; and 7 visuals with 10x18 cm in size were located in the areas (3+4) and (5+6). In order to examine the distribution of single-space images based on the areas they are locate (Area 1,2,5,6) Chi Square Goodness of Fit Test was carried out. Accordingly, analysis results show that the order of the single-space visuals are not different from the expected regarding the position of the visual., $\chi2$ (N=26) = 3.86, $p > .336$. Since the number of images that take 10x18 cm space were fewer in number a statistical comparison was not favoured. 13.8% of the 29 orders in this area were given from the areas (1+2), 34,5% is from areas (3+4), and 51,7 from areas (5+6). It is an expected situation as the number of products in areas (5+6) were more in number compared to the other areas. Chi Square Goodness of Fit Test was applied to compare the distribution of participants' total order from Menu 3 to the products with single and double space visuals. Since the number of the products without visuals (22 items), the products that take 9x10 cm place (11 items), and products that take 10x18 cm place are not equal the ratio of the products in menu (55% without visuals, 27,5% products with single space visuals,17,5% products with double space visuals) were taken as expected values. The analysis results show that order rates are statistically differ from the products' expected rates (N=72) = 36.19, $p < .001$. The products without visuals which constitute 55% of the items in the menu were expected to have 55% of the total order rate, whereas the order ratio (23,6 %) was below the expected value. While products whose image takes a single-place area have a rate slightly higher (36 %) than expected (27,5%), products with double space visuals have a much higher order rate (40%) than expected (17,5 %). The analysis clearly shows that the rate of choosing among products with larger images is higher than that of the products with smaller images and non-visual products.

5. Discussions and Conclusions

Existing menu design studies have not reached a consensus on which part of the menu is more visible and more suitable for product placement. It is a subject of discussion whether it is sweet spot or not. Under its category, the effect of placing the product on top, at the centre or at the bottom of the menu on preferability is another controversial issue. Studies on measuring the effect of the visual usage on choices are few. This research is performed to seek answers to all these questions, thus contributing to literature. When the studies on the subject are examined, it is seen that they are either observation and survey based studies (Bowen &Morris, 1995; Antun &Gustafson,2005; Choi et al.,2010; Hou et al. 2017) or held via only using eye tracking device (Gallup Report,1987; Yang,2012). Gallup research (1987) is far from a real restaurant experience as it is held in a laboratory environment. Yang (2012) used a single page, double panelled menu, whereas in this study, a two- panel multi-paged menu was used as close as the real restaurant experience. In this study eye tracking, EEG and GSR devices were used together and the emotional and cognitive evaluations of the participants were taken into consideration. The gaze movements are mapped via heat maps so that the results are presented visually in a clearer way. By evaluating neuromarketing tools and statistical analysis together, the results were strengthened. This data collection and analysis approach is one of the pioneering studies in the fields of gastronomy and hospitality industries. When the heat maps, cognitive parameters, eye tracking movements and statistical analysis data are evaluated together, it is seen that menu design has a significant effect on the food choices. When the data obtained from neuromarketing tools are evaluated it is observed that the most favourite, noticeable and recalled menu has been Menu 3. At the same time the participants also experienced cognitive load the most on Menu 3.

The effect of gaze motion was examined in the study. When the literature is examined, it is seen that there is an approach in the menu design that two-page menus move from the centre of the right page to the top right corner and from there to the left, and that the most appropriate area for product placement is regarded as the centre and top of the right page (Livingston, 1978; Bowen &Morris, 1995; Panitz, 2000; Pavesic, 2005). Gallup study (1987) and Yang (2012) have suggested that gaze motion starts at the top of the left page and then moves down to the right page. Choi et al. (2010) argue that the gaze motion is influenced by the cultural background and that the central point of the menu is the most suitable place for strategic product placement. As a generally accepted approach, the strategically appropriate point for product placement is just above the midpoint of the right page (Livingston, 1978; Bowen &Morris,1995; Pavesic,2005). However, when the eye-tracking records of the participant were examined, it is seen that the gaze movement starts from the top of the left page similar to Yang (2012) and Gallup study (1987). The gaze movement then follows a downward direction towards the right page. When video recordings were examined, although this pattern was followed in Menu 1 and Menu 2, but in Menu 3 the gaze pattern in differs after the starting point. The large images are the main reason of these differences. According to this, it is possible to say that the movement of reading the menu starts in the upper left corner in all cases, and that the motion of gaze at the menus, which are not used visually or where the visual of each product is included, follows a certain sequence. However, it is difficult to say that a certain sequence is followed, even though the motion of gaze starts from the upper left corner in the menu type where some products are used in large-sized visuals.

One of the strategies of menu design is to decide where the product will be placed within its category. One of the most widely used theories for this purpose is the primacy and recency effect, also known as the Serial Position Effect. According to the results, if the primacy effect is the first item to be looked at, it should be the top of the left page. If the recency effect is the last item to be looked at, there is no recency effect. The use of multiple-page menu is also thought to have an impact on the absence of a recency effect. Primacy and recency effects were evaluated based on the participants' orders and Chi Square Analysis was performed on all menus. Analysis results show that the product at the top is ordered more than expected and the product that is at the bottom is ordered less than expected. The follow up tested revealed that this was due to Menu 1. The products in Menu 2 and Menu 3 were ordered as expected regarding their position on the list. The results indicate that the participants were affected by the listing of the products on the menu with no visuals (Menu 1). However, the participants were affected by the visuals thus no effect of the product being at the top is observed in the menus containing visuals (Menu 2& Menu 3). In this case, the results of Dayan &Bar-Hillel (2011) and Gallup study (1987) only corresponds to Menu 1 where no visuals were used. In this study, where the Serial Position Effect is evaluated in general, it is determined that there is a primacy effect and no recency effect.

As can be seen from the explanations, similar to the findings of Hou et al. (2017) study, it has been determined that visual use has a significant effect on food choices from the menu. In theoretical terms, two different theories can be put forward to explain the effect of visual usage on menu selections. The first is the Mehrabian-Russell model, also known as the stimulus (S)-organism(O)-response(R) (SOR) model (Mehrabian-Russell, 1974). According to the model, environmental stimulants(S) are evaluated by individuals(O) to form a behavioral response (R) in the form of approach or avoidance. The use of large-sized images(S) may have influenced customer(O) preferences, increasing the likelihood(R) that these products will be selected. In the research of Guéguen et al. (2012), it is stated that the menu as an environmental stimulus (S) enables the customers (O) to evaluate the food and affects their choices (R). The menu paves the way for customers (O) to evaluate food and affect their choices (R).

The second one is Signaling Theory (Spence,1973). According to this theory, the signal transmitted by the enterprise (large-sized product image in this study) enables the customer to make an assessment of the product (Atkinson &Rosenthal,2014). In this case, large-sized images on the menu may have led the consumer to make positive inferences about the properties and quality of the products and to prefer these products. Mathew (2014) tested the effect of food properties on consumer choices using Signaling Theory. The results of his research revealed that signals given about food properties influence consumer choices. In another study using Signaling Theory by Lo, King and McKenzie (2017), menu labels have been used as signals. As a result of the research, it was determined that menu labels have an effect on the customer's decision and selection process. According to this theory, it is possible for businesses to use signals such as location, labels, descriptions and pictures to communicate positive information to the customer about the value and quality of more profitable menu products (Ozdemir &Nebioglu, 2018). In this research, it is seen that the theory is valid when large-sized images are evaluated as signals related to the product that is intended to be sold to the customer.

When the heat maps of the menus are examined, it is thought that there is no special area (sweet spot) for product placement in the menus where visuals are used. This result corresponds to those of Bowen &Morris (1995), Kincaid &Corsun (2003), Reynolds et al. (2005) which state there is no sweet spots on a menu for product placement. However, in the mentioned studies, the visual of the products was not used or only some of the products were shown in the box. Taking results into consideration of this research, it can be said that the upper left corner is suitable for placing products on menus that are not used visual, and that the sweet spot is this area. Sales of products placed in these regions may increase. More studies are needed to test this effect. However, it is difficult to say that there is a point (sweet spot) where it is appropriate to place the product clearly in the visual menus. Participants selected statistically significantly more products with large size images placed in different parts of the menu. The area where the visual is located does not affect sales, but the size of the visual increases the likelihood of buying.

Businesses have less than three minutes to communicate their messages to their customers via the menu. This time is average of 109 seconds (Gallup,1987; Kwong,2005). When the gaze lengths of three menus are examined it is calculated as 109.1 seconds for Menu 1; 73,6 seconds for Menu 2 where small sized visuals are used next to the products and 96,8 seconds for Menu 3 where large visuals of some products are used. The gaze length is similar to the findings of Gallup study (1987). It is thought there is a relation between duration of time and seeing the menu repetitively in Menu 3 and Menu 2. If the business has a good menu planning and menu design, it can increase both customers' perception of the quality of the business and the material value of their sales in a limited time. There is no statistically significant difference between the three menus in terms of order numbers and amount of expenditure.

6. Implications

6.1. Theoretical implications

The objective of this study is to examine the effect of the Gaze Motion and Serial Position Effect on customer preferences and determine whether there are sweet spots for product placement. It also aims to test the impact of visual use. The research was designed with three different menu types, one with not visual (Menu 1), one with each product has a visual next to it (Menu 2) and one with some products having large-sized visuals (Menu 3). The results of the research question the validity of some widely accepted approaches.

The Serial Position Effect appears to be a strategy utilized in menu design. According to this effect, sales may increase when products are placed at the top and bottom of their categories. It is therefore thought that the product with the highest gross profit should be placed in the first place and the product with the second highest gross profit should be placed in the lowest place (Panitz, 2000). Dayan and Bar-Hillel (2011) suggest that products placed at the top or bottom of the list have increased their popularity in their respective categories by 20%. However, research has revealed there is a priority effect not the recency effect.

Another approach that is thought to influence the selections made from the menu is the Gaze Motion effect. It is thought that eye movements follow a certain sequence while people look at the menu and gaze is concentrated in some regions. According to this effect, there are some special regions called sweet spot in the menu and the customer's attention needs to be directed to these specific areas in order to increase the chance of choosing the products (Bowen &Morris, 1995; Reynolds et al., 2005). There appear to be different approaches in relation to the direction of the gaze movement in the literature. As a general trend, the area left over and right in the middle of the page is more strategic (sweet spot). Although there is a distinct eye tracking pattern in the non-visual (Menu 1) and in which the image of all products is used alongside the product (Menu 2), this differs in Menu 3. Large-scale visuals influenced the sequence of the gaze movement and as well as the choices. Based on this research, it can be said that the sweet spot is the upper left corner of the designs which are monotonous and do not use visuals (Menu 1), but there are no sweet spots in the menus designed with motion. Research also shows that visual use of menu design has a significant effect on choices. In this regard it overlaps with the research results of Guéguen et al. (2012) and Hou et al. (2017). Its visual use supports both the S-O-R model and the Signalling Theory in the menu design field.

This research offers a pioneering and innovative approach to strategy development concerning menu design. Firstly, three different neuroimaging devices are used together in a way that was never used before. It presents a different perspective compared to the classical data collection methods such as surveys and observation. The data obtained from EEG, GSR and eye tracking devices are combined to accurately reveal the cognitive and emotional responses of the participants. Thus, it reveals which menu the participants form an emotional commitment and which areas they gaze at. Secondly, previously held studies have been done either the laboratory environment or with double panelled, single-page menus. This research is held in an environment most closely to a real fine-dining restaurant experience. The study was carried out in a fine-dining restaurant with multiple-page menus. The sample group was not selected from students. This is thought to be important for the validity of the results. The use of differently designed menus (with or without visuals) is also important for the result check. The results obtained via neuromarketing tools correspond to the results of statistical analyses.

6.2. Practical implications

This research provides an opportunity to evaluate the impact of menu design from the point of view of businesses and customers. It also provides important tips for businesses and menu designers. When the gaze length is evaluated, it is seen that businesses have approximately 1.5 minutes to affect the customer choices. Businesses may pay place the products they want to sell appropriately and increase its chance of preferability. On a menu with no visuals, products placed at the top left corner and products that are first on the list in their category are the one which are more likely to be sold. On menus where visuals are used, using large sized images of certain products may increase their chance to be sold. It would be more effective to include large images of a few products with high profit margins instead of products that are already popular. There is no special zone for product placement in visual menus. Customer attention can be managed with visuals. To combat the growing problem of obesity, healthy products can be made attractive by placing them correctly on the menu. As a result, with the data obtained from this research businesses can develop strategies that will make a difference among their competitors and increase profitability.

7. Limitations and Future Research

Though this study contributes to the field in terms of theoretical and practical means, it had some limitations. The research was conducted by the researchers' financial resources on the continuing business. Therefore, the number of participants is limited. The research was carried out in a fine-dining restaurant with multiple-page menus. It is thought that duplicating the research with an increased the number of participants and in restaurants with different concepts is important in terms of being able to compare the results. The menus have a different number of products in each category. In terms of improving the results, it is important that equalizing the number of products. It's also beneficial to conduct research containing change of locations visuals and products within their respective category. The menu where large visuals are used (Menu 3) turned out to be the most liked, recalled and the most inflictor menu. The impact of this situation on the customers revisit and intent of purchase may be the subject of another study.

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INNOVATIVE HUMAN RESOURCES MANAGEMENT: KEY COMPETENCIES EXPECTED FROM HOSPITALITY GRADUATES FROM LITERATURE AND INDUSTRY PERSPECTIVE IN GHANA

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Abstract

Purpose: Employers in the hospitality industry worldwide are expecting graduates to be work ready, possessing competencies that will assist them to achieve their ultimate goal of profit maximization. Therefore, the aim of the study was to determine the key competencies required from hospitality graduates from the hospitality industry and literature perspective.

Methodology: The study adopted qualitative research approach. Overall, 43 hotel managers (employers) in the Ghanaian hospitality industry were conveniently sampled for the study. The data for the study was collected using a structured survey questionnaire. The study used Statistical Package for Social Sciences (IBM SPSS) version 23 to analysed data collected. Again, factor analysis was employed to reduce the data gathered from the likert scale to make it easier to handle.

Findings: Results from the study indicate that the "key competencies" required from hospitality graduates from the industry and literature perspective include good inter-personal skills, innovative and able to think of new ways of doing things, ability to maintain professional standards, customer oriented, critical thinking ability, self-motivation, friendly and approachable, good communication skills and ability to maintain the various utensils, tools and equipment.

Limitation The study focused only on hospitality employers in Ghana, therefore findings from the study cannot be generalised to other hospitality employers in different country.

Contribution: Based on the findings, the study emphasises on the need for hospitality educational institutions in Ghana to assess the competencies desired by the Tourism and hospitality industry so as to produce graduates who will fit in the job market.

Keywords: *Hospitality, key competencies, employers, graduates*

1. Introduction

The tourism and hospitality industry has over the past three decades gained significant attention among governments across the globe, policy makers and researchers. The nexus between the industry's global essence lies between its contribution to socio-economic development and livelihood empowerment. The multidimensional nature of tourism and hospitality make the industry one the world's largest and fastest growing industries. The hospitality sector, as major component of the tourism industry is one of the largest contributors of the Gross Domestic Product (GDP) of the global economy (Turner & Freiermuth, 2017).

According to United Nation's World Tourism Organization (UNWTO, 2014), tourism thrives when there is enhanced global mobility and increased surplus income to spend on unsought products and services. A major disruption in these two elements suggests a major decline in tourism and hospitality demands. The sharp disruption of the global economy by the Covid-19 means that, international mass mobility is truncated, income earning propensities of individual are declined, the intrinsic desire of people to travel for recreational activities have also declined since people have now become more concerned about their health. Putting this in the context of tourism and hospitality suggests that, the industry will see major declines if sustainable operational mechanism and strategies are not adopted by players within the industry. According to World Travel & Tourism Council, (2020), players within the industry can adopt innovative measures such as package redesigning, home delivery services among others to limit the negative impact of the pandemic on the industry. As the hospitality industry continues to grow, there a need for innovation human resources for the plethora of jobs in the industry (Armoo & Neequaye, 2014).

In Ghana, while efforts are being made by the Government to progress the travel and tourism industry through infrastructural expansion, it is important to note that, building efficient, effective and robust human resource base is considered as one of the key facets upon which the travel and tourism industry thrives (IATA, 2020). The tourism and hospitality industry is about providing tourists with memorable experiences. This is increasingly challenging in a technology-driven world where tourists have needs and expectations that needs to be met and exceeded on a continuous basis. There is thus a pertinent emphasis on tourism and hospitality professionals to be adequately trained and prepared to meet the demands of the various industry stakeholders. From the global point of view, numerous authors (see Alhelalat, 2015; Wang et al., 2010; Zhang et al., 2006), suggest competencies required from hospitality graduates from the industry and literature perspective because Klimoski & Amos, (2012) and Jiang & Alexakis, (2017) posit that hospitality industry employers continuously complain about finding graduates with relevant skills and knowledge. The ever changing business world has confronted new challenges in operating activities and business entities acknowledge that addressing sustainability issues in the hospitality industry delivers enormous benefits to the society, the environment, and to businesses themselves through reduced costs and risks of doing business, increased brand reputation, increased attractiveness to talent or competitiveness (WTTC, 2017). In this regard, The National Tourism Development Plan of Ghana (2013- 2027) emphasises on innovative human resources as well as sustainable entrepreneurship in the hospitality industry due to low quality of workforce by advocating for immediate innovative capacity building framework (Nation Tourism Development Plan (2013-2027), 2016).

Contemporary, employers in the hospitality industry consider the relevant skills of graduates; this means that academic brilliancy or qualification does not guarantee a job offer to graduates (Mohamad et al., 2018). Therefore, entering the job market without the expected competencies could lead to limited promotional opportunities, job hopping, underemployment, and unemployment A. P. Kleeman, (2011). In view of this, Cranmer, (2006) and A. P. Kleeman, (2011) contend that, in an attempt to ensure innovative human resource management and sustainability in tourism industry, there is the need for higher education institutions to integrate core, key, transferable and employability skills into the two to four years learning experience of graduates to commensurate with hospitality industry's demands. Nikadimovs et al., (2017) believe that ensuring an innovative human resource management in the hospitality industry is largely reliant on graduates' competencies as these graduates are the future leaders responsible for resolving the challenges that the industry currently faces. From the foregoing reviews, it is demonstrated that as part of addressing the new challenges of sustainable tourism business in this modern society, there is a need to explore key graduate competencies required from the hospitality industry and literature perspective in the Ghanaian context. The motivation for the current study lies in the examining and compilation of current competences that is required for success in the hospitality business, which can form a basis for further studies and also enrich the Ghanaian hospitality education and industry. The work will be useful to researchers, practitioners, lecturers as well as learners to facilitate skill development, supervision and management in general.

2. Literature review and hypotheses development

For the past decades, several studies advocate for different sets of graduates' competencies required from the hospitality industry (G. Anthony, 2015) to help ensure innovative and sustainable human resource. These include studies that focused on hospitality (Alhelalat, 2015; Zhang et al., 2006), the hospitality industry in general (Asirifi et al., 2013; Subramanian & Shin, 2013), and some special areas of hospitality (Millar et al., 2010; Shum et al., 2018; Williams, 2015). From global perspective, previous empirical studies have been conducted by researchers to assess the competencies of hospitality graduates and industry expectations across several parts of the world.

Zhang et al., (2006) set out to study the problems of current hospitality and tourism tertiary education for undergraduates in China. A survey was conducted in three universities offering undergraduate tourism and hospitality programmes in Beijing. A mixed method approach was used to gather data from students, teachers, and managers. In their study, Zhang et al., (2006), identified that, most of the subjects that are taught within the context of tourism education are misplaced. They also confirmed that most of the courses embedded in tourism education in China have little relevance to building the skills, competences and abilities of graduate to fit the human resource gap of the tourism and hospitality industry in China. The study revealed that a little above 20% of tourism and hospitality graduate in China find themselves in tourism and hospitality related careers and jobs while more than 70% find themselves in other tourism and hospitality non-related firms. Zhang et al., (2006) further state that, enrolment in tourism and hospitality education is increasing in China yet the industry is still grappled with lower supply of skilled. The gap identified in this study is that, there is a clear misplacement on the subjects embedded in tourism education towards achieving the core competences of graduates the industry requires.

Shariff et al., (2014) examined the perceptions and expectations of graduate competencies from the industry perspective. The data for the study was collected from Human Resource Managers of 4-star and 5-star lodging properties in Peninsular Malaysia. Findings from the study indicate that 'ability to work in teamwork' was perceived by industry stakeholders as an important competency, although it stands as a second competency the industry required the graduates to possess. However, it was revealed that the graduates' 'ability to use technology', in contrast was perceived to be the most insignificant competency by the industry but stands as the first competency the industry required the graduates to have before entering the industry. Based on the findings, the study concluded that in order for the graduates to remain key players in the industry, working in teamwork is important but ability to use technology is a must.

In a similar study, Alhelalat, (2015) examined the skills needed for hospitality graduates and non-hospitality graduates in the hotel industry. Quantitative approach and questionnaires were adopted for the study. A total number of 41 hotel executives were sampled from four to five-star hotels in Jordan through convenience methods. The study revealed that 55% of first time graduate employees also lacked Information Communication Technology (ICT) skills which have become an important component of the industry. As suggested by Kalargyrou & Woods, (2011), employers within the tourism and hospitality industry require graduates to have a better disposition of the utilization of ICT to enhance efficiency in the industry. According to (Andrews, 2015; Balakrishnan, 2016), the integration of ICT based infrastructure within the context of tourism and hospitality business operations is gaining a lot of attention. Kalargyrou & Woods, (2011) maintain that, travel and tourism firms such as airlines, hotels, tour operators, destination managers among others are constantly integrate and upgrade their ICT infrastructural base in order to enhance their competitiveness and efficiency. While this development is evident, lack of ICT education in tourism and hospitality curriculum implies that, graduates will lack the abilities to fill in this gap.

Kleeman, (2011) explored the perceptions of hospitality employers on the competencies expected from new graduates in the hospitality industry. Findings from the study report that from highest to lowest, perceived competencies expected from new graduates were communication, teamwork, professional qualities, conceptual/analytic, work culture, organization/planning, leadership, and learning theory and practice. Moreover, the study reported on the importance attached to these skills or competencies by hospitality employers. Findings from this indicate that all the skills, excluding learning theory and practice, were rated at least somewhat important. Among these revelations, communication was rated or perceived higher than the other skills. Based on these findings, the study emphasised that above listed competencies were those skills valued in the hospitality industry, and should be considered in preparing students for entry into the workplace. In a similar study by Mohamad et al., (2018), the competencies perceived by hospitality undergraduates in both public and private universities in Malaysia was explored. The study used purposive and snowball sampling technique to recruit participants for the study. The results from the study show that competencies perceived by respondents include communication skill, lifelong learning and information management, teamwork skill, technical skill, moral and professional ethics, critical thinking and problem solving, leadership skill, and entrepreneurial skill.

Srisangkaew, (2018) embarked on gap analysis of graduates’ employability competency in 4 to 5-star hotels in Bangkok from hospitality industry stakeholders’ perspective. The study that revealed that all three stakeholders (hospitality managers, hospitality educators, and hospitality internship students) involved in the study mutually concluded that the “Communication” and “Willingness to learn” are the most important perceived competencies required from graduates to remain integral in the hospitality industry, while the “Adaptability & Flexibility” and “Customer Service & Cultural Sensitivity” are perceived by the three stakeholders as among the highest performance.

Alexakis & Jiang, (2019) investigated hospitality managers’ perceptions of the skills and knowledge of hospitality students and compared them to United States hospitality undergraduate curricula. They used the responses of 206 surveyed managers who rated 19 skill/knowledge items for analysis. The curriculum from 20 leading U.S. hospitality programs were selected and compared to the survey results. The curriculum inquiry indicated that all program primarily focused on teaching professional skills for various hospitality concentrations. The results suggested essential competencies of communication skills and higher learning skills such as critical thinking and problem solving should remain (Alexakis & Jiang, 2019).

Anthony, Mensah and Amenumey (2019) studied the competency requirements expected from hospitality management graduates in Ghana and found that both industry and academia agreed that students required conceptual, administrative, leadership and technical competencies to function effectively in the industry. However, her study concluded that there were gaps in competency requirements between the hospitality industry and what was offered by academia. She recommended the need for greater collaboration in producing competent graduates for the industry. These findings strongly support the need for collaboration between universities and industry in developing the right calibre of graduates. There is the need to align the tourism and hospitality curricula to the needs of the industry to ensure the effective growth and development of the industry.

3. Research methodology

This study focused on the key competencies expected from hospitality graduates from a literature and industry perspective. The study, in an attempt to make the findings robust, applies positivism in the conduct of the study. Therefore, quantitative survey design was employed as it is used to create meaning and new knowledge by quantifying data. Moreover, the population for this study consisted of all three star and four-star hotel managers from the hospitality industry in Ghana. Overall, 70 hotel managers (employers) in the Ghanaian hospitality industry were targeted for the study. In all 43 out of 70 hospitality employers were purposively and conveniently contacted to participate in the study.

The data for the study was gathered using a structured survey questionnaire, administered to hospitality industry employers (based on Kokt and Strydom, 2014), which consisted of:

1. **Section A:** Demographic profile of respondents.
2. **Section B:** Competencies expected from hospitality graduates and
3. **Section C:** Recommendations from employers.

The section A questions sought to obtain some biographical information from the respondents (age, gender, highest academic qualification and Position). The Section B, used six-point Likert-type scale to extract scores of either low or high values. Cronbach's alpha was used to gauge the reliability of the survey instruments (Taber 2018). Depending on their availability, hospitality employers were either requested to complete online google form questionnaires on WhatsApp/or via email. The quantitative data collected for the study was analysed descriptively using tables which were generated by the Statistical Package for Social Sciences (IBM SPSS) version 23. Moreover, study embarked on factor analysis. Factor analysis in theory helps to reduce a large number of variables into a smaller set of factors. The factor analysis helped the researcher to summarize the information contained in the likert scale into a smaller measure known as factors. In this study, the principal component analysis was employed to reduce the data gathered from the likert scale to make it easier to handle.

4. Results and discussions

4.1 Descriptive statistics

This section describes the demographic variables of hospitality graduates. The demographic data comprised of gender, age, highest qualification and current position. Overall, there were 19 male and 24 female respondents, representing 44% and 56% of the total number of 43 respondents respectively. Majority of the respondents were aged between 31 – 40 years (44%) which is followed by respondents aged between 41 – 50 years (21%). Also, 19% of respondents were aged between 20 – 30 years whilst only 16% were above 50 years. Again, out of the total 43 respondents, majority had obtained Master’s Degree (40%) which is followed by

BTech/Honours Degree holders (28%). Moreover, 9% each of respondents had acquired Advanced Diploma, Diploma and Post Graduate Diploma. Also, only 5% of the respondents held a Doctoral Degree. Finally, out of the total number of 43 respondents, majority (37%) were Managers / Supervisors at their departments whilst 19% were Lecturers at educational institutions. Also, 16% of respondents were Hotel / General Managers whereas 12% were Entrepreneurs within the industry. In addition, 9% work as Chefs / F&B Managers whilst 5% were Administrators at their various establishments. Only 2% of respondents indicated to have Retired from their employment or working in the hospitality industry.

4.2 The competencies industry requires from hospitality graduates

a. Knowledge required from hospitality graduates from the perspective of industry employers

This section deals with the perception of hospitality industry employers about the knowledge required from hospitality graduates in order to succeed in the hospitality industry. The findings are presented in the table 1 below in percentages

Table 1: Knowledge required from hospitality graduates from industry employers

Q		Strongly disagree (%)	Disagree (%)	Slightly disagree (%)	Slightly agree (%)	Agree (%)	Strongly agree (%)	N
5.1	Hospitality graduates know the laws that govern hospitality establishments	4.60	9.30	16.30	18.60	25.60	25.60	**43**
5.2	Hospitality graduates have basic understanding of hospitality marketing	9.30	4.70	11.60	11.60	37.20	25.60	**43**
5.3	Hospitality graduates have sufficient knowledge of finance and accounting	-	16.30	9.30	23.20	44.20	7.00	**43**
5.4	Hospitality graduates know how the various hospitality divisions operate,	4.60	2.30	7.00	14.00	34.90	37.20	**43**

	e.g. room division, front office, etc.							
5.5	Hospitality graduates know how to utilise the various types of utensils, tools and equipment	4.70	9.30	4.70	20.90	37.20	23.20	**43**
5.6	Hospitality graduates know how to maintain the various utensils, tools and equipment	2.30	11.60	16.30	14.00	30.20	25.60	**43**

From Table 1, it can be observed that 25.6% of hospitality industry employers (question 5.1) agreed and strongly agreed that hospitality graduates know the laws that govern hospitality establishments. Also, 37.2% of respondents (question 5.2) indicated that hospitality graduates had basic understanding of hospitality marketing whilst 44.2% (question 5.3) stated that hospitality graduates had sufficient knowledge of finance and accounting. Moreover, 37.2% of respondents (question 5.4) keenly affirmed that hospitality graduates are familiar with operations of various hospitality divisions, e.g. room division, front office, etc. whereas another 37.2% (question 5.5) revealed that hospitality graduates know how to utilise the various types of utensils, tools and equipment. Out of the 43 respondents, 30.2% (question 5.6) agreed that hospitality graduates have knowledge of maintaining the various utensils, tools and equipment.

b. Skills required from hospitality graduates from the perspective of industry employers

This section deals with the perception of hospitality industry employers about the skills required from hospitality graduates in order to succeed in the hospitality industry. The results are presented in table 2 in percentages.

Table 2: Skills required from hospitality graduates from industry employers

Q		**Strongly disagreed (%)**	**Disagree (%)**	**Slightly disagree (%)**	**Slightly agree (%)**	**Agree (%)**	**Strongly agree (%)**	**N**
6.1	Hospitality graduates possess adequate organisational skills, like event planning skills	2.30	14.00	9.30	23.30	30.20	20.90	**43**

6.2	Hospitality graduates have good communication skills	9.30	7.00	7.00	18.60	32.50	25.60	**43**
6.3	Hospitality graduates have good inter-personal skills	9.30	4.70	13.90	16.30	32.50	23.30	**43**
6.4	Hospitality graduates possess good digital skills	4.70	16.30	13.90	30.20	30.20	4.70	**43**
6.5	Hospitality graduates have good decision-making skills	4.70	11.60	9.30	18.60	34.90	20.90	**43**
6.6	Hospitality graduates have good problem-solving skills	4.70	16.30	6.90	27.90	27.90	16.30	**43**

From Table 2, it can be seen that 30.2% of hospitality industry employers (question 6.1) stated that hospitality graduates possess adequate organisational skills, like event planning skills. Moreover, 32.5% of respondents (question 6.2 and question 6.3) concurred that hospitality graduates have good communication skills as well as possessing good inter-personal skills. In addition, 30.2% of respondents (question 6.4) slightly agreed or agreed that hospitality graduates possess good digital skills whilst 34.9% (question 6.5) indicated that hospitality graduates have good decision-making skills. Out of the 43 respondents, 27.9% (question 6.6) somewhat agreed or shared the opinion that hospitality graduates have good problem-solving skills.

c. Attributes and abilities required from hospitality graduates from the perspective of industry employers

This section focuses on the perception of hospitality industry employers about the attributes and abilities required from hospitality graduates in order to grow and succeed in the hospitality industry. The table 3 below shows the findings from this study in percentages.

Table 3: Attributes and abilities required from hospitality graduates from industry employers' perspective

Q		**Strongly disagree**	**Disagree**	**Slightly disagree**	**Slightly agree**	**Agree**	**Strongly agree**	**N**
7.1	Hospitality graduates are friendly and approachable	11.60	4.70	9.30	11.60	39.50	23.30	**43**
7.2	Hospitality graduates are	7.00	11.60	7.00	9.30	37.20	27.90	**43**

	customer-oriented							
7.3	Hospitality graduates are good team players	4.70	6.90	11.60	16.30	37.20	23.30	**43**
7.4	Hospitality graduates are generally self-motivated	9.30	9.30	11.60	23.30	32.60	13.90	**43**
7.5	Hospitality graduates have critical thinking abilities	2.30	14.00	20.90	18.60	27.90	16.30	**43**
7.6	Hospitality graduates are able to adapt to environmental change	4.60	14.00	7.00	11.60	48.80	14.00	**43**
7.7	Hospitality graduates have the ability to maintain professional standards	7.00	11.60	7.00	4.60	41.90	27.90	**43**
7.8	Hospitality graduates are innovative and can think of new ways of doing things	4.60	16.30%	4.60%	16.30	32.60	25.60	**43**
7.9	Hospitality graduates possess the ability to write business communications	14.00	14.00	11.60	20.90	23.30	16.20	**43**

According to Table 3 above, 39.5% of hospitality industry employers (question 7.1) agreed that hospitality graduates were friendly and approachable. Also, 37.2% of respondents (question 7.2 and question 7.3) hold the view that hospitality graduates were customer-oriented as well as being good team players. Additionally, 32.6% of respondents (question 7.4) affirmed that hospitality graduates were generally self-motivated whilst 27.9% had critical thinking abilities (question 7.5). Similarly, 48.8% of respondents (question 7.6) stated that hospitality graduates were able to adapt to environmental change whereas 41.9% indicated that hospitality graduates possessed the ability to maintain professional standards (question 7.7). According to data collected 32.6% of respondents (question 7.8) hospitality graduates were innovative and had the ability to think of new ways of doing things whilst 23.3% mentioned that hospitality graduates possessed the ability to write business communications (question 7.9).

4.3 Factor analysis of key competencies expected from hospitality graduates

In this regard, the study ascertained the key competencies expected from graduates in the hospitality industry. In determining this, various competencies variables from the questionnaire on knowledge, skills and attributes expected from hospitality graduates formed 21 variables to be checked for normality and then factor analysed into two main factors. The Bartlett's test of sphericity which shows the strength of the relationship among variables was significant at $p<0.05$ and the sampling adequacy measured by Kaiser-Meyer-Olkin (KMO) produced a value of 0.858. The factor loadings from the rotated component matrix produced two factors, with eleven variables substantially loaded on two factors and the results can be read from table 4 below. For easy reading of the table, loadings that are less than 0.5 were omitted. This resulted in the gap on the table 4.

Table 4: Rotated Component Matrix

	Component	
	1	2
good inter-personal skills	.905	
innovative and able to think of new ways of doing things	.904	
ability to maintain professional standards	.893	
customer oriented	.849	
critical thinking ability	.841	
self-motivation	.839	
friendly and approachable	.833	
good communication skills	.829	
good problem-solving skills	.786	
good decision-making skills	.774	
able to adapt to environmental change	.753	
good team players	.735	
good digital skills	.684	

organizational skills, like event planning skills	.651	.592
the ability to write business communications	.638	.556
know the laws that govern hospitality establishments	.565	.510
know how to maintain the various utensils, tools and equipment		.873
sufficient knowledge of finance and accounting		.817
utilise the various types of utensils, tools and equipment		.817
knowledge of how the various hospitality divisions operate, e.g. room division, front office, etc	.543	.678
basic understanding of hospitality marketing	.623	.628

From table 4 above, variables substantially loaded on these two factors or component (1 and 2) are good inter-personal skills, innovative and able to think of new ways of doing things, ability to maintain professional standards, customer oriented, critical thinking ability, self-motivation, friendly and approachable, good communication skills and ability to maintain the various utensils, tools and equipment (Operational skills). These variables in this regard were named as “key competencies” expected from graduates from the hospitality industry. The identified key competencies imply that hospitality industry employers expect hospitality graduates to possess applied and business-like competencies whilst they give less attention to theoretical and conceptual capabilities of hospitality graduates. These findings resonate with those of Kim et al., (2017), Enz *et al.*, (2007), G. Anthony, (2015) and Grace Anthony et al., (2019). In this view, Protogerou *et al., (2017)* described innovative human capital as crucial to a firm’s capacity to absorb and organise knowledge from competent staff for the purposes of productivity enhancement and innovation. Innovative human capital is therefore a pertinent component for organisations to achieve economic value and sustainability.

5. Conclusion

The study identified the key competencies expected from hospitality graduates from a literature and industry perspective. Review of extant studies (literatures) established that the key competencies for hospitality graduates include good interpersonal skills, leadership skills, problem solving skills, teamwork, ability to use technology, good decision-making skills, and good communication skills. The current study also revealed that the “key competencies” required from hospitality graduates in Ghana are good inter-personal skills, innovative and able to think of new ways of doing things, ability to maintain professional standards, customer oriented, critical thinking ability, self-motivation, friendly and approachable, good communication skills and ability to maintain the various utensils, tools and equipment. Ali e*t al*., (2016) indicated that due to the growth of the hospitality industry and the rapid changes associated with it, there is the demand that hospitality curriculum moves at the same pace to be in accordance with the needs of industry. Therefore, there is the need for higher education institutions to integrate "key competencies" as revealed in table 4 into the learning experience of graduates as expected from the hospitality industry and literature perspective. Periodic update of the hospitality curriculum is vital for hospitality graduates to be relevant to the industry. Since education and training are interrelated, they play an important role in human resource development in the hospitality and tourism sector. The curriculum used to teach and prepare hospitality graduates for industry must endeavour to focus on equipping graduates with these "key competencies" in order to thrive in the hospitality industry.

Limitation and study forward

It is argued that no research is absolute, therefore the current study has some limitations. First, the study was limited to hospitality employers in Ghana, therefore findings from the study cannot be generalised to other hospitality employers in different country. Future studies should focus on hospitality graduates self-assessment of their competencies to help ascertained the gaps between the competencies of hospitality graduates and the competency expectations from the hospitality industry. No study covers all aspect of the research problem. Moreover, the method adopted for the studies was quantitative approach and thus has some limitations on explaining thoroughly the variables involved in the study. In view of this, the study recommends, and in-depth studies specifically qualitative in nature to explore the perceived graduates' competencies from the industry perspective.

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THE PROMOTION OF HERITAGE IN CITIES WITH A DIFFERENTIATED TOURIST PROFILE. A COMPARATIVE STUDY OF ÚBEDA AND TORREMOLINOS FROM THE TOURIST WEBSITE.

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ABSTRACT:

The institutional website of a city council is an essential element to promote and illustrate to tourists and locals the cultural offer of a town, being the first showcase and point of connection between the user and the place. In the 21st century, it allows personal and quick access to information, complementing the conventional tourist guides that have made cultural tourism so much easier in our historical moments. In this study we analyse the tourist websites of the cities of Ubeda and Torremolinos, which have a highly remarkable tourism, being study cases of different and complementary experiences. They are two tourist cities with different profiles: the first one in the urban heritage of the 16th century and the second one in the sun and beach tourism. In this framework, we propose a comparative methodology making them converge in the proposal of cultural tourism that both councils develop. To this end, three dimensions of analysis will be taken into account. Firstly, the interface will be assessed, specifying the accessibility of the cultural tourism content; as a second dimension, the speed and clarity of the accessibility to the information represented in the clicks necessary to reach the cultural offer within the portal, itineraries, places and proposals will be analysed; and thirdly, the pages on accommodation, catering and the possibilities of organising conferences and seminars will be evaluated.

The research confirms the need for institutional tourism websites to be updated, dynamic, accessible and with a high level of visual connection with the recipient, since they are a determining factor in the tourism experience, whether it be cultural or about sun and sand.

KEYWORDS: *institutional website, cultural heritage, cultural tourism, sun and beach, tourist website, Ubeda and Torremolinos.*

1. Introduction

Nobody doubts anymore that today's society has changed due to Technology and as an ally we have been understanding it from Cultural Tourism, accepting the value it brings to the human being in general.

> *"Tourism for society is essentially an activity related to rest, pleasure, cultural development and recreation. Tourism for society is a particular form of leisure use and a particular form of recreation, but it does not cover all the forms of use that people can make of their free time, nor all the possible forms of recreation".* (Acerenza, 2006: p.27).

In recent decades, cultural tourism destinations have seen how technology has become an indispensable partner for their development. ICTs are currently a vital tool for the dissemination of cultural heritage (Márquez-González, & Herrero, 2017) as they have undergone a strong process of diversification in recent years and, alongside traditional web channels, a multitude of web 2.0 tools have been developed, as well as other aspects such as augmented reality (Tsai, & Lee, 2017), which are vital for their dissemination (Timothy, 2011).

The WEB offers the possibilities of programming a trip, but at the same time, the enrichment of this one since in them we can choose the destination, reserve flights, compare hotels, look for the best travel guides or look for experiences of other visitors. Moreover, in this time of pandemic, the WEB is the window to the outside world for future cultural trips. The Spanish Cultural Action (ACE), in its ACE 2017 yearbook, analyses the impact that technological advances have on the heritage sector. One of the objectives has been to establish the main lines of use of ICTs in cultural heritage, so all the innovations are few to project cultural destinations, which is why we propose a critical study of the institutional website of two cultural destinations such as Torremolinos and Úbeda.

Cultural tourism and technologies at their various levels ICT (information and communication technologies), TAK (technologies applied to knowledge), TEP (technologies for empowerment and participation), have a direct relationship with the knowledge of the city, being an essential instrument for its tourism promotion. Currently, technology has changed the processes of choosing destinations, as well as the products offered today (Hervás-Molina, Loren-Méndez, 2018). This paper proposes to explore the relationship between technology and cultural tourism in two cities with very different, and we can say almost opposite, tourist profiles. To this end, we have carried out a detailed study of the official websites of two Andalusian cities with different characteristics, in terms of population, geography and tourist offer. On the one hand, Úbeda (Jaén) which, together with the city of Baeza, is one of the fifteen Spanish cities on the World Heritage list. On the other hand, the city of Torremolinos (Malaga), a city historically identified with sun and beach tourism, with an incipient cultural tourism.

2. Literature review

Currently there are already a multitude of tools in the framework of ICT linked to tourism activity as Xiang (2018) explains we have moved from information technology to technology as a creation of knowledge. Due to its repercussion and diffusion, the web is of special interest. Today, it has been consolidated as a key tool in any process related to tourism, whether it is for promotion, diffusion, sales, information and communication, as developed by Buhalis, (2012, in Caro, Luque and Zayas, 2015).

Web 1.0 is giving way, as O'Reilly (2005) describes, to Web 2.0, where users have developed a set of new capacities, skills and habits related to their interaction with the new tools of Web 2.0 (forums, blogs, social networks, advanced search engines, recommendation systems or online reputation) which, as Lian, Zhang, Zhang, Law and Sun (2017) argue in their research, generate new demands for information. The Web 2.0 as analysed by Fino, Martín-Gutiérrez, Fernández and Davara (2013) more than a set of tools represents a radical change in the way information is accessed and adds value to it. In more specific terms, it is an advance in such relevant aspects as interactivity and collaboration, as well as the generation of online content (Domínguez Vila and Araujo Vila, 2014; Liburd, 2012). This represents a step forward towards Web 3.0 which is generated through the data offered by 2.0, that is, the presence in networks, SEO (Search Engine Optimization), reputation and contents adapted to all types of digital supports which, as explained by Inversini, Cantoni and Buhalis (2009), make destinations more competitive.

Technologies and above all the Internet have come to revolutionise the way tourists plan and carry out their trips (Díaz Luque and López Catalán, 2012). In this sense, an adequate presence on the Internet is essential if we want to promote any tourist destination. It is particularly relevant for inland destinations, which aim to publicise a tourism to which literature has traditionally paid less attention, in contrast to the traditional offer of sun and beach, but which must also evolve if it is to continue to be competitive in attracting cultural tourists. Therefore, in relation to on-line marketing, it is necessary to strengthen the presence of Spanish tourist destinations and products in this channel, establishing a framework of collaboration (Aas, Ladkin and Fletcher, 2005) that allows for the optimisation of efforts and a greater impact of actions and a leisure experience in the destination (Skinner, Sarpong, & White, 2018). This paper focuses on the comparison of the tourism websites of two city councils and represents an advance in the research of Hervás-Molina and Loren-Mendez (2018) as it offers a comparative methodology of the two websites.

3. Methodology

We have applied to the official tourism websites of the city of Úbeda and Torremolinos an analysis model that allows us to reveal the communicative approach that the digital proposals offer us and how it affects the idea acquired by the visitor. To achieve this, we have established a characterisation of its digital products such as the official websites, understanding that there are various dimensions of analysis such as firstly the interface - identification elements (home) and navigation elements - specifying speed and clarity in the accessibility of cultural tourism content as the second dimension (clicks required to reach the cultural offer within the portal, itineraries, places and proposals), and thirdly determining what the page offers about accommodation, restaurants and possibilities for organising conferences and seminars. The corpus of the work shows what the two official portals of the city councils of the two cities have to offer and which are shown in these links http://www.turismodeubeda.com and https://turismotorremolinos.es.

In our first case study, we will analyse the website of the city of Úbeda, which was declared a World Heritage Site by UNESCO on 3 July 2003, together with the city of Baeza for its Renaissance urban development transformations that were due to the introduction in Spain of humanist ideas from Italy and had a major influence on the architecture of Latin America (Hervás-Molina and Loren-Méndez, 2019). This case study will be compared with the website of Torremolinos, a tourist city on the Costa del Sol with no recognisable heritage value, whose visit has consisted of the search for sun and beach tourism as a unique argument within the territory and whose nexus has been the N-340 road as it passes through the province of Malaga, leaving aside its historical and contemporary cultural heritage. On the other hand, the few urban itineraries have offered a simplified vision of the built heritage, in many cases trivialising what constitutes the values of the city and its architecture. In the case of Torremolinos, it was the protagonist of the sun and beach tourism boom in the 60s and 70s, and an important communication node on the Mediterranean coast (Loren-Méndez, 2012) as well as an economic and entertainment reference point.

4. Results and discussions

Firstly, we will begin by analysing the official websites of both cities, focusing on the review of these from the proposals made for this communication. The proposals for analysis are as follows:

The interface

The interface is an essential parameter to be considered: it is a (home) identification element as well as a navigation element whose main task is to attract users to the website. Analyzing the websites of both cities, the following differences stand out:

On the one hand, in Úbeda, the main toolbar called home, focuses on the UNESCO declaration and highlights the web address of that page, all using two colours, maps that, although representative of the city but that the person accessing it does not have to know its meaning.

Figure 1: turismoubeda.esmain page

On the other hand, Torremolinos is identified with sun and beach tourism, with an image of a woman lying on the beach and a suggestive slogan "visit Torremolinos", inviting the tourist to visit her. If we look at the whole of the first full-screen impression, the proportion dedicated to the image is different. Torremolinos takes up all the space with a photograph that shows its best side and for which it is internationally known, the sun and the beach, including a foot with a quick access to the content, below the photograph.

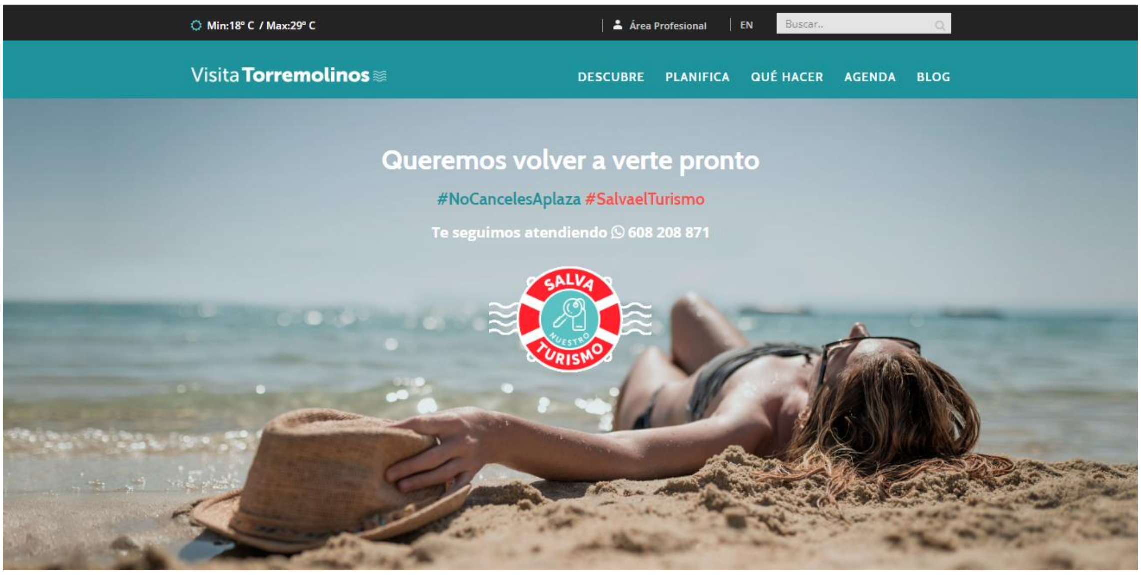

Figure 2 turismotorremolinos.es main page

At present, the Torremolinos website includes the slogan "we want to see you again soon" followed by the hastags #NoCancelesAplaza and #SalvaelTurismo, on the suggestive background image, mentioned above, which occupies the entire screen. This welcome message refers to the current state of alarm due to the Covid19 and at the same time suggests that tourists who are planning to go to Torremolinos should not cancel their trip, but should show their solidarity as everything will soon return to normal. This campaign is also present in all social networks: Facebook, Instagram, Twitter, etc. using the previously mentioned hastags. Then it continues with a promotional video of that same campaign, which begins with images of the confinement from inside a house on a rainy day and then in contrast continues with images of sun, beach, parties, pilgrimages... of Torremolinos.

Below, as if it were a blog, it invites Internet users to share their photos, videos and experiences in Torremolinos. In this way they appeal to the memory and create the need to relive all that.

The Úbeda website, on the other hand, does not make a single reference to Covid19, maintaining the previous slogan. In the upper banner a photo of a craftsman is interspersed with another of the carnivals so it gives the impression that the page has not been updated since then.

Ubeda however leaves the background unused and the image takes up less than half the screen, losing information power and if you click on the image, it does not lead to any content, losing an opportunity, quick access, because if you try to click it is because what is shown has generated interest. On the other hand, Úbeda's slogan "live the experience, visit us" is in the central part of the screen, but it is not linked to the city, while in the heading "tourism in Úbeda" it repeats the same idea twice, losing the possibility of attracting the user with another new idea.

Speed and clarity in the accessibility of information.

Both cities have the ultimate goal of selling themselves to the traveller and the local as cities of cultural tourism, however each gives priority to what they are internationally known for. Úbeda for its historical heritage and Torremolinos for the sun and the beach, which is why we focus on the second dimension of analysis which is accessibility to cultural tourism content. In other words, how many clicks are needed to get to know the cultural offerings on the website and which would lead us to know aspects such as itineraries, places and proposals for visits or activities.

For Úbeda the cultural aspect is directly related to the festive aspect, days and recreational activities, and it is dissociated from the urban heritage of the city, as can be seen in the image above. Although access to the cultural aspect seems immediate both from the main menu of the home page and from the side link in the home interface, two additional clicks are needed to reach the content which is derived to an online issuu file. This is an online service that allows the visualization of electronically digitized material, such as books, portfolios, magazine issues, newspapers, and other printed media in a realistic and customizable way, offering a large number of pages that although interesting are not in the right place, so the immediacy that was initially expected is not achieved.

Figure 3 Clicks to access the heritage

But if, as a user, our interest is focused on cultural tourism linked to urban heritage, it will be necessary to access by "know Úbeda". However, this could lead to confusion as there is also the section "discover Úbeda", two statements which are synonymous with verbs and which take away the opportunity to offer interesting and striking content.

Figure 4 Clicks to access the Torremolinos heritage.

With just one click on the top you can access all the information of interest about Torremolinos. Starting with Discover, where they make an introduction to its history, areas, beaches, gastronomy, places of interest, sport and nature, great events and the multimedia gallery. It should be noted that in the section on places of interest there is no reference to the contemporary cultural heritage, despite the fact that the city has an important architectural work. A heritage value from the second half of the 20th century, already recognised as are the La Nogalera and Playamar complexes, works by Antonio Lamela; the Eurosol Complex and the Exhibition Palace by Rafael de la Hoz Arderius and Gerardo Olivares; and the Three Towers by Luis Alfonso Pagán. It is also curious that, although in the history section it refers to visits by artists and actors such as Salvador Dalí, Frank Sinatra, Ava Gadner, Brigitte Bardot, John Lennon... it does not explain the places they visited or the hotels they stayed in, such as the historic and mythical Swordfish Hotel, a protected building at Andalusian level. Nor is any reference made to the large number of films, series and advertisements that have been filmed in the city and in turn to be able to detail in which locations in Torremolinos these scenes were shot.

Then it continues with Planning, so the user has access to everything needed to organize his trip, from transportation to accommodation, etc. It is important to highlight the "agenda" section because as a user, both local and visitor, we want to know what is on offer today, what the city has to offer in different areas.

If we go to the agenda from the main home page in the case of Úbeda the calendar is the first thing we find. After clicking on it, you will be redirected to the same page you arrived at from the menu, where you will find a large calendar with the activities of each day, but without any photographs, even if you pass the indicator on the direct access to the activity, there is no link that suggests the event. In this way, we have lost the immediacy and attractiveness that we have achieved by easily seeing the cultural agenda due to the lack of visual connectivity with the user. On the other hand, in the case of Torremolinos the Agenda section has immediate access and can be consulted by day, week, month, everything and highlights. However, at the time of this study there is a warning that it is suspended due to the state of alarm. And in the case of highlights, the 4 most important events held in the city appear, the Pilgrimage and San Miguel Fair, the Virgen del Carmen Fair, Holy Week and the Pride LGTBI. On the other hand, in Úbeda there are still some events programmed such as conferences that cannot be held, so the agenda is not updated.

Accommodation, and events such as conferences and seminars

Focusing on the search for accommodation we find that the tourism website of the city of Torremolinos is comfortable and gives us options to search by name, type, category or area. You can even search directly by map or below by clicking on the photos and description of the hotels. However, not all the hotels appear, such as the Hotel Ritual, the only hotel in the city oriented towards LGTBI clients and being the city one of the biggest tourist destinations for this group.

However, Úbeda does not adopt marketing strategies, although from the main menu it takes us to a second level that is quite interesting for the traveller, as it recommends restaurants, accommodation, museums or means of transport. But once inside the accommodation page we can see a large map with the labels of the different suggestions, below an informative brochure, again in issuu format, where the offer is listed and finally a list of the offer, which, lacks complementary photography. Once inside this sub-section we arrive at the chosen hotel, but of which we do not know its facilities since there is no photographic gallery, and it has been a long process not to be able to choose anything in particular.

If we are looking to organise a congress, something similar happens. Úbeda suggests the possibility, but it does not sell the proposal well, since it gives us access to an issuu link with an eighty-four page information brochure in which it is not possible to directly access the spaces it offers to host a national or international congress or seminar.

Concerning Fairs and Congresses, you can access from the section What to do in the main banner. Here you will find a description of the Congress and Exhibition Centre of Torremolinos with access to its website, highlighting that it belongs to the World Tourism Organization (UNWTO) and that it has become, along with FITUR, one of the only two Spanish fair institutions that are part of the UNWTO. This fact emphasizes the relevance of tourism for Torremolinos.

5. Conclusion

As a conclusion we have seen that the analysis carried out, shows as a graphic, the Torremolinos website from the logo and the slogan, connect with a project idea of sun and beach tourism more than cultural tourism. While the Úbeda website, offering the idea of cultural tourism more openly from the content, lacks the connection with the receiver from the visual and creative point of view. As far as content is concerned, among other differences, Úbeda has focused more on urban Renaissance heritage, although it offers other cultural proposals centred on the experiences that the city offers, but the accessibility of information is not as profitable as in the case of Torremolinos. Torremolinos' website is fresh, up-to-date, cheerful, colourful, and with a very careful aesthetic that is reminiscent of blogs or social networks. It has very high quality photographs in which luminosity and blue as the main colour stand out. Blue that evokes the sea as its logo that are waves. That same colour is used as the background of the web and the main banner. Moreover, it makes a very clever use of evoking individual memories to connect with the user in these moments of suffering and uncertainty, with a very positive, supportive and welcoming message.

The web is the first opportunity that a city has to show its potential and to put in value its cultural heritage, both urban and immaterial, that is why it is necessary to take advantage and make profitable its use and the possibilities of attraction. In addition, it is necessary to incorporate the tools offered by web 3.0. The tourism system (tourism actors, places and businesses, as well as tourists themselves) contributes to the production of a new heritage system (places, practices and heritage actors) that works in accordance with their own needs and expectations and that is projected from the Web as a development of this cultural approach (Gravari-Barbas, 2018).

Finally, it is important to note that both websites agree on the lack of promotion of urban tourism through itineraries that reinforce the tourist imagination (Graburn and Gravari-Barbas, 2012). Although they have a section for this purpose, they are not sufficiently highlighted, and several clicks are needed to access them. The websites of the two cities have similarities in the little relevance they give to urban itineraries and the uniqueness of their architectural heritage.

Limitation and study forward

As limitations of the study we would have liked to have the opinion of the users to complete the vision they have of these websites and how they have served for the planning of their trips and the tourist experience lived.

For future expansion studies it would be important to have a broad sample of opinion from visitors who have used the website. In addition, it would be important to propose the extension of institutional websites using web 3.0 tools and to compare the results with the progress made.

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SURVIVAL STRATEGY DURING COVID-19 PANDEMIC FROM THE PERSPECTIVE OF HR PRACTICE

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Abstract

Purpose: This study wants to explore deeper into the strategies carried out by human resources in tourism sectors affected by COVID-19 to be able to survive amid pandemic

Methodology: This study was carried out with a qualitative approach using descriptive analysis.

Findings: participants who previously worked in the tourism industry and were affected by Covid-19 adapt and adopt multiple strategies to survive to fulfill the basic needs of the family, where the majority of them implement active strategy more dominant than other strategies. The findings in the study revealed that only a few participants applied network strategies in an attempt to survive amid the pandemic.

Limitation: This study was only conducted to a small size of participants thus no generalization applied.

Contribution: The suggestion in this study is that human resources are expected to foster Opportunity-based Entrepreneurship in addition to necessity-based entrepreneurship so that their business remains stable in the future.

Keyword: Covid-19 Pandemic, HR Practice, Tourism, Survival Strategy

1. Introduction

Since it broke out in Wuhan-China in December 2019, the Coronavirus (COVID-19) has had a very significant impact around the world. The pressure on the tourism industry can be seen from a significant drop in foreign tourist arrivals, a decrease in bookings, to massive cancellation of bookings (Sugihamretha, 2020). Even though the tourism sector is a labor-intensive industry that absorbs millions of workers, wherein Indonesia as of January 2020 13 million people were working in this sector. Foreign exchange contributed from this sector is also quite high, wherein early 2020 the realization of foreign exchange from the tourism sector reached 280 trillion rupiahs (National.kontan.co.id, 2020). Unprecedented global travel restrictions and government instructions to stay at home resulted in the greatest disruption to the global economy since World War II (Hall, Scott,& Gossling, 2020).

In many countries, the virus affects almost all parts of the value chain in the hospitality world. The impact of the cancellation of events, the closure of accommodation services and tourist attractions is directly felt on other sides of the hospitality supply chain, such as food and drink services, laundry, transportation, and flights. As of April 2020, the Indonesian Hotel and Restaurant Association (PHRI) noted that there were 1,542 hotel units closed in 31 provinces in Indonesia due to the COVID-19 pandemic (Khairally, 2020). To adapt to a pandemic, hotels that are still open have implemented several strategies to survive such as cutting costs, laying off employees, tightening profit margins, and regulating cash flow (Reinink, 2010).

The phenomenon that can be observed at this time is the number of hotel employees who switch professions to become entrepreneurs in various fields through online platforms (social media), such as WhatsApp, Instagram, Facebook, and Twitter. The impact of the COVID-19 attack has made the wave of employee layoffs in Badung continue to increase. Data as of April 2020, there have been 318 people who have been laid off. Meanwhile, 22,098 employees were dismissed from around 240 companies, both in services, hotels, and restaurants (Mostopha, 2020). With so many hotel employees being dismissed in this pandemic, either due to layoffs or unpaid leave, forcing them to be able to think creatively and innovatively to survive. This situation is even more difficult for employees who are married because of the absence of income to meet their daily needs. These employees will apply various strategies to survive in their daily lives. According to Suharto (2009: 31) survival strategies in overcoming economic shocks and pressures can be carried out with various strategies. Therefore, this research wants to dig deeper into the strategies carried out by star hotel employees affected by COVID-19 to be able to survive in this pandemic situation.

2. Literature Review

A literature review is a frame of reference that is compiled based on a study of various aspects, both theoretically and empirically, which underlies this research. In the discussion of literature reviews, it is necessary to disclose a comprehensive frame of reference regarding the concepts, principles, or theories that are used as a basis for solving the problems at hand.

2.1 Strategy Definition

The word strategy comes from the Greek "strategos", namely "Stratos" which means military, and "ag" which means to lead (Evered, 1983). Thus strategy can be interpreted as leadership in the army. In its development, there are many definitions or definitions of strategy. One definition of strategy is what determines the direction of management in business and on how to identify the conditions that provide the best advantage to win the competition in the market (Dirgantoro, 2001). The definition of strategy is different from tactics. A strategy is doing the right things (doing the right things), while tactics are doing things right (doing the thing right) (Satyagraha, 1995). Tactics are short-term operational descriptions of the strategy so that these strategies can be implemented.

1. Unified (unified), which unites the parts of the company.
2. Comprehensive, which includes all aspects of the company.

3. Integral (integrated), that is, all strategies will be following all levels of the company, business, and functional

2.2 Survival Strategy

The survival strategy is interesting to study as an understanding of how to manage and utilize the resources and capital assets owned through certain selected activities. Snel and Staring in Setia (2005: 6) define survival strategy as a series of actions that are selected by the standard by socially and economically poor individuals and households. Whereas Suharto (2009: 29) defines a survival strategy as a person's ability to apply a set of ways to overcome various problems that surround his life, this problem handling strategy is the ability of all family members to manage their assets. The survival strategy can be classified into three categories, namely active strategy, passive strategy, and network strategy.

1. **Active Strategy**

   The active strategy is a survival strategy that is carried out by utilizing all the potential that is owned. According to Suharto (2009: 31), an active strategy is a strategy that is carried out by optimizing all the potential of the family (for example doing their activities, extending working hours, and doing anything to increase their income). According to Stamboel (2012: 209), income diversification is an effort to get out of financial difficulties, diversification that can be done includes trading, repair shops, and other home industries. Active strategies that are usually carried out are income diversification or looking for additional income by how to do a side job.

2. **Passive Strategy**

   According to Kusnadi (2000: 8), a passive strategy is a strategy in which individuals try to minimize money expenditure, this strategy is one way for society to survive. A passive strategy is a survival strategy that is carried out by minimizing family expenditure as argued by Suharto (2009: 31) which states that passive strategy is a survival strategy by reducing family expenses (for example costs for clothing, food, education, and so on). The passive strategy that is usually done is to get used to living frugally.

3. **Network Strategy**

   A network strategy is a strategy that is carried out by utilizing social networks. According to Kusnadi (2000: 146), the network strategy occurs due to social interactions that occur in society, social networks can help poor families when they need money urgently. According to Suharto (2009: 31), the network strategy is a survival strategy that is carried out by establishing relationships, both formal and with the social and institutional environment (for example borrowing money from neighbors, borrowing from stalls or shops, utilizing poverty programs, borrowing money from moneylenders or banks and so on).

3. Research Methodology

3.1 Population, Sample, and Sampling

The population in this study were hotel employees affected by COVID-19 in Badung Regency, whether they were laid off due to layoffs or did not receive full wages. The population in this study is large because the number of employees affected by COVID-19 cannot be calculated with certainty. To calculate the minimum sample size needed, Lemeshow et al (1990) use the formula for an unknown population, so that in this study the authors must at least take data from a sample of at least 100 people. The sampling technique used in this study is non-probability sampling, which is a sampling technique that provides different opportunities or opportunities for each element or member of the population to be selected as a sample.

3.2 Research Instruments

In a study, data collection needs to be done carefully, systematically, and carefully, so that the data collected is relevant to the research problem. The questionnaire in this study was measured ordinally using a Likert scale. Using a Likert scale will make it easier for respondents to understand and fill it out so that it is more efficient in the process. The questionnaire question items were created by developing three survival strategies, such as active strategy, passive strategy, and network strategy.

3.3 Data collection technique

Data collection methods used in this study were 1) Questionnaires, namely data collection techniques performed by giving several structured written questions to research respondents regarding their responses to various variables studied in this study; and 2) Interviews, namely data collection by conducting in-depth questions and answers to research respondents to obtain more accurate and complete data because it involves a further explanation of the questionnaires that have been distributed.

3.4 Data analysis technique

The analysis in this study was carried out with a qualitative descriptive approach which refers to three strategies for survival, through three stages of the flow, namely: data reduction, data presentation, and conclusion or verification (Miles and Huberman, 1994). In research that uses qualitative descriptive analysis, identifies the characteristics of the observed phenomenon, or explores the possible relationship between two or more phenomena (Leedy and Ormrod, 2005). Furthermore, in descriptive analysis, interpretation of the data and relationships that exist in the study is carried out.

4. Results and Discussion

This section aims to answer the problem formulation and research objectives, namely to reveal and describe information related to the strategies undertaken by human resources in the tourism sector in various types of businesses to survive the COVID-19 pandemic. The data in this study were obtained through questionnaires and field observations, which were then strengthened by interviews with several informants who were relevant to the locus of this study. Furthermore, the data were analyzed using qualitative descriptive analysis techniques, through three stages, namely: data reduction, data presentation, and drawing conclusions or verification (Miles and Huberman, 1994).

A list of questions or questionnaires in digital form (google form) is distributed to target participants through various online media, such as email, WhatsApp, Facebook, Instagram, and other social media. This digital questionnaire consists of three parts, namely an overview of the types of businesses affected by Covid, the characteristics or profiles of participants, and the strategies they undertake to survive a pandemic. The survival strategy refers to the theory previously stated, namely Active Strategy, Passive Strategy, and Network Strategy. The process of searching and collecting data was carried out for two months, namely September and October 2020.

4.1 Overview of Tourism Business in the Middle of a Pandemic

Of the 146 participants in the study, it is known that the majority came from the type of accommodation business, namely 60.3 percent. Included in this business category are hotels, villas, homestays, and other businesses engaged in similar core businesses. This result is very relevant, where the accommodation business plays a strategic role as the main infrastructure in the tourism pillar, so it is often stated that the accommodation business is the main tourism superstructure. The argument that underlies this is when there is a movement of people while traveling to a destination, then the existence of an accommodation business in that destination greatly influences purchasing decisions and tourist perceptions. Especially in Bali, This accommodation business plays a crucial role in the development of tourism which can be shown by the hotel growth trend which shows a positive curve. So that during the Covid19 Pandemic, the accommodation business which is the main foundation of Bali tourism is one of the sectors most affected and has experienced a significant decline.

Apart from the accommodation business, businesses in other fields built as a supporting system for Bali tourism were also affected, such as culinary businesses (restaurants, cafes, bars, restaurants), travel and event agencies (travel agents, tour operators, event organizers), transportation business (including tourist vehicle rental), and other recreational businesses (spa, salon, water sport). The decline in the Room Occupancy Rate (TPK) in Bali during the early days of the pandemic had a very drastic and significant drop to its lowest point, which is zero percent. This is due to the large-scale cancellation of orders as a response to the public's appeal to social/physical distancing, avoiding crowds and public places, to travel warnings issued by the government. As a result, there is a multiplier effect on other businesses supporting the tourism sector.

Badung Regency is an area that has the most number of accommodation businesses and the most varied compared to other districts in Bali, especially in the South Badung area (Kuta, Nusa Dua, Legian, Seminyak) because it is one of Bali's most popular tourist destinations for investors. The main potential income in Badung Regency comes from Hotel and Restaurant Revenue (PHR), so it can be said that Badung Regency is the "home" of most accommodation businesses in Bali. Therefore, 70.5 percent of participants in this study worked in tourism businesses located in Badung Regency, which was then followed by Denpasar City (14.4 percent) and Gianyar Regency (8.2 percent).

To survive this pandemic, businesses engaged in the tourism sector must think and act strategically. From the results of interviews with the General Manager of hotels in the Ubud and Kuta areas, both of them gave the same statement, that during this uncertain pandemic situation, the company's focus was not on pursuing growth (profit) but emphasized efforts to survive (survival). defense mode). This survival mode means that the company must be able to reduce all types of costs to a minimum, as well as manage human resources including the amount and compensation, because the financing side can be controlled by the company, while the income/profit side is very uncertain.

From the results of observations and interviews with General Hotels in Kuta and Ubud, it can be seen that a retrenchment strategy is a most common and most feasible strategy to be implemented during this pandemic. Retrenchment occurs when a company rearranges its strategy to deal with all situations faced by reducing costs and assets to reverse the decline in sales and profits (David and David, 2017). This strategy is also known as the Turnaround Strategy or Reorganization. Retrenchment can involve various activities such as selling hotel assets to raise the cash needed, cutting product lines, closing marginal businesses, reducing the number of employees, and instituting an expense control system.

The savings on this retrenchment strategy are designed to strengthen the basic competencies of the organization. During these savings, tourism businesses have to work with limited resources to achieve different goals. The savings made by hotels during this pandemic have the same main idea, namely restructuring the number of employees and the amount of compensation, but the technical application is different, adjusted to their respective abilities. In this study, more than 99 percent of participants admitted that the businesses they worked for were affected by the pandemic, except for one participant who stated that nothing was different then and now. After being traced, this one participant worked on a type of business that was not directly involved in the tourism business,

From the data that has been collected using various data collection techniques, it is known that 52.7 percent of participants in this study are required to take unpaid leave (Unpaid Leaves) by the company where they work. The giving of Unpaid Leaves has both positive and negative sides from the employee's point of view. Viewed from the positive side, employees still have the status of workers at the company even though they are not paid at all so that when conditions gradually improve, the company will recall their employees. But on the other hand, the company does not provide a certain time until when they have to wait to work again so that employees have high job insecurity for their future.

Other patterns adopted by hotels during this pandemic were cutting salaries and benefits by 34.9 percent and layoffs by 33.6 percent. From the results of an interview with one of the informants who is currently still working at a star hotel in the Kuta area, information can be obtained that he has not received a full salary since the start of the pandemic. The number of salary deductions made by the company in stages every month. Starting with a 20 percent discount in April and May 2020, so that the nominal take home pay received at that time was only 80 percent of the total salary and allowances. As the occupancy rate drastically decreases, the number of salary deductions is getting bigger. so that the salary (take-home pay) received is also getting smaller. Until the time the interviews were conducted, informants were only paid according to the attendance numbers that were strictly scheduled by the company. During this pandemic, many employees had to lose their jobs. In this study, 49 out of a total of 146 participants (33.6%) stated that companies laid off themselves so that what they are most likely to do to survive is entrepreneurship.

4.2 Strategies for Defending Human Resources in Tourism in the Middle of the Covid Pandemic 19

Snel and Staring (2001) suggest that a survival strategy is a series of actions that are consciously chosen by socially and economically poor individuals and households. Through this strategy, one can try to increase income through the use of other sources or reduce expenses by reducing the quantity and quality of goods or services. How individuals strategize are influenced by the position of the individual or group in the structure of society, the belief system, and social networks, including expertise in mobilizing existing resources, skill level, asset ownership, type of work, gender status, and personal motivation.

1. **Active Strategy**

Based on the results of the study, it is known that the active strategy that is usually carried out by the tourism human resources is income diversification or looking for additional income by doing side jobs. From the respondents who filled out the questionnaire, it can be seen that the possession of certain skills can lead to initiative and motivation as well as open up opportunities for entrepreneurial endeavors to survive amid this pandemic. 48 percent of respondents stated that they have skills that can be used to open additional businesses. The remaining 36.5 percent did not give an explicit answer about the skills they possess that can be used as a source of income in this situation.

Furthermore, it was found that only 58.1 percent used their skills to open additional businesses and 59.5 percent had realized it in the form of a real business. Meanwhile, the remaining 41.9 percent chose not to open additional businesses. When explored deeper, the reason why they chose not to open an additional business was that they needed a lot of capital to open an additional business and many of their acquaintances had done it first, so they felt the additional income they got was not worth the extra effort they spent. to make it happen.

The form of diversification undertaken by tourism human resources is trading or selling by utilizing digital platforms, such as social media such as Instagram, Facebook, Whatsapp, marketplace, and others. The selected distribution channels through social media are considered very relevant to the current conditions, where there are programs for limiting social distancing, easy accessibility, and do not require too high initial capital to open a stall. The types of products traded vary, but the majority are related to hygiene and sanitation items that are much needed during this pandemic, such as masks, face shields, tissues, sanitizers, and cleaners. Besides, which are also widely traded are perishable products, frozen food products, and prepared or processed foods. This business was started and managed with family and colleagues.

If you look at the demographic profiles of respondents described in the previous section, especially concerning their educational backgrounds, most of whom are diploma graduates, it can be concluded that the selection of active strategies is very relevant to be carried out today. This is because the respondents have already acquired formal skills during college. Also, because the majority of respondents are still very young so that morale is still relatively high, entrepreneurial motivation tends to be at a fairly high level.

2. Passive Strategy

The passive strategy that is usually carried out by tourism human resources who are the unit of analysis in this study is to get used to living frugally because most of the respondents expressed their concern that they could not fulfill their basic needs during this pandemic, as much as 83.1 percent. The underlying point is very clear. The Covid-19 pandemic is putting enormous pressure and shocks on the tourism industry which is very dependent and relies on the movement of people from one place to another. With social distancing restrictions and restrictions on large gatherings, tourism activities cannot run as they used to. Covid-19, which was a health crisis, has now become a global financial crisis that has left many countries on the brink of an alarming recession. To make matters worse, no one can predict how long this difficult time will last.

Therefore, the tourism human resources interviewed stated that they managed finances strictly, whether they were married or not.

In terms of investment, only 25.7 percent of participants have businesses to invest, either small or medium scale, while the remaining 74.3 percent stated that they do not have the intention to do so as can be seen in Figure 5.9. Participants who choose to invest are those who still have idle savings so that they don't interfere with their daily lives. The results of the interview revealed that examples of investments made were crowdfunding and investment in precious metals whose value was more stable. Furthermore, it is known that as many as 28.4 percent of participants tried to set aside a small portion of their income to carry out their entertainment activities, the majority of which were carried out by participants who were not married.

3. **Network Strategy**

The results showed that the financial assistance received from family or colleagues helped fulfill the needs of daily life. With the existence of assistance programs from the government, both central and regional governments, in the form of the distribution of the logistics of the nine basic food logistics that are distributed to families in need, it is also felt that they can ease the burden on the lives of participants. The results showed that only 17.6 percent of the total participants had applied for loans from banks or other sources of funding during the pandemic, while the majority of participants as many as 82.4 percent chose to stay with their remaining savings because of fears that they could not pay off their obligations if borrowing from the bank. Loans submitted by participants are generally submitted to Village Credit Institutions (LPD) in the area where they live due to low loan interest rates. Besides, based on interviews with several participants, the amount of loan proposed varies from 2 million to 25 million rupiahs.

Participants realize that this loan is temporary and they also cannot always rely on assistance from other parties, both financial and non-financial assistance. Therefore, most of the participants showed an interest in taking courses or training to acquire additional skills that could be used to open their businesses. Some of the participants have tried to register themselves in the Pre-Work Program launched by the government.

The majority of participants expressed their interest in continuing their business as much as 62.2 percent. The different motivations for entrepreneurial decisions influence the impact that a new venture might have on society and the economy. Currently, the entrepreneurial motivation carried out by tourism human resources is called need-based entrepreneurship (NEC). This type of entrepreneurship starts a business because of the 'impulse motive', as a way to compensate for the lack of other sources of work (Shane, 2009; Valdez & Richardson, 2013). Needs-based entrepreneurship (NEC) is often associated with informal activities, unemployment, economic recession, and poverty

(Acs & Amoro's, 2008; Banerjee & Duflo, 2007; Block & Sandner, 2009; Gries, & Naude, 2011).

4. Conclusion

Based on the results of research and direct observation of research subjects, it is found that the tourism human resources affected by Covid-19 and become the unit of analysis apply multiple strategies to survive and meet the basic needs of the family, namely: active strategy, passive strategy, and strategy network. Of the three strategies, the majority of participants applied more active strategies than other strategies. This is because, in terms of demographics, most of the participants are at a very productive age, namely under 40 years of age and have a diploma education background, which is assumed by the participants to have basic skills that have the potential to be used as an entrepreneurial effort.

Limitation and study forward

Due to time constraints and other constraints, the coping strategies studied in this study were limited and only focused on three strategies, while there are still many strategies in other theoretical domains that can be applied by tourism workers to survive the pandemic. Another limitation is the number of participants who participated in this study is still considered insufficient to describe the real situation at the research locus. For further studies, it is hoped that data triangulation can be carried out to increase the usefulness and depth of similar research.

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VIRTUAL HOTEL OPERATOR (VHO) AFFILIATED SMALL ACCOMMODATION BUSINESS: A COMPARISON OF PERCEIVED PERFORMANCE

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Purpose: Virtual Hotel Operators (VHOs) have brought impressive changes in the traditional systems of hospitality industry. VHOs provides an opportunity for small accommodation businesses to compete with the industry's key players However, there is only limited literature about VHO. Thus, in bridging this gap, this paper was centered on assessing the accommodation businesses that are partnered with forty VHO affiliated accommodation businesses regarding their perception of the partnership in Metro Cebu.

Methodology: This study is a descriptive type of research using survey questionnaires treated the data weighted mean and Kruskal Wallis test using StatPlus software

Findings: The study's findings proved that all the accommodation businesses' performance has improved during the VHO partnership; specifically, The Metro Cebu accommodation business's performance was much better during the VHO partnership, and there is a significant difference in the comparison level of the perceived accommodation performance during the VHO partnership between VHO brands.

Limitation: The study centers on the perception of the Small Business Operators' perception based on the selected indicators of the study.

Contribution: This study can be a contribution in understanding the Virtual Hotel Operator (VHO) in according to the perception of the Small accommodation business operator's perception. This also contributes to future researches relating to VHO.

Keywords: *VHO; Accommodation Business*

Introduction

Tourism is globally evolving, especially those stakeholders who are relying on tourism as a potential source of profit. Competition deepens to businesses as it has been more challenging to ascertain an approach to attain sustainability, within complex tourism business environments (Rendón et al., 2014). The hotel industry endures flourishing in the overall economy which leads to competition of international or local business sectors (Tsai et al., 2009).

In response to tourism progress in the Philippines, A wide-ranging selection of accommodation establishments emerged. These reputable establishments own a mix of information technology to enhance productivity, efficiency, revenue, and guest service. Technological advances have substantially contributed to refining and integrating hotel operations, such as optimizing a hotel website that brings more profitable hotel business. The revolution of technology reached in crafting a method of getting the website in search engine results, and this progression works with the keywords and about the website frequency in search engine listings. The fast improvement of information technology ensures that it will transform various features of the tourism industry (Javed Parvez et al., 2018; De la Santa and Agatep, 2005).

The development of Philippine tourism and the escalation of the demand for budget travel has paved the way for the new concept of a sharing economy. The sharing economy is when the consumers granted temporary access to underutilized physical assets conceivably for profit. The sharing economy has surfaced as a new socio-economic movement, where consumers are more aware of societal facets of consumption, reconnection to local communities, and cost savings. There is a rising phenomenon on the shift of consumer behavior in favor of paying temporary access to products and services inventories. Networked hospitality businesses such as Airbnb, Virtual Hotel Operators (VHO), and other similar platforms are examples of this new business concept, which is the foremost resource for travelers looking for the best accommodation prices (Oskam and Boswijk 2016).

Existing economic situations have negatively affected the financial aspect of the hospitality industry. Consumer behavior patterns have transformed for numerous explanations such as recession, unemployment, and generally fear of the uncertain future. Hence, it will be primary for hospitality business owners to focus on strategic methods in order to gain and retain customers. Innovation is always in a state of flux in the hospitality industry, it is crucial to take a proactive stance in employing technological advances while striving to elevate the service quality and guest loyalty (Teng et al., 2020; Koutroumanis, 2011).

According to Wiastuti and Susilowardhani (2016), Virtual Hotel Operator (VHO) started in India in 2015. It was somewhat an innovation from Airbnb's concept or similar to 'uberizing' of taxis. This new idea expanded and is well applied and advanced in Asia. VHO has establishments or structural properties, but they have created a brand of online database and apps for IOS and Android software that is accessible to tourists in many countries. They partner with existing accommodation businesses in strategic locations in different countries in Asia. VHO brands target the mid-accommodation economy of Metro Cebu.

Tourists can have easy access to hotel inventory, pricing, viewing, and location in one screen view, and allows smooth transaction of local and foreign tourists to the city that they will visit. This borderless transaction has created residents' opportunity to open and strategize low priced but high-quality rooms. Accommodations are supported by the ease of online booking sites and Virtual Hotel Operator (VHO) management and promotion support (Teng et al., 2020; Douglas, 2018; Bilgihan et al., 2011). Accommodation businesses can maximize sales and improve the hotel system based on the VHO standards throughout the VHO partnership (Kurnia and Sulistiani, 2019).

The customers are sophisticated because of technology. They can compare the variety of services across different accommodation brands and no longer book through a phone call. The process of fast digitalization disrupts old business models harder than we realize—apart from internet access to products. There is a growing power swing between consumers and suppliers, and their networks. This progress makes it possible for some organizations to grow exponentially. According to Oskam and Boswijk (2016), The convenience of an application on one's phone and the ability to book a room without giving credit card information, and by using Apple Pay or similar software gives Airbnb and VHOs the upper hand. They have access to commentaries by other reviewers (Teck and Karuppiah, 2020). Airbnb and other similar technology have created a niche in the market to exploit everything that the customer at a hotel wants. VHOs continues to grow at an alarming pace for hoteliers, and have plans of expansion. There has been a change in the mindset provided through app-based booking. Before technology specifically to VHOs and similar concepts, financial and personal success opportunities would have been much more challenging (Douglas, 2018).

Budget travel is a flourishing rate. VHO is a multi-billion-dollar market and another similar technology has immense market potential and growing affluence in Southeast Asia. (Ahmad et al., 2018; Wiastuti and Susilowardhani, 2016). The upsurge in demand for clean but low budget accommodation gave birth to Virtual Hotel Operator concept. The most common and visible brands in Metro Cebu are the following such as Red doorz, Oyo rooms, Nida rooms, and Zen Rooms. VHO supplies the budget traveler and delivers reasonable accommodation with good value. In an abundant variable industry, it is undeniable; hoteliers are incompetent in technological innovation making the effect felt by the VHOs and similar platforms all the more disruptive.

VHO brands in Metro Cebu are evident. The VHO business identity is situated next to the existing different arrays of an accommodation establishment in the area. At present, the concept of VHO is considered novel. It has been a matter of concern among hospitality industry groups in Metro Cebu. There is no available literature available about VHO. The closest thing we have are Airbnb Literature and other similar platforms. The rise of this business concept has been tagged as a disruption to the traditional hospitality business (Khatri, 2019; Douglas, 2018; Wiastuti and Susilowardhani, 2016). The underlying theoretical drivers of technology disruption are less understood. It is necessary for the hospitality industry to understanding the conditions that give rise to technology disruptions (Adner, 2002). It is crucial to the survival of the established hotels to Metro Cebu and other hotels in different locations experiencing similar effects.

Established Hotel and Resort groups in Metro Cebu have raised their concern on the growing number of Airbnb and VHO affiliated accommodation businesses that have left them in unpredictable fluctuation. High to full occupancy is no longer experienced among these hotels during peak season (Inso, 2020; Dagooc, 2020; ABS-CBN News, 2018). These new concepts of business are disrupting the tourism industry in unpredicted ways. VHO's and other similar technology are at a fast rate of development. The number of users and listings are increasing. This type of technology has entirely created a new business system in the hospitality industry and has negatively impacted hotel room profit (Douglas, 2018; Quynh Nguyen, 2014). In an expanding networked economy, the traditional hierarchical structure is becoming outdated. These established suppliers will fall if it does not take an essential place in the digitalized networks (Oskam and Boswijk, 2016).

Small business success is critical to economic growth. An on-going challenge to small business owners is the need to develop sustainable advantage (Bressler, 2012). Digitalization prospers organizations to stretch far beyond conventional markets. These organizations increase at speed as their market. The outcomes are faster, better, and cheaper (Teng et al., 2020; Oskam and Boswijk, 2016). VHOs have a promising opportunity in the accommodation industry in sales increase and quality improvement (Wiastuti and Susilowardhani, 2016). Affiliation with VHO and comparable technology may be an opportunity only when examining the comprehensive environment (Koutroumanis, 2011).

This study aims to discover the comparison level of the perceived accommodation performance during VHO partnership and distinguish the difference of the results between the different

VHO brands visible in Metro Cebu; and somehow explore the advantages and drawbacks of small accommodation business operators that affiliate with VHOs.

There are numerous key performance indicators of the hospitality business. This study adapted from Pizam and Oh (2008), two critical concepts drove measurement systems across small and medium hospitality businesses. Both indicators selected are relevant to the accommodation business in Metro Cebu. These were concerned with (1) improvement of revenue targets, (2) customer relationship management to improve service quality and customer retention that focuses on guest satisfaction and guest loyalty. This study incorporates two indicators set as market visibility: domestic visibility and international visibility. This study defines foreign and domestic guest attractiveness and the increase or decrease in domestic and international travelers during the VHO partnership.

There are only a few kinds of literature available centers on VHOs; This study contributes to the industry in understanding of the sharing economy phenomenon, specifically in the Virtual Hotel Operator (VHO) concept. VHOs have brought spectacular changes in the traditional systems of hospitality businesses.

Research methodology

The data collection method used in this study was through a survey questionnaire. This method was employed to allow a sizable random sample to be tested, which improves external validity. In this study, an accommodation business may be any of the following: inn, boutique hotel, motel, hostel, pension house, bed and breakfast, guesthouse, capsule hotel, appartel, lodging house condotels. The building has to be a recognized legitimate business in Metro Cebu that offers accommodation, space, or shelter for a guest to stay. The accommodation business has to be at least five years' operating independently and at least two years' operating with the VHO affiliation. In this study, an accommodation business is classified as small if the establishment has a range of 10- 99 number of rooms.

A total of 40 small business accommodation participated in the study. Coincidentally, 10 of each brand. Telephone calls and personal visits were made to ensure that each of the operators would receive the questionnaire. Each participant was sent a survey questionnaire with a cover letter explaining the objectives of the study. Follow-up letters were dispatched, and follow-up calls were made to those who had not responded after four weeks.

The response rate of the communication made requesting for survey participation was about 51.2%. Based on the survey response, three criteria were used to select the participants. First, the respondents have to be either the owner-operator or the manager (with significant roles in business decision-making and has been a manager at least 18 months before the business VHO partnership), Second, the accommodation business is of small classification, Third, company has to be in affiliation with any of the following VHO's: Oyo; Nida; Red Doorz; and Zen Rooms.

The criteria are set to ensure control over the flaws that typically occur from this type of sampling method. Understandably, sampling has several flaws granting only 40 of the qualified establishment agreed to participate while others decided to abstain from participating.

The initial part of the questionnaire is the profiling of accommodation in terms of their chosen partnership. The second part compares the accommodation business operators' perceived performance during the VHO partnership, which covers the following indicators: Room occupancy, Guest satisfaction, Guest loyalty, Domestic visibility, and International visibility. The third section is for the respondents to express in writing their insights on their VHO partnership this focus on the advantages, consequences and reason for their VHO partnership. The respondents were given ample time to answer the questionnaire.

In gauging the perceived accommodation performance during VHO partnership among small accommodation businesses in Metro Cebu, respondents are asked to fill out a questionnaire containing the accommodation performance indicators with a 5-point Likert scale with a level of comparison as the response anchor. The following designate five (5) as much better, four (4) as somewhat better, three (3) as about the same, two (2) as somewhat worse; one (1) as much worse.

Results and discussions

Table 1 shows the study's descriptive statistics; it also summarizes the respondents' perception in the comparison level of the perceived accommodation performance during the VHO partnership. Red Doorz attained the highest response at 4.34 with a verbal interpretation that the accommodation business's performance was much better during the VHO partnership. There is a noticeable difference in the results of Red Doorz and Zen Rooms between Oyo Rooms and Nida Rooms' results.

VHO partnered accommodation business is rated at high levels and is verbally interpreted; all the accommodation businesses' performance ranges somewhat better to a much better level during VHO partnership. It might be because VHO elevates the cyberspace presence of the hotel they partner with. This outcome agrees with Wiastuti and Susilowardhani (2016) VHO affiliation improves the accommodation business quality, create more value-added and competitive prices. Kurnia and Sulistiani (2019), indicates online reviews that are accessed has a significant constructive effect on the perceived value of the business.

Table 1 **Itemized results of the comparison level of the perceived accommodation performance during the VHO partnership.**

Performance indicators	**Red Doorz** Mean And Verbal Description	**OYO Rooms** Mean And Verbal Description	**Nida Rooms** Mean And Verbal Description	**Zen Rooms** Mean And Verbal Description	Indicators Weighted mean and Verbal Description
Occupancy *The number of rooms occupied on the given night*	4.9 *Much better*	4.7 *Much better*	4.5 *Much better*	4.8 *Much better*	4.72 *Much better*
Guest Satisfaction *Rating of the guest's happiness and satisfaction of their overall stay*	4.4 *Much better*	3.6 *Somewhat better*	3.5 *Somewhat better*	4.5 *Much better*	4.0 *Somewhat better*
Guest Loyalty *Guest preference to your brand over others*	3.4 *Somewhat better*	3.3 *About the same*	3.6 *Somewhat better*	3.7 *Somewhat better*	3.5 *Somewhat better*

Domestic Visibility *How easily your accommodation business can be found at a domestic level? This can manifest by the number of domestic guests the establishment caters.*	4.1 *Somewhat better*	4.4 *Much better*	4.3 *Much better*	4.6 *Much better*	4.35 *Much better*
International Visibility *How easily your accommodation business can be found at an international level? This can manifest by the number of foreign guests the establishment caters.*	4.9 *Much better*	4.6 *Much better*	4.1 *Somewhat better*	4.6 *Much better*	4.55 *Much better*
VHO Brand Average Weighted Mean and Verbal Description	4.34 *Much better*	4.12 *Somewhat better*	4.0 *Somewhat better*	4.4 *Much better*	
General Weighted Mean and Verbal Description	*4.21*	*Much better*			

Occupancy is at a secured rate for the period of VHO partnership and books a specific number of rooms in the accommodation business. Some respondents state that it depends on what price is settled. They are aware that some similar classification accommodation may have gotten more or less from their partnered VHO. Some respondents state that it is better to give out the number of rooms to the VHO partner at a reduced rate; at least they are secured to have a percentage of their rooms paid for their VHO partners since whether booked or not, the VHO covers the agreed rate of the rooms until the contract expires.

Guest Loyalty is evaluated as the lowest among the study indicators. Based on the study of Wiastuti and Susilowardhani (2016) accommodations rebranded as the VHO brand, they partnered. Their business identity or brand has been a concern to several respondents. One respondent note that though the business is beneficial, the respondent fears that the family's brand will disappear as the VHO will consume the business. Another respondent points out the big VHO brand logo placed outside the building next to its average size original logo.

Losing the business identity over the business's survival has been a concern for most respondents. They also stress that guests seem not to know the accommodation business name in several cases but only demonstrate to know the VHO brand. Richard (2017) stressed the vitality of branding and emphasized that hotels should stand on its brand and what distinguishes it from its competitors no matter the technology it has adapted.

Two respondents describe the need for them to be partnered with the VHO. It is a challenge for them to keep up with the seasoned hotels. Small business accommodation has no marketing funds available; they did cost-cutting measures and still had difficulty keeping the businesses afloat; the partnership with the VHO is a lifeline. There is no question that VHO brands have their online platform that enables the domestic and foreign guests to book and access at rates they can choose from. This kind of technological advancement drives the business to reach different markets. Smaller hotels have challenges capitalizing and adapting independent technology, which is seen as a significant investment (Teck and Karuppiah, 2020). According to the respondents, both business and leisure travelers are somehow responding to this new notion of booking through VHOs. It is interesting what Richard (2017) note that guests are becoming more diverse, both demographically and in their expectations.

VHO partnership improved guest satisfaction; this maybe because of the new standards that these accommodation businesses have to follow once partnered with the VHO. According to

Kurnia and Sulistiani (2019) VHOs can help increase sales and enhance the hotel's value by applied hotel management based on Virtual Hotel Operator's standards.

Before testing the null hypothesis of the study, A test of normality was done; this led to the decision to use a non- parametric Kruskal-Wallis test. It is used to evaluate the difference between VHO brands' comparison level of the perceived business performance during the VHO partnership. This non-parametric test was used since the study's data satisfy all the statistical tools' assumptions.

Table 2 Kruskal-Wallis test results of the significant difference between the comparison level among VHO brands

Kruskal-Wallis			
H	11.128263	H *(corrected)*	12.89497
Degrees of Freedom	3	N	200
p-value	0.01105		
Median Test			
Overall Median	4	Chi-square	13.2000
p-value	0.00422		

The result in table 2 reveals the comparison of multiple independent samples using the Kruskal Wallis test. This was done by using StatPlus software. It exposes a significant difference in the comparison level between the different VHO brands Red Doorz, Oyo Rooms, Nida Rooms, and Zen Rooms. $\chi 2 = 13.2000$, $p = 0.01105$

Thus, the following hypothesis is tested:

H_0 There is no significant difference in the comparison level between the different VHO brands

Therefore, the null hypothesis is rejected. Although with the difference in the responses, the study's discoveries recognize VHO partnership is an advantage to the small business accommodation to perform in a range from somewhat better to much better based on this study's performance indicators. The responses still vary depending on the brand. The difference can be due to the varying role of the participants in the company. Each participant's point of view may be influenced by their responsibilities or their knowledge about the VHO partnership.

Conclusion

Virtual Hotel Operator (VHO) affiliation helps small accommodation businesses enhance the following indicators: Occupancy, Guest Satisfaction; Guest Loyalty; Domestic Visibility; and International Visibility. Specifically, all the accommodation businesses' performance was at a range from somewhat better to a much better level during the VHO partnership. It was also discovered that there is a significant difference in the comparison level of the perceived accommodation performance during the VHO partnership between VHO brands. Though encouraging results, Business Operators and Managers are apprehended that the VHO partnership may diminish their original brand.

Limitation and study forward

This study is only limited to the perception of the small accommodation business operators in their perceived assessment on the performance of their establishment. Future researcher may consider this similar research go beyond perception if it is not a hindrance in attaining information that would assess the calculated performance of the small business accommodation in their affiliation with the VHO.

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COMMUNITY BASED TOURISM DEVELOPMENT IN TANJUNG LESUNG DESTINATION AREA, PANDEGLANG, BANTEN

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Abstract (Align center, Bold, 12pt)

The purpose of this study is to determine the existing tourism picture and the advantages and obstacles in developing community-based tourism in the Tanjung Lesung area, as well as knowing the active involvement of the local community in tourism development. This research is a qualitative research with descriptive methods using interviews and observations with local communities and tourism managers in the Tanjung Lesung destination area. And also obtained from literature studies related to the Tanjung Lesung destination area and through electronic media. With the recognition of efforts to involve the community in the development of tourism activities in Tanjung Lesung which aim to be able to attract more tourist visits and improve the standard of living or social welfare of the community and foster the independence of the Tanjung Lesung community. The findings that can be drawn in this research are that post-disaster resource potential from various aspects of the assessment is generally good and in the recovery process. Included in tourism activities have started to operate normally in the Tanjung Lesung area, but the empowerment of the community's economy is still needed for the Tanjung Lesung Tourism Special Economic Zone (KEK) based on the concept of developing community-based tourism, which is to involve the community in every tourism activity. Because it is still in private ownership, the Tanjung Lesung destination area also still needs the participation and support of the surrounding community, where stakeholders do not work independently but should work together in restoring tourism in Tanjung Lesung. The community itself is not fully involved in tourism activities. Because the level of public awareness is still low about tourism activities, it is evident that there is still a lack of understanding of the impact of tourism on the social life of the Tanjung Lesung community, making the community not yet fully utilizing various businesses in the field of tourism activities in Tanjung Lesung. The implementation of the concept of community-based tourism, which was originally launched by the Tanjung Lesung Tourism, needs to further empower the local community. The limitation of this study is that it does not use other variables to conduct research on community-based tourism, especially in various tourism destinations in Indonesia that have not been reached and also those that have experienced natural disasters so that it becomes a review of community involvement in tourism development in a destination area. It is expected to be able to provide understanding and input to stakeholders, namely the government, both central and local governments, management of industrial development in tourism destination areas, and the community, especially in developing community-based tourism in a destination area.

Keywords: *community-based tourisms, Tanjung Lesung, Special Economic Zone*

1. Introduction

Community based tourism is tourism in which local people play an important and major role in tourism development. Sunaryo (2013: 218) states that to realize tourism development runs well and is well managed, the most basic thing to do is how to facilitate broad involvement of local communities in the development process and maximize the value of social and economic benefits from tourism activities for local communities. The local community has an equally important position as a stakeholder in tourism development, apart from the government and private industry.

Tanjung Lesung is located in Pandeglang Regency, Banten Province, which has become a coastal tourism area that has received special attention from the Central Government and Regional Governments in the development of tourism supporting facilities and infrastructure as well as being one of the areas included in the National Tourism Strategic Area and becoming a Special Economic Zone (KEK) National Tourism based on PP. 50 of 2011 and PP. 26 of 2012.

The occurrence of a tsunami in the Tanjung Lesung area on December 22, 2018, quite grabbed the attention of the Indonesian community and even internationally, this is because the image of the Tanjung Lesung (KEK or Special Economic Zone) tourism as a natural coastal, marine and marine tourism is among the best in the archipelago. This tourist destination has good waves for surfing, calm beaches, relatively healthy coral reefs and sparkling white beaches. Of the 1,500 hectares of the Tanjung Lesung area, not all areas suffered physical damage, but the natural disaster was able to reduce the interest of tourists visiting the Tanjung Lesung area. One of the efforts that can be made to attract tourists to visit is through involving the community to participate in tourism development and development activities in Tanjung Lesung.

Community-based tourism is closely related to the assurance of the active participation of local communities in the development of existing tourism. Through the involvement and active participation of the community both in managing tourism activities and marketing tourism products so that they can become a potential source for the Tanjung Lesung area, it is hoped that Tanjung Lesung tourism can recover so that it can increase the number of visitors and improve the image of a competitive and sustainable destination. rests on community empowerment. Based on the description above, it is interesting to conduct research on Community-Based Tourism Development in the Tanjung Lesung Destination Area, Pandeglang, Banten.

2. Literature review and hypotheses development

Tourism destinations according to Law Number 10 of 2009 concerning Tourism are geographic areas that are in one or more administrative areas where there are tourist attractions, public facilities, tourism facilities, accessibility and communities that are interrelated and complement the realization of tourism. Then the explanation in Article 5 letter e of the Tourism Law Number 10 of 2009 states that community organizations are people who live in tourism destination areas who play an active role in organizing tourism activities and are prioritized to get benefits from the implementation of tourism activities in that place. Local communities around the destinations visited by tourists play a very important role, both as business actors, workers and as hosts in carrying out tourism activities in a destination.

The involvement of local communities who are in locations that are tourist destinations through tourism business activities is one of the development models that are getting a lot of attention from various groups and will be an important agenda in tourism development going forward considering that currently Indonesia is focusing on Human Resources (HR) itself. In tourism activities, it is not only the community that has a role and is directly involved, but there are several parties as stakeholders in tourism, namely based on Sunaryo (2013: 217), namely government, public and communities.

It was explained that the role of the community in the implementation of tourism is very large and needs to be balanced with the role of the government and the private sector as stakeholders. But what happens is that often the role of the community is still very small when compared to the other two stakeholders. Even though community involvement can actually be used as a tourist attraction for tourists as explained by Sastrayuda (2010) that the skills possessed by the community are the key to tourism development, where the skills in question are skills in providing various tourist needs, both in the form of skills in receiving or skills in presenting various attractions and information needed, down to skills in making souvenirs that are unique to tourists.

Hudson and Timothy in Sunaryo (2013: 139) explain that community based tourism is community-based tourism with certainty of benefits obtained by the community through assistance planning efforts that defend local communities and other groups who have enthusiasm or interest in tourism, with tourism management that provides opportunities bigger for realizing the welfare of the local community. In addition, according to Russell P. (Anne Matilainen, 2018), community-based tourism (CBT) can provide economic and social regeneration while protecting culture against the increasing tide of globalization. Therefore, CBT must meet the following criteria:

a. Receive local community support and participation
b. Providing economic benefits for local communities
c. Tourism activities protect the culture and natural environment

Community based tourism is related to the active participation of the community as managers in the development and development of existing tourism. Alfitri (2011: 39) argues that community development and empowerment involve planning, organizing and developing various program activities aimed at improving the standard of living or social welfare of the community and fostering community independence, be it economically, socially, and politically. Community participation is needed to revitalize the concept of development, to produce a positive change for life.

The destination of the Tanjung Lesung area is a coastal area around which there are natural resources, both in the form of marine wealth and products from mixed gardens on the land. Many tourist attractions around the Tanjung Lesung area are in the form of tours that rely on natural features that have not been optimized. Tanjung Lesung is within the territory of the Tanjung Jaya village, which is included in the Panimbang sub-district, Pandeglang district, Banten province (Central Statistics Agency, 2016). Located on the west coast of the island of Java which is well known for its beach tourism such as Anyer beach, Labuan beach, and Carita beach, Tanjung Lesung has the potential to be developed because the distribution of the largest population of Indonesia is concentrated in the western part of Java and Banten province and is close to the capital city. Negara, DKI Jakarta.

Tanjung Lesung also did not escape the attention of the central government and regional governments to be promoted in order to attract visiting tourists, considering that Tanjung Lesung was one of the 10 new Bali that was presented at the 2018 IMF meeting in Bali. One of the efforts to market and promote the Tanjung Lesung area is the Tanjung Lesung Enchantment Festival, which is held in Cikadu, Cipanoh and Beach Club and is included in the national calendar of events. Currently, industries that support tourism activities in the Tanjung Lesung area include hotels and resorts, both star and non-star, restaurants, local travel agency industry, local transportation, and souvenir shops managed by local people.

However, as a result of the tsunami on 22 December 2018 in the core area of the Tanjung Lesung KEK, there were quite a lot of impacts that had consequences for the community, especially economic and social impacts. As a result, the tourism management in the Tanjung Lesung area which is managed by the community with minimal resources is slightly reduced, starting from the damage to facilities and infrastructure, to the loss of relatives who have caused special trauma to the community. Not a few people also prefer to flee to the surrounding area and not continue their business in Tanjung Lesung.

The hypotheses that are develop are with the development of the Tanjung Lesung area using the concept of developing community-based tourism, it is hoped that it will be able to re-create employment and income opportunities and help in nature conservation activities. Community-based here is not completely released to the community but still receives intervention from the district and provincial governments but in optimizing its management, it still includes the surrounding community.

This research will be limited to tourism development efforts that involve a lot of the community with an emphasis on developing tourism activities in Tanjung Lesung which aim to be able to re-attract tourist visits and improve the standard of living or social welfare of the community and foster the independence of the Tanjung Lesung community.

3. Research methodology

This type of research is qualitative research with descriptive methods on the development of community-based tourism (CBT) in the Tanjung Lesung destination area. The location of the research was conducted in the village of Tanjung Jaya which is included in the Panimbang sub-district, Pandeglang district, Banten province. According to Saryono (2010), qualitative research is research that is used to investigate, find, describe, and explain the quality or features of social influences that cannot be explained, measured or described through a quantitative approach. This method is considered the most appropriate to multiply and see the tourism potential in the Tanjung Lesung area. Therefore, in this study to obtain sufficient research results and description of the Tanjung Lesung area, so as to be able to recommend community-based tourism development. Qualitative descriptive aims to describe and analyze the efforts of the Pandeglang Regency government in developing post-tsunami tourism in the Tanjung Lesung destination through community-based tourism development to re-market their potential tourist destinations.

According to Sekaran and Bougie, (2016: 142), data sources are anything that can provide information about data. Based on the source, the data can be divided into two, namely:

a. Primary data is data taken by researchers directly from the first source or research object. Primary data collection techniques used in this study include:
    1) Observations are made by direct observation of the tourism actors in the Tanjung Lesung area to determine the existing tourism picture and the advantages and obstacles in developing community-based tourism in the Tanjung Lesung area, and

2) Interviews with tourism actors and tourism stakeholders related to optimizing the active involvement of local communities in tourism development.

b. Secondary data is data obtained by researchers from articles from journals or sites related to the research conducted (Sugiyono, 2009: 137). Through data collection techniques by conducting literature studies of data obtained by researchers from existing sources such as notes, documentations, writings from books and media, both print and electronic media, which are related to community-based tourism development as a principle in placing the community as the main actor through community empowerment in various tourism activities, so that the benefits of tourism are prioritized for the benefit of the community.

The data analysis used in the study is a qualitative descriptive analysis, because this study aims to obtain an in-depth picture of community participation in community-based tourism development in the Tanjung Lesung destination area. In addition, this study also aims to describe the tourism potential in the Tanjung Lesung destination area to be marketed to tourists again.

4. Results and discussions

Tourism development not only plays a role in the country's foreign exchange earnings resulting from the number of foreign tourist visits, but also has an important role in increasing labor absorption, encouraging equitable development in alleviating poverty which will ultimately improve people's welfare.

The tourism sector in Banten Province is quite potential to support regional income and development. It is proven that Banten Province has a bridge in the establishment of the Tanjung Lesung Tourism Special Economic Zone (KEK) in Pandeglang Regency on February 23, 2012. This determination is based on Government Regulation No. 26 of 2012 concerning the Tanjung Lesung Tourism Special Economic Zone.

December 22, 2018 was a tsunami event caused by the eruption of Mount Anak Krakatau in the Sunda Strait hitting the coastal areas of Banten and Lampung, Indonesia (Prasetya et al., 2019; Rahmawati et al., 2020). According to the Meteorology, Climatology and Geophysics Agency (BMKG), around 400 houses and 9 hotels in Pandeglang which are located near the coast were severely damaged by the tsunami. The Tanjung Lesung Tourism Special Economic Zone (KEK) is one of the areas most affected by the tsunami disaster. Not only experiencing physical damage, in the tsunami that hit Banten, it was noted that the areas that claimed the most casualties were areas including Tanjung Lesung Destination, which ranged from 300 to death (BNPB, 2019).

Based on the results of interviews with the managers of the Tanjung Lesung, the occurrence of natural disasters which resulted in damage to tourist destinations, requires recovery and redevelopment of tourist destinations so that tourists can revisit them. In the last two years, the recovery carried out in the Tanjung Lesung tourist area is in accordance with the development strategy that was originally determined, namely the development of the Tanjung Lesung SEZ based on the master plan managed by PT Kawasan Industri Jawabeka Tbk (KIJA) through its subsidiary, PT Banten West Java Tourism Development will be completed in 2022, however, there will be unpredictable disturbances (force majeure), namely natural disasters that greatly affect several elements of development, namely the map of existing tourism potential attractions (Kalsum et al., 2020). Described in a brief interview, this natural disaster also not only affected planned tourism development, but also greatly affected people's lives.

Based on the results of field observations, in the Tanjung Lesung tourism destination area, the development of tourism in Tanjung Lesung which is still in private ownership has resulted in infrastructure in the form of a road network within the area, electricity network, clean water network, raw water and telecommunications networks, but all of these have not can be used by the surrounding community as a form of improving the welfare of community life. In addition, due to natural disasters, the not yet achieving the target of the Tanjung Lesung Tourism SEZ in tourism development has resulted in little trust of tourists to come to tourism spots, even after the post tsunami disaster. In the action plan for the Tanjung Lesung Tourism SEZ, it is stated that the tourism sector which is being launched should be expected to have an effect on the economic, social welfare, education and economic growth sectors. But again, due to the force majure that not only affected some people, but all levels of society in Tanjung Lesung, the plans that had originally been set did not work.

In the initial plan, the empowerment of the community economy in the Tanjung Lesung Tourism SEZ is also expected to have an impact on increasing community skills and income, the plan is to develop the Tanjung Lesung Tourism SEZ into a community-based tourism area so that it can improve the community's economy. However, as a result of the Sunda Strait tsunami that occurred on 22 December 2018, the tourism sector in Pandeglang Regency lost its direction in its development.

Linda, as the staff of Tourism Human Resources Development at the Culture & Tourism Office of Pandeglang Regency, briefly explained that in developing community-based tourism in the tourism area of Banten Province, it has also been stipulated in the 2010 Regional Spatial Plan (RTRW) of Pandeglang Regency. -2030, where 8 (eight) strategic areas have been established in order to encourage regional development, including the Tanjung Lesung Tourism Special Economic Zone (KEK). And after the Tsumani, it is hoped that through proper regional planning it is hoped that optimal utilization of potential resources can be achieved and reduce gaps between regions as well as increase community economic growth and infrastructure development and the realization of sustainable development.

However, the difficulties that arise are that in the post-tsunami Tanjung Lesung destination, the actors who develop tourist destinations only race against the vision and mission that have been made separately beforehand. In fact, a tourism development strategy should be able to be a tool in achieving a vision and mission that has goals that need to be achieved together through cooperation between various tourist destination developers.

On the community side in the Tanjung Lesung destination area, after this tsunami, the community itself was not fully involved in tourism activities. Even though Tanjung Lesung has been developed into a Tourism SEZ, the people generally have activities outside the tourism sector, such as the fisheries, agriculture, and other economic sectors. Most local people earn a living as farmers and fishermen. In this case, where there should be tourism potential in the Tanjung Lesung area, this should be a new job field that can be utilized by the local community. However, because the level of public awareness is still low about tourism activities, it is evident that there is still a lack of understanding of the impact of tourism on the social life of the Tanjung Lesung community, making the community not yet fully utilizing various businesses in the field of tourism activities in Tanjung Lesung. In this case, the local community should really need to be directed to participate in tourism development especially after the tsunami disaster.

In the administrative area of Pandeglang Regency, the Tourism Office of Pandeglang Regency has an important role in disaster mitigation efforts at the KSPN (National Tourism Strategic Area) Tanjung Lesung. This institution assists in preparing the community and stakeholders to face potential disasters in the future with the aim of minimizing the number of victims and being able to facilitate the community to participate again in tourism activities. The people in the Tanjung Lesung area do not seem to fully recognize the potential of tourism they have, so that the involvement of community members from every stage of tourism development in various aspects has not been implemented properly and according to plan.

The recovery of tourism activities in the Tanjung Lesung Tourism SEZ cannot be separated from the participation and support of the surrounding community. However, due to the low level of public awareness of tourism activities, the growth of tourism development after the tsunami became less attractive for people to take advantage of tourism for their economy. The absence of cooperation as originally planned is an obstacle for the management of tourist destinations and the community to be able to rebuild tourism in Tanjung Lesung again. Disaster conditions in Tanjung Lesung are no longer the responsibility of PT. Banten West Java Tourism Development Center as the manager of the area, but it is also a joint responsibility involving stakeholders including government, local government, business institutions, and local communities.

Therefore, the implementation of the concept of community-based tourism which was originally proposed by the Tanjung Lesung Tourism SEZ was to develop natural tourism objects (coastal areas, nature reserves and islands) by involving the community as the main shareholders has not been going well. According to one of the food stall managers in the Tanjung Lesung tourist area, people who were initially directed to participate in tourism development activities, due to the tsunami natural disaster, prefer to try to get up on their own in their own ways. And in developing tourist attractions after the tsunami, the community as one of the stakeholders does not seem to have enough readiness, including in the management of tourism business activities.

The community, especially in Tanjung Jaya Village, Panimbang District, Pandeglang Regency, still has not felt the optimal use of existing resources and their business activities. Based on observations, currently there is a form of community participation in providing lodging services in the form of villas/houses located around Tanjung Lesung tourism, but it is still dominated by outsiders and not the local community itself who manages it. In addition, there are also several other facilities development that have been carried out by the community, namely the establishment of business places such as food stalls or places to sell souvenirs typical of the local area, but also not many and are still small in nature.

The results of the analysis were obtained from observations, namely as stated in Law no. 10 of 2009 concerning tourism, that tourism development is carried out with the principle of empowering local communities to improve their welfare. The increase in question is that people who have the potential to become a workforce must be properly empowered. Communities cannot move on their own without direction from other stakeholders. Although tourism development is able to create business or business opportunities in accordance with the capabilities of the local community, training is still needed for the community so that tourism in Tanjung Lesung can be seen directly as a form of community participation. Training and community empowerment that have a very potential to be developed is the existence of work and management in the field of providing guide services, providing lodging services and selling souvenirs.

The results of the analysis conducted at the Tanjung Lesung Tourism SEZ for community-based tourism development are as follows:

1. The empowerment of the local community is still lacking, the community does not understand the forms of tourism activities that can be used as skills enhancement, as well as professions as workers in the tourism sector, and create business or business opportunities for people who are going to do entrepreneurship.

2. Lack of access for the community to be able to take part in the development of supporting facilities which include the addition of facilities for business places for the community to provide economic benefits for the community.
3. Even though there has been an increase in the promotion and marketing of the Tanjung Lesung area, it has not fully involved the community through the activities and activities carried out by the surrounding community with support from the management and the local government.
4. During the COVID-19 pandemic, based on the results of interviews and observations with the surrounding community, at least in addition to being still recovering from tourism after the tsunami, this virus pandemic also had quite an impact on local communities. The community feels such a serious impact on their economy, in addition to the reduced number of visitors to the Tanjung Lesung area, local people who mostly work as farmers and fishermen also feel that the economy is decreasing and people's purchasing power is also decreasing.

Based on the explanation above, the development of the Tanjung Lesung destination area is indeed planned with the concept of developing community-based tourism, namely the concept of developing tourism based on community involvement. It is hoped that the community's involvement in tourism activities will be able to re-create employment and income opportunities and assist in nature conservation activities. However, the concept of community-based development here is very necessary for the involvement of the community in an effort to optimize its management, as well as to re-involve the surrounding community and provide understanding back to the local community through community empowerment in the form of training for the community in the management of tourism activities that can support the socio-economic life of the community.

Community based tourism is community involvement with certainty of benefits obtained by the community through mentoring planning efforts that defend local communities and other groups who have enthusiasm or interest in tourism, with tourism management that provides greater opportunities for realizing the welfare of local communities. The concept of developing tourism in the Tanjung Lesung destination area does not fully have the criteria for the concept of developing community based tourism as mentioned by Russell P. in Anne Matilainen (2018), in fact there are still deficiencies in the concept of developing tourism in this destination area, especially in getting the support and participation of the local community . Therefore, it is explained by Mrs. Linda as the Head of the Development of Human Resources for Tourism at the Culture & Tourism Office of Pandeglang Regency, that the basic understanding of rural tourism that is expected in the people of Tanjung Lesung is that the community can be highly committed to using Tanjung Lesung as a development tool in their village in order to improve their welfare. Through the guidelines for implementing sustainable community-based tourism development, namely by encouraging community participation where the community can participate in jointly obtaining the benefits of tourism activities carried out. As well as the existence of an understanding of long-term development in the community that in carrying out community-based tourism development it must be understood by the community that the implementation in stages will have much greater benefits than development that is short in time. And the most important thing is to maintain the enthusiasm and motivation of the community because community enthusiasm is the key to the success of implementing community-based tourism. It is necessary to take steps such as empowerment to maintain morale and motivation of the community in carrying out tourism activities.

Community based tourism is related to the active participation of the community as managers in the development and development of existing tourism. However, after the Sunda

Strait tsunami, the community became less active in tourism activities due to the lack of community empowerment in involving the community in planning, organizing and developing various tourism activities in the form of creating business or business opportunities for the community. There is a need for community development in improving skills and professions as workers in the tourism sector.

5. Conclusion

Based on the results of the presentation of field data analysis and the discussion that has been done previously, the conclusions that can be drawn in this study are as follows:

1. Post-disaster resource potential from various aspects of the assessment is generally good and in the recovery process. Included in tourism activities have started to operate normally in the Tanjung Lesung area, but the empowerment of the community's economy is still needed for the Tanjung Lesung Tourism Special Economic Zone (KEK) based on the concept of developing community based tourism, which is to involve the community in every tourism activity.
2. As a tourist destination that is still in private ownership, the Tanjung Lesung destination area still needs the participation and support of the surrounding community, where stakeholders do not work independently but should work together in restoring tourism in Tanjung Lesung.
3. The natural tsunami disaster that occurred in the Tanjung Lesung SEZ not only affected planned tourism development, but also greatly affected people's lives. The community itself is not fully involved in tourism activities. Because the level of public awareness is still low about tourism activities, it is evident that there is still a lack of understanding of the impact of tourism on the social life of the Tanjung Lesung community, making the community not yet fully utilizing various businesses in the field of tourism activities in Tanjung Lesung.
4. The implementation of the concept of community based tourism which was originally launched by the Tanjung Lesung Tourism SEZ, needs to empower the local community more, currently people do not understand the forms of tourism activities that can be used as skills enhancement, as well as professions as workers in the tourism sector, and create business or business opportunities for people who will do entrepreneurship.
5. Lack of access for the community to be able to take part in the development of supporting facilities which include the addition of facilities for business places for the community in order to provide economic benefits for the community.

Limitation and study forward

Based on the above conclusions, the writer intends to make some suggestions to the parties involved in this research as follows:

1. The results of this study are expected to be able to provide understanding and input to stakeholders, namely the government, both central and local governments, managers of industrial development in tourism destination areas, and the community, especially in developing community-based tourism in a destination area. The understanding given here is related to the concept of tourism development which involves every stakeholder, especially the community, to create tourism growth in a tourism destination area.
2. It is necessary to have cooperation carried out by destination managers with the surrounding community so that tourism activities in Tanjung Lesung can increase. Collaboration can be carried out in ways such as building accommodation and

restaurant facilities around tourist destinations so that destinations can get an image as a tourist destination that is open in general.
3. The next researchers are expected to use other variables to conduct research on community-based tourism, especially in various tourism destinations in Indonesia that have not been reached and also those who have experienced natural disasters so that they become a review of community involvement in tourism development in a destination area.
4. The next researchers are also expected to provide a good development strategy that can be used by a tourism destination in Indonesia, especially those that have experienced natural disasters and specifically involve the participation of many stakeholders.

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THE SOCIETY SATISFACTION TOWARDS SUSTAINABLE TOURISM DEVELOPMENT: A CASE STUDY OF GENERATION Z

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Abstract

Purpose: This study aims to examine generation Z perceptions regarding satisfaction towards sustainable tourism development in general, as well as to examine whether there are differences in perceptions according to gender and number of visits.

Methodology: This study uses a quantitative descriptive approach using descriptive statistical methods analysis techniques, t test, and ANOVAs test, with the sample is generation Z.

Finding: Based on the results of data processing, it is found that in general, respondents who are generation Z agree that they are satisfied with sustainable tourism development in tourist destinations, and there are no differences in perceptions on gender and number of visits.

Limitation: This research is focused on generation Z and this research only examines the perceptions felt by respondents and differentiates between visitor segments based on gender and number of visits**.**

Contribution: This research is important for tourism, since Gen Z's perceived understanding, as a special segment, of sustainable development is an important input in the framework of apply the best policies and strategies for sustainable tourism development.

Keywords*: Generation Z, Society 5.0, Tourism*

INTRODUCTION

In order to carry out sustainable tourism, it is necessary to understand how community satisfaction is felt towards sustainable tourism. Several theories or notions, based on the research findings, have been put forward regarding the satisfaction theorem and various studies have been carried out regarding previous perceptions or perceptions of satisfaction. From a microeconomic perspective, it is believed that the more we "consume" something, the less self-satisfied we are. A study in South Korea found that the relationship between the more we consume a service and the satisfaction of service users does not show a linear relationship (Cho et al., 2004). Another study examines the satisfaction of people's perceptions regarding their attitudes towards continued tourism development (Ko & Stewart, 2002), the study found that community satisfaction is closely related to the positive and negative impacts of tourism that are felt.

In the last ten years, a study was conducted in Thailand's Northern Part (Suanmali, 2014), measuring factors that influence tourists by using elements of tourist attraction in the form of friendliness, attractiveness, accessibility, infrastructure, environment and cost, this study found that the significance of these factors which affect satisfaction are cost, friendliness, attractiveness, accessibility and infrastructure. Research on the island of Langkawi (Aliman et al., 2016) found that tourist rating satisfaction is based on what they feel about what is received and what is provided in relation to tourism services. This shows the need to study what the community feels or perceptions for tourism carried out by other previous studies (Assante et al., 2010; Choi & Sirakaya, 2005; Dibra & Oelfke, 2013; Zhu et al., 2017)

Another study examined by Cohen et al. (Cohen et al., 2014), according to the study, satisfaction is one of the key concepts in consumer behavior in tourism, and one of the conclusions of the study shows that research results tend to show differences between groups, this validates the need to consider specifics of each current segment of staff tourist satisfaction, so for areas that are less researched, priority should be given to satisfaction studies. It is not surprising that several studies have also been carried out or carried out in certain segmentsn jika beberapa penelitian juga telah dilakukan atau ditujukan pada segmen tertentu (Bayih & Singh, 2020; Fajriyati et al., 2020). This thought becomes one of the motivations for researching to create certain things that exist in the community or society today as an effort to face the challenges of the times.

Currently the various communities faced by stakeholders in the tourism sector are society 5.0. Society 5.0 is agreed as a smart society (Foresti et al., 2020; Japan Government, 2018; Nagy & Hajrizi, 2019), which aims to help economic and social problems in an integrated system and focus on individual needs and interests, through the development of social equality and sustainable development (Nagy & Hajrizi, 2019), In other words, among the generations that exist in the society today in the society 5.0 is Gen Z, which was born since January 1998 until now, and this generation will face the challenges of industry 5.0 or society 5.0. Generation Z is one of the generations, that might be able to adapt to these conditions. Each generation identities are differentiated through the years of birth (Goh & Lee, 2018; Tapscoot, 2009). Based on the generation theory, the birth of Generation Z refers to births between 1995 and 2009 (Goh & Lee, 2018), and some refer to births in 1998 - 2009 (Tapscoot, 2009).

Generation differentiation is believed has different perceived satisfaction, not only the generation differentiation, but also, every person has different perception, and it is important to understand the perceived satisfaction, hence development sustainable tourism stakeholder can implement the best strategic dealing with tourists who are an important part of society 5.0. Hence the perception of this generation Z is important. How the perception of the generation Z in term of perception towards tourism sustainability, is one of question to be answer in order to overcome any constraint in conducting sustainable tourism.

Sustainable tourism is not only regarding maintaining the level of tourist satisfaction, but also increasing awareness of the practice of elements of tourism sustainability which consist of ecological, social, cultural and economic sustainability, in the form of: (1) enhancing ecological processes and helping to conserve nature reserves and biodiversity; (2) respect for the host community both in terms of socio-cultural authenticity; (3) preserving life and cultural heritage as well as traditional values, and contributing to intercultural tolerance; (4) ensuring long-term economic sustainability, providing social benefits to all stakeholders that are shared fairly, including those related to employment opportunities to generate social services, and also contributing to poverty alleviation (Nations, 2017; World Tourism Organization, 2004)

Penelitian ini penting untuk dilakukan karena selain memfokuskan pada society 5.0 saat ini (dengan segment tertentu yaitu generasi zoomer), penelitian ini juga berbeda dengan beberapa penelitian terdahulu berdasarkan indikator yang digunakan baik dalam hal kepuasan yang diukur, sebelumnya penelitian yang dilakukan menggunakan elemet daya tarik wisata berupa attraction, accessibilities, and amenity, sedangkan penelitian ini mengukur kepuasan menggunakan elements tourism sustainable development berupa elements ecological, social, cultural, and economical. Walaupun ada juga yang menggunakan persepsi indikator sustainable tourism (Arrobas et al., 2020), However, this study uses indicators of sustainable tourism which are different from this study.

Based on the above discussion, this study tries to examine and answer several research problems as follows:

1. How is the perceived satisfaction of Generation Z towards the dimensions of ecological, cultural, and economic sustainability in Tourism Development?
2. Are there any significant differences in perceived satisfaction toward sustainable tourism development between male and female in Gen Z?
3. Are there any significant differences in perceived satisfaction toward sustainable tourism development among Gen Z tourists with the visits number of once, twice, 3 times, and more than 3 times?

METHODOLOGY

This research is a survey research, because it tries to examine tourism perceptions of satisfaction with sustainable tourism, using qualitative and quantitative descriptive approaches. Qualitatively, this study describes or describes the results of primary data obtained from respondents' answers to questionnaires distributed online.

The questionnaire was sent online to respondents who had visited cultural tourism destinations in Palembang City, and obtained 102 who are the generation Z, namely those born in 1995-2009, start from aged 17 years old, approximately from 17 to 23 years old, the reason why this age range was chosen, is based on generation theory as previously explained, that the birth of Generation Z refers to years between 1995 and 2009 (Goh & Lee, 2018), and also refers to the birth of 1998 - 2009 (Tapscoot, 2009). Quantitatively, the data is processed using several technique analyses were employed, i.e.,: Descriptive Statistical Methods, t test, and ANOVAs test.

In order to assess the community satisfaction towards element of sustainable tourism development, descriptive statistical methods were conducted to analyze the responses collected, a 5 point Likert Scale type were used to measure, and for the purpose to interpret the calculated mean scores of Likert scales, the 5 point likert scale level were differed by class interval 0,80 point, whereas:

$$\begin{aligned} \text{Class Interval} &= (\text{Maximum Score} - \text{Minimum score})/\text{Class Number} \quad (1)\\ &= (5-1)/5\\ &= 0{,}80 \end{aligned}$$

Not only the perceived satisfaction data, but also data of socio and demographic characteristics were collected. In order to assess the difference perception of perceived satisfaction between male and female, and among tourist visit numbers, and t test and ANOVAs test were employed, since it is important to use suitable test with the condition in social science (Mahapoonyanont et al., 2010). In term of the indicators used in this research are presented in Table 1.

Table 1: The Summary of Sustainable Tourism Development

Element	Indicator
Ecological Sustainability	preservation of the environment around the tourism destination
	cleanliness of the tourism destination
	the convenience of the tourism destination
Social Sustainability	Friendliness of the community with tourists
	harmony between the community and tourists
	the tourism destination security
	The order of the tourism destination
Cultural Sustainability	positive response given by the community to tourist culture
	availability of places of worship for tourists
	society open minded towards tourists lifestyle
	community participation in preserving local culture
Economic Sustainability	I am satisfied with community participation in providing needs (selling) drinks to tourists
	I am satisfied with community participation in providing needs (selling) food to tourists
	I am satisfied with community participation in providing necessities (selling) souvenirs to tourists

Source: (Nations, 2017; World Tourism Organization, 2004)

RESULT AND DISCUSSION

From the SPSS output, a frequency distribution table of respondents' demographic variables is generated, in the form of: Gender and number of visits to tourist destinations.

Table 2: Summary of the frequency distribution table for Gender**.**

Category Gender	Frequency	Percentage
Male	31	30.4%
Female	71	69.6%
Total	102	100.0%

Source: Data Processed, 2020

From the gender demographic variable, there were 71 female respondents (69.6%) and the remaining 31 people (30.4%) male respondents. This shows that more than half of the existing respondents are female

.

Table 3: Summary of frequency tables for Number of Visit.

Category		
Number of Visit	Frequency	Percentage
Once	43	42.2%
Twice	27	26.5%
Three Times	7	6.9%
More Than Three Times	25	24.5%
Total	102	100.0%

Source: Data Processed, 2020

From the respondents' number of visits, most respondents visited once, as many as 43 people (42.2%) and the other, as many as 27 people (26.5%), had twice number of visits than the rest, more than three times as many as 25 people (24.5%). It can be concluded that almost half of respondents have only visited once on site.

Table 4: Gen Z Perceived Satisfaction towards Tourism Sustainable Development

Element	Variable	Indicator	Mean	Likert Scale
Ecological Sustainability X1	X1.1	I am satisfied with preservation of the environment around the tourism destination	4,09	(A)
	X1.2	I am satisfied with cleanliness of the tourism destination	3,94	(A)
	X1.3	I am satisfied with the convenience of the tourism destination	4,04	(A)
Social Sustainability X2	X2.1	I am satisfied with Friendliness of the community with tourists	3,98	(A)
	X2.2	I am satisfied with harmony between the community and tourists	3,95	(A)
	X2.3	I am satisfied with the tourism destination security	4,15	(A)
	X2.4	I am satisfied with The order of the tourism destination	4,14	(A)
Cultural Sustainability X3	X3.1	I am satisfied with positive response given by the community to tourist culture	4,04	(A)
	X3.2	I am satisfied with availability of places of worship for tourists	4,25	(SA)
	X3.3	I am satisfied with society open minded towards tourists lifestyle	3,89	(A)
	X3.4	I am satisfied with community participation in preserving local culture	4,25	(SA)

Economic Sustainability X4	X4.1	I am satisfied with community participation in providing needs (selling) drinks to tourists	3,98	(A)
	X4.2	I am satisfied with community participation in providing needs (selling) food to tourists	3,92	(A)
	X4.3	I am satisfied with community participation in providing necessities (selling) souvenirs to tourists	3,60	(A)

Source: Data Processing, 2020
*1-1,80 = strongly disagree (SD); 1,81-2,60 = disagree (D); 2,61-3.40 = less agree (LN); 3,41-4,20 = agree (A); 4,21 -5.00 = strongly agree (SA)

In order to test for whether there are or there are no differences between perceptions by gender, the t-test was employed. The output of the t-test of two independent samples of question items based on Gender is as shown in Table 5. Comparative Testing The mean of the question items X1.1, X1.2, X1.3, X2.1, X2.2, X2.3, X2. 4, X3.1, X3.2, X3.3, X3.4, X4.1, X4.2, and X4.3 based on the variable Gender is given in the t-test of two independent samples because the Gender variable has two values, namely: male and female. In this test, there is a difference in the mean of the question items between men and women if the p-value or significant t-test (Sig. (2-tailed)) <5%. From the results of the SPSS output, a table of the results of the comparison of the mean of the question items based on Gender is given as follows:

Table 5: Hasil pengujian perbandingan mean item pertanyaan berdasakan Jenis Kelamin

Questions		**Gender**		**Significance Sig. (2-tailed)**
		Male	**Female**	
I am satisfied with preservation of the environment around the tourism destination	**X1.1**	4.10	4.08	0.941
I am satisfied with cleanliness of the tourism destination	**X1.2**	3.94	3.94	0.962
I am satisfied with the convenience of the tourism destination	**X1.3**	3.97	4.07	0.531
I am satisfied with Friendliness of the community with tourists	**X2.1**	4.10	3.93	0.332
I am satisfied with harmony between the community and tourists	**X2.2**	4.03	3.92	0.456
I am satisfied with the tourism destination security	**X2.3**	4.03	4.20	0.301
I am satisfied with The order of the tourism destination	**X2.4**	4.16	4.13	0.821
I am satisfied with positive response given by the community to tourist culture	**X3.1**	4.13	4.00	0.414
I am satisfied with availability of places of worship for tourists	**X3.2**	4.23	4.25	0.862
I am satisfied with society open minded towards tourists lifestyle	**X3.3**	4.06	3.83	0.118
I am satisfied with community participation in preserving local culture	**X3.4**	4.23	4.25	0.857

I am satisfied with community participation in providing needs (selling) drinks to tourists	**X4.1**	3.77	4.07	0.079
I am satisfied with community participation in providing needs (selling) food to tourists	**X4.2**	3.71	4.01	0.097
I am satisfied with community participation in providing necessities (selling) souvenirs to tourists	**X4.3**	3.58	3.65	0.776

Source: Data Processing, 2020
*Significant for alpha (α) equal to 5%.

From the observations of 102 respondents, the results of the mean comparison test of all question items based on the Gender variable were obtained. The results of the t-test conclude that all question items do not find mean differences between male and female respondents. In other words, the response to the aspirations of male and female respondents was the same for all question items on a scale of 4, which means that the majority of respondents answered "Agree"; feel satisfied with the development of sustainable tourism in tourism destinations. Although based on the tourism perspective and the theory of tourist behavior as consumers, the characteristics of tourists, including in the context of gender, are important, several other studies in the tourism sector have also found that there are no differences in results for male and female respondents (Arrobas et al., 2020; Unguren & Huseyinli, 2020).

In order to test whether there is a difference in perceptions on the number of visits and the effect of the number of visits on perceived satisfaction, the t-test, and ANOVA test were employed. Output and Interpretation of Mean Comparison Tests with two independent sample t-test for question items based on visits as shown in Table 6 and Table 7.

Table 6:Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
X1.1	2.161	3	98	.098
X1.2	1.544	3	98	.208
X1.3	2.599	3	98	.057
X2.1	2.269	3	98	.085
X2.2	.606	3	98	.613
X2.3	1.778	3	98	.156
X2.4	1.874	3	98	.139
X3.1	3.753	3	98	.013
X3.2	7.259	3	98	.000
X3.3	2.500	3	98	.064
X3.4	1.203	3	98	.313
X4.1	.269	3	98	.848
X4.2	2.978	3	98	.035
X4.3	1.325	3	98	.271

Source: Data Processed, 2020

Table 7: ANOVA

	Sum of Squares	df	Mean Square	F	Sig.

X1.1	Between Groups	.494	3	.165	.280	.840
	Within Groups	57.712	98	.589		
	Total	58.206	101			
X1.2	Between Groups	.080	3	.027	.041	.989
	Within Groups	63.567	98	.649		
	Total	63.647	101			
X1.3	Between Groups	.063	3	.021	.036	.991
	Within Groups	57.780	98	.590		
	Total	57.843	101			
X2.1	Between Groups	.500	3	.167	.257	.856
	Within Groups	63.461	98	.648		
	Total	63.961	101			
X2.2	Between Groups	.387	3	.129	.242	.867
	Within Groups	52.367	98	.534		
	Total	52.755	101			
X2.3	Between Groups	.084	3	.028	.050	.985
	Within Groups	54.710	98	.558		
	Total	54.794	101			
X2.4	Between Groups	.683	3	.228	.452	.717
	Within Groups	49.395	98	.504		
	Total	50.078	101			
X3.1	Between Groups	2.404	3	.801	1.527	.212
	Within Groups	51.439	98	.525		
	Total	53.843	101			
X3.2	Between Groups	.476	3	.159	.286	.835
	Within Groups	54.396	98	.555		
	Total	54.873	101			
X3.3	Between Groups	3.293	3	1.098	1.688	.175
	Within Groups	63.727	98	.650		
	Total	67.020	101			
X3.4	Between Groups	.144	3	.048	.093	.964
	Within Groups	50.729	98	.518		
	Total	50.873	101			
X4.1	Between Groups	.889	3	.296	.475	.700

	Within Groups	61.072	98	.623		
	Total	61.961	101			
X4.2	Between Groups	1.104	3	.368	.499	.684
	Within Groups	72.268	98	.737		
	Total	73.373	101			
X4.3	Between Groups	1.958	3	.653	.542	.654
	Within Groups	117.885	98	1.203		
	Total	119.843	101			

Source: Data Processed, 2020

Comparison Testing Mean question items X1.1, X1.2, X1.3, X2.1, X2.2, X2.3, X2.4, X3.1, X3.2, X3.3, X3.4, X4 .1, X4.2, and X4.3 based on the variable The number of visits is given in the t-test of two independent samples because the number of visit variable has four values, namely: once, twice, 3 times, and more than 3 times. In this test, there are differences in the mean of the question items at visits 1 time, 2 times, 3 times, and more than 3 times if the p-value or significant t-test (Sig. (2-tailed)) <5%. From the results of the SPSS output, a table of the results of the comparison of the mean of the question items based on the visit is given, as given in Table 8.

Table 8: The comparison testing results of the mean question items based on the number of visits

Questions		Number of Visits				Significance Sig. (2-tailed)
		Once	Twice	3 times	More than 3 times	
I am satisfied with preservation of the environment around the tourism destination	**X1.1**	4.14	4.07	3.86	4.08	0.840
I am satisfied with cleanliness of the tourism destination	**X1.2**	3.95	3.96	3.86	3.92	0.989
I am satisfied with the convenience of the tourism destination	**X1.3**	4.02	4.04	4.00	4.08	0.991
I am satisfied with Friendliness of the community with tourists	**X2.1**	4.02	3.89	4.14	3.96	0.856
I am satisfied with harmony between the community and tourists	**X2.2**	4.00	3.85	4.00	3.96	0.867
I am satisfied with the tourism destination security	**X2.3**	4.12	4.19	4.14	4.16	0.985
I am satisfied with The order of the tourism destination	**X2.4**	4.19	4.11	3.86	4.16	0.717

I am satisfied with positive response given by the community to tourist culture	**X3.1**	4.21	3.96	4.00	3.84	0.212
I am satisfied with availability of places of worship for tourists	**X3.2**	4.28	4.26	4.00	4.24	0.835
I am satisfied with society open minded towards tourists lifestyle	**X3.3**	4.05	3.96	3.86	3.60	0.175
I am satisfied with community participation in preserving local culture	**X3.4**	4.26	4.19	4.29	4.28	0.964
I am satisfied with community participation in providing needs (selling) drinks to tourists	**X4.1**	3.98	3.89	4.29	4.00	0.700
I am satisfied with community participation in providing needs (selling) food to tourists	**X4.2**	3.91	3.93	4.29	3.84	0.684
I am satisfied with community participation in providing necessities (selling) souvenirs to tourists	**X4.3**	3.70	3.59	3.14	3.68	0.654

Source: Data Processed, 2020
*Significant for alpha (α) equal to 5%.

From the observations of 102 respondents, the results obtained from the comparison test of the mean of all question items based on the number of visits variable The ANOVA test results concluded that all question items were not found to have a mean difference in the respondent's visit of once, twice, 3 times, and more than 3 times. In other words, the aspiration responses of respondents with visits 1 time, 2 times, 3 times, and more than 3 times are the same for all question items on a scale of 4, which means that the majority of respondents answered "Agree", that they are satisfied with the sustainable development of tourism in a tourist destination. This result is not in line with the microeconomic theory, which because this study proves that an increase in the number of visits does not reduce consumption utility but in line with a study which states that the number of visits is not linearly associated with the number of visits (Cho et al., 2004).

Conclusion

The purpose of this study is to examine generation Z perceptions regarding satisfaction toward sustainable tourism development, general perceptions, as well as to examine whether there are differences in perceptions according to gender and number of visits. Based on the results of data processing, it is found that in general and overall, tourists who are respondents feel satisfied with sustainable tourism development in cultural tourism destinations which are the object of research, in all elements, both ecological, social, cultural, and economic elements of sustainable tourism development, and There was no difference in gender or in tourist visits, which means that all tourists who are respondents agree or feel satisfied. These results need to be considered in making future policies and strategies, where it is necessary to maintain elements that have provided high levels of satisfaction for tourists and increase those that have not because satisfaction leads tourists to motivation to visit destinations and creates loyalty.

Limitation and study forward

For future research, it is recommended to compare the perceive or perception among generations, and employed different technique analyses, and also to expand with a broader scope of research, to gain various result for the sake of the body of knowledge contribution in the field of society and sustainable development in tourism.

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SUPPLEMENTARY FILE

Frequency Table

Jenis_Kelamin

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	31	30.4	30.4	30.4
	Female	71	69.6	69.6	100.0
	Total	102	100.0	100.0	

Number of Visits

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	once	43	42.2	42.2	42.2
	twice	27	26.5	26.5	68.6
	3 times	7	6.9	6.9	75.5
	More than 3 times	25	24.5	24.5	100.0
	Total	102	100.0	100.0	

X1.1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	2.0	2.0	2.0
	Less Disagree	19	18.6	18.6	20.6
	Agree	49	48.0	48.0	68.6
	Strongly Agree	32	31.4	31.4	100.0
	Total	102	100.0	100.0	

X1.2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	5	4.9	4.9	4.9
	Less Disagree	20	19.6	19.6	24.5
	Agree	53	52.0	52.0	76.5
	Strongly Agree	24	23.5	23.5	100.0
	Total	102	100.0	100.0	

X1.3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	4	3.9	3.9	3.9
	Less Disagree	15	14.7	14.7	18.6
	Agree	56	54.9	54.9	73.5
	Strongly Agree	27	26.5	26.5	100.0
	Total	102	100.0	100.0	

X2.1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	4	3.9	3.9	3.9
	Less Disagree	21	20.6	20.6	24.5
	Agree	50	49.0	49.0	73.5
	Strongly Agree	27	26.5	26.5	100.0
	Total	102	100.0	100.0	

X2.2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	1.0	1.0	1.0
	Less Disagree	26	25.5	25.5	26.5
	Agree	52	51.0	51.0	77.5
	Strongly Agree	23	22.5	22.5	100.0
	Total	102	100.0	100.0	

X2.3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	2.0	2.0	2.0
	Less Disagree	15	14.7	14.7	16.7
	Agree	51	50.0	50.0	66.7
	Strongly Agree	34	33.3	33.3	100.0
	Total	102	100.0	100.0	

X2.4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	2.0	2.0	2.0
	Less Disagree	13	12.7	12.7	14.7
	Agree	56	54.9	54.9	69.6
	Strongly Agree	31	30.4	30.4	100.0
	Total	102	100.0	100.0	

X3.1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	2.0	2.0	2.0
	Less Disagree	19	18.6	18.6	20.6
	Agree	54	52.9	52.9	73.5
	Strongly Agree	27	26.5	26.5	100.0
	Total	102	100.0	100.0	

X3.2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	2.0	2.0	2.0

	Less Disagree	12	11.8	11.8	13.7
	Agree	47	46.1	46.1	59.8
	Strongly Agree	41	40.2	40.2	100.0
	Total	102	100.0	100.0	

X3.3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.0	1.0	1.0
	Disagree	3	2.9	2.9	3.9
	Less Disagree	24	23.5	23.5	27.5
	Agree	51	50.0	50.0	77.5
	Strongly Agree	23	22.5	22.5	100.0
	Total	102	100.0	100.0	

X3.4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	2.0	2.0	2.0
	Less Disagree	10	9.8	9.8	11.8
	Agree	51	50.0	50.0	61.8
	Strongly Agree	39	38.2	38.2	100.0
	Total	102	100.0	100.0	

X4.1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	4	3.9	3.9	3.9
	Less Disagree	20	19.6	19.6	23.5
	Agree	52	51.0	51.0	74.5
	Strongly Agree	26	25.5	25.5	100.0
	Total	102	100.0	100.0	

X4.2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	7	6.9	6.9	6.9
	Less Disagree	20	19.6	19.6	26.5
	Agree	49	48.0	48.0	74.5
	Strongly Agree	26	25.5	25.5	100.0
	Total	102	100.0	100.0	

X4.3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	2.9	2.9	2.9
	Disagree	15	14.7	14.7	17.6

Less Disagree	23	22.5	22.5	40.2
Agree	37	36.3	36.3	76.5
Strongly Agree	24	23.5	23.5	100.0
Total	102	100.0	100.0	

T-Test

Two independent sample t-test outputs for question items by Gender:

Group Statistics

Gender		N	Mean	Std. Deviation	Std. Error Mean
X1.1	Male	31	4.10	.790	.142
	Female	71	4.08	.751	.089
X1.2	Male	31	3.94	.772	.139
	Female	71	3.94	.809	.096
X1.3	Male	31	3.97	.657	.118
	Female	71	4.07	.799	.095
X2.1	Male	31	4.10	.831	.149
	Female	71	3.93	.781	.093
X2.2	Male	31	4.03	.657	.118
	Female	71	3.92	.751	.089
X2.3	Male	31	4.03	.752	.135
	Female	71	4.20	.729	.087
X2.4	Male	31	4.16	.583	.105
	Female	71	4.13	.755	.090
X3.1	Male	31	4.13	.718	.129
	Female	71	4.00	.737	.087
X3.2	Male	31	4.23	.762	.137
	Female	71	4.25	.731	.087
X3.3	Male	31	4.06	.574	.103
	Female	71	3.83	.894	.106
X3.4	Male	31	4.23	.669	.120
	Female	71	4.25	.731	.087
X4.1	Male	31	3.77	.845	.152
	Female	71	4.07	.743	.088
X4.2	Male	31	3.71	.973	.175
	Female	71	4.01	.784	.093
X4.3	Male	31	3.58	1.089	.196
	Female	71	3.65	1.097	.130

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
X1.1	Equal variances assumed	.021	.886	.075	100	.941	.012	.164	-.314	.338
	Equal variances not assumed			.073	54.721	.942	.012	.168	-.323	.348
X1.2	Equal variances assumed	.664	.417	-.048	100	.962	-.008	.172	-.349	.333
	Equal variances not assumed			-.049	59.765	.961	-.008	.169	-.345	.329
X1.3	Equal variances assumed	2.893	.092	-.628	100	.531	-.103	.163	-.427	.222

	Equal variances not assumed			-.678	68.859	.500	-.103	.151	-.405	.199
X2.1	Equal variances assumed	.546	.462	.976	100	.332	.167	.171	-.173	.507
	Equal variances not assumed			.952	54.131	.345	.167	.176	-.185	.519
X2.2	Equal variances assumed	1.617	.206	.749	100	.456	.117	.156	-.193	.426
	Equal variances not assumed			.789	64.902	.433	.117	.148	-.179	.412
X2.3	Equal variances assumed	.771	.382	-1.041	100	.301	-.165	.158	-.479	.150
	Equal variances not assumed			-1.028	55.676	.308	-.165	.160	-.486	.156
X2.4	Equal variances assumed	1.771	.186	.227	100	.821	.035	.152	-.268	.337
	Equal variances not assumed			.251	73.173	.803	.035	.138	-.240	.309
X3.1	Equal variances assumed	.543	.463	.820	100	.414	.129	.157	-.183	.441
	Equal variances not assumed			.828	58.585	.411	.129	.156	-.183	.441
X3.2	Equal variances assumed	.014	.908	-.174	100	.862	-.028	.159	-.344	.289
	Equal variances not assumed			-.171	55.158	.865	-.028	.162	-.352	.297
X3.3	Equal variances assumed	9.362	.003	1.337	100	.184	.234	.175	-.113	.580
	Equal variances not assumed			1.579	85.962	.118	.234	.148	-.060	.528
X3.4	Equal variances assumed	.198	.657	-.181	100	.857	-.028	.154	-.332	.277
	Equal variances not assumed			-.187	62.229	.852	-.028	.148	-.324	.269
X4.1	Equal variances assumed	.727	.396	-1.775	100	.079	-.296	.167	-.627	.035
	Equal variances not assumed			-1.688	51.178	.098	-.296	.176	-.649	.056
X4.2	Equal variances assumed	3.571	.062	-1.674	100	.097	-.304	.182	-.665	.056
	Equal variances not assumed			-1.538	47.766	.131	-.304	.198	-.702	.094
X4.3	Equal variances assumed	.032	.858	-.285	100	.776	-.067	.236	-.535	.400
	Equal variances not assumed			-.286	57.633	.776	-.067	.235	-.537	.403

If the significant values of the F test (Sig.) is obtained> 5%, so that the significant value of the t-test (Sig. (2-tailed)) used is the value on the line Equal variances assumed.

If the significant value of the F test (Sig.) is obtained ≤ 5%, so the significant value of the t-test (Sig. (2-tailed)) used is the value on the line Equal variances not assumed.

One-Way ANOVA test output for question items based on the number of visits:

One-way

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
X1.1	once	43	4.14	.861	.131	3.87	4.40	2	5
	twice	27	4.07	.675	.130	3.81	4.34	3	5
	3 times	7	3.86	.378	.143	3.51	4.21	3	4
	More than 3 times	25	4.08	.759	.152	3.77	4.39	3	5
	Total	102	4.09	.759	.075	3.94	4.24	2	5
X1.2	once	43	3.95	.950	.145	3.66	4.25	2	5
	twice	27	3.96	.706	.136	3.68	4.24	3	5
	3 times	7	3.86	.378	.143	3.51	4.21	3	4
	More than 3 times	25	3.92	.702	.140	3.63	4.21	3	5
	Total	102	3.94	.794	.079	3.79	4.10	2	5
X1.3	once	43	4.02	.886	.135	3.75	4.30	2	5
	twice	27	4.04	.759	.146	3.74	4.34	3	5
	3 times	7	4.00	.000	.000	4.00	4.00	4	4
	More than 3 times	25	4.08	.640	.128	3.82	4.34	3	5
	Total	102	4.04	.757	.075	3.89	4.19	2	5
X2.1	once	43	4.02	.801	.122	3.78	4.27	2	5
	twice	27	3.89	.974	.187	3.50	4.27	2	5
	3 times	7	4.14	.378	.143	3.79	4.49	4	5
	More than 3 times	25	3.96	.676	.135	3.68	4.24	3	5
	Total	102	3.98	.796	.079	3.82	4.14	2	5
X2.2	once	43	4.00	.756	.115	3.77	4.23	2	5
	twice	27	3.85	.718	.138	3.57	4.14	3	5
	3 times	7	4.00	.577	.218	3.47	4.53	3	5
	More than 3 times	25	3.96	.735	.147	3.66	4.26	3	5
	Total	102	3.95	.723	.072	3.81	4.09	2	5
X2.3	once	43	4.12	.851	.130	3.85	4.38	2	5
	twice	27	4.19	.681	.131	3.92	4.45	3	5
	3 times	7	4.14	.378	.143	3.79	4.49	4	5
	More than 3 times	25	4.16	.688	.138	3.88	4.44	3	5
	Total	102	4.15	.737	.073	4.00	4.29	2	5
X2.4	once	43	4.19	.627	.096	3.99	4.38	3	5

	twice	27	4.11	.698	.134	3.83	4.39	3	5
	3 times	7	3.86	.378	.143	3.51	4.21	3	4
	More than 3 times	25	4.16	.898	.180	3.79	4.53	2	5
	Total	102	4.14	.704	.070	4.00	4.28	2	5
X3.1	once	43	4.21	.742	.113	3.98	4.44	2	5
	twice	27	3.96	.706	.136	3.68	4.24	3	5
	3 times	7	4.00	.000	.000	4.00	4.00	4	4
	More than 3 times	25	3.84	.800	.160	3.51	4.17	2	5
	Total	102	4.04	.730	.072	3.90	4.18	2	5
X3.2	once	43	4.28	.854	.130	4.02	4.54	2	5
	twice	27	4.26	.594	.114	4.02	4.49	3	5
	3 times	7	4.00	.000	.000	4.00	4.00	4	4
	More than 3 times	25	4.24	.779	.156	3.92	4.56	3	5
	Total	102	4.25	.737	.073	4.10	4.39	2	5
X3.3	once	43	4.05	.815	.124	3.80	4.30	1	5
	twice	27	3.96	.649	.125	3.71	4.22	3	5
	3 times	7	3.86	.690	.261	3.22	4.50	3	5
	More than 3 times	25	3.60	.957	.191	3.20	4.00	2	5
	Total	102	3.90	.815	.081	3.74	4.06	1	5
X3.4	once	43	4.26	.790	.120	4.01	4.50	2	5
	twice	27	4.19	.622	.120	3.94	4.43	3	5
	3 times	7	4.29	.488	.184	3.83	4.74	4	5
	More than 3 times	25	4.28	.737	.147	3.98	4.58	3	5
	Total	102	4.25	.710	.070	4.11	4.38	2	5
X4.1	once	43	3.98	.886	.135	3.70	4.25	2	5
	twice	27	3.89	.698	.134	3.61	4.17	3	5
	3 times	7	4.29	.488	.184	3.83	4.74	4	5
	More than 3 times	25	4.00	.764	.153	3.68	4.32	3	5
	Total	102	3.98	.783	.078	3.83	4.13	2	5
X4.2	once	43	3.91	.971	.148	3.61	4.21	2	5
	twice	27	3.93	.616	.118	3.68	4.17	3	5
	3 times	7	4.29	.488	.184	3.83	4.74	4	5
	More than 3 times	25	3.84	.943	.189	3.45	4.23	2	5
	Total	102	3.92	.852	.084	3.75	4.09	2	5
X4.3	once	43	3.70	1.225	.187	3.32	4.07	1	5
	twice	27	3.59	.931	.179	3.22	3.96	2	5
	3 times	7	3.14	.900	.340	2.31	3.97	2	4
	More than 3 times	25	3.68	1.069	.214	3.24	4.12	1	5
	Total	102	3.63	1.089	.108	3.41	3.84	1	5

Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
X1.1	2.161	3	98	.098
X1.2	1.544	3	98	.208
X1.3	2.599	3	98	.057
X2.1	2.269	3	98	.085
X2.2	.606	3	98	.613
X2.3	1.778	3	98	.156
X2.4	1.874	3	98	.139
X3.1	3.753	3	98	.013
X3.2	7.259	3	98	.000
X3.3	2.500	3	98	.064
X3.4	1.203	3	98	.313
X4.1	.269	3	98	.848
X4.2	2.978	3	98	.035
X4.3	1.325	3	98	.271

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
X1.1	Between Groups	.494	3	.165	.280	.840
	Within Groups	57.712	98	.589		
	Total	58.206	101			
X1.2	Between Groups	.080	3	.027	.041	.989
	Within Groups	63.567	98	.649		
	Total	63.647	101			
X1.3	Between Groups	.063	3	.021	.036	.991
	Within Groups	57.780	98	.590		
	Total	57.843	101			
X2.1	Between Groups	.500	3	.167	.257	.856
	Within Groups	63.461	98	.648		
	Total	63.961	101			
X2.2	Between Groups	.387	3	.129	.242	.867
	Within Groups	52.367	98	.534		
	Total	52.755	101			
X2.3	Between Groups	.084	3	.028	.050	.985
	Within Groups	54.710	98	.558		
	Total	54.794	101			
X2.4	Between Groups	.683	3	.228	.452	.717
	Within Groups	49.395	98	.504		
	Total	50.078	101			
X3.1	Between Groups	2.404	3	.801	1.527	.212
	Within Groups	51.439	98	.525		
	Total	53.843	101			
X3.2	Between Groups	.476	3	.159	.286	.835
	Within Groups	54.396	98	.555		
	Total	54.873	101			
X3.3	Between Groups	3.293	3	1.098	1.688	.175
	Within Groups	63.727	98	.650		
	Total	67.020	101			
X3.4	Between Groups	.144	3	.048	.093	.964
	Within Groups	50.729	98	.518		
	Total	50.873	101			
X4.1	Between Groups	.889	3	.296	.475	.700
	Within Groups	61.072	98	.623		
	Total	61.961	101			
X4.2	Between Groups	1.104	3	.368	.499	.684
	Within Groups	72.268	98	.737		
	Total	73.373	101			
X4.3	Between Groups	1.958	3	.653	.542	.654
	Within Groups	117.885	98	1.203		
	Total	119.843	101			

AGROINDUSTRY PROSPECTS AND CHALLENGES IN THE MIDDLE OF THE COVID-19 PANDEMIC: AGROPRENEUR'S VIEW

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Abstract

Purpose: The purpose of this study is identify and analyze the factors influencing agropreneur interest, explore the prospects and challenges of agropreneurs in the Middle of the COVID-19 pandemic and create an agropreneur model in the context of local communities.

Research Methodology: This research uses qualitative research methods. Data were collected by interview.

Results: The results of this study found that the prospect of agropreneurs is promising because in addition to being profitable, agropreneurs can survive difficult times compared to other forms of business.

Limitations: This research was only conducted in Kupang City and its surrounding areas.

Contribution: This research can be used as information for entrepreneurs and contribute to the knowledge of entrepreneurship.

Keywords: *Agroprenur, Challenges, Entrepreneurship, Prospects, COVID-19*

1. Introduction

World Health Organization (WHO) announced a pneumonia case that occurred in Wuhan China on December 31, 2019. Pneumonia cases occurred due to the latest corona virus called COVID-19 which means corona virus disease 2019 (WHO, 2020). Starting from the city of Wuhan, China, and spreading throughout the world, the development of this virus transmission is quite significant because it has spread worldwide and all countries are feeling the impact including Indonesia (Yunus & Rezki, 2020). In March 2020, WHO officially declared COVID-19 a world pandemic. COVID-19 brings changes to all aspects of people's lives at large, not only to China but also throughout the world to Indonesia.

As a result of COVID-19, several countries have started to determine the status of public health emergencies related to COVID-19, especially in Indonesia. Since the first case occurred in Indonesia, since the Indonesian Government announced that two Indonesian citizens (WNI) were declared positive for coronavirus disease 2019. Task Force for the Acceleration of Handling Covid-19 on Tuesday, August 1, 2020 noted, the number of Covid-19 patients in Indonesia who recovered was 97,919 people, while positive cases were 109,936 cases and died 5,193 people.

All aspects of prevention and counter measures have been carried out by various parties around the world regarding the pandemic that has occurred since March 2020 until now. The efforts that have been made have now yielded results and have shifted from a pandemic period to a new normal trend since lock downs were established in several countries (Diwangkara, 2020). Also through Large Scale Social Restrictions (PSBB) carried out by the Indonesian government, such as an appeal to the community to carry out social restrictions, for example by carrying out various activities at home and reducing physical contact. This virus paralyzes various sectors that support people's lives, from the social, the economy to the agricultural sector.

COVID-19 has also given a big shock to the fulfillment of Indonesia's national food. Employment in the agricultural sector is predicted to decrease by 4.87% and domestic agricultural supply to decrease by 6.20%. Imports of the agricultural sector are predicted to decline by 17.11%, while agricultural import prices are predicted to increase by 1.20% in 2020 and by 2.42% in 2022. With reduced domestic supply and imports, food shortages and food price inflation are possible will occur. This condition will worsen the welfare of society because with the high rate of unemployment, many people lose their purchasing power because they do not have income. Food scarcity and the occurrence of food inflation will increase the suffering of people who are classified as less prosperous.

Other than that,this condition causes the agricultural sector to be in the spotlight because it is closely related to national food security. Of course, during a difficult pandemic like now, food security is something that must be pursued to avoid the food crisis that seems to haunt Indonesia (Diwangkara, 2020). The agricultural sector must be strong in facing the COVID-19 pandemic, because it is directly related to the basic needs of mankind (Praise Hartati & Sutarto, 2020). Furthermore, in a situation like this, there is a guarantee of easy access to food at a fair or normal price for the whole community. The spread of COVID-19 is very dangerous and has a wide impact on various sectors (Ningsih 2020).Farmers as the main pillar in fulfilling community food also feel the impact. Such as having to meet high demand, guaranteeing product quality, distribution channels, and many other things that require strategic adjustments so that the fulfillment of people's food needs and food security during the pandemic in Indonesia is guaranteed (Diwangkara, 2020).

In order to maintain the distribution of food and the welfare of farmers, business actors drive industrialization in the agricultural sector. Agro-industrial business development is one of the important and very strategic business options to be developed (Arifin, 2016). Agro-industry itself is an activity that uses agricultural products as raw materials, designs, and provides equipment and services for these activities. Agroindustry is also mentioned as a company that processes agricultural products from vegetable and animal materials into products in order to increase their added value (Wikepedia). Processes used include transforming and preserving through physical or chemical treatment, storage, packaging and distribution. So it can be said that agro-industry is an industry that manages partian products to become consumer goods or become raw materials for other industries. The development of this agro-industrial business not only increases the added value of agricultural products, but is also expected to create food self-sufficiency and spread development widely to every household so that it can cope with the turmoil caused by COVID-19.

The impact of COVID-19, on the other hand, has had a positive impact, where with the work from home policy, the phenomenon of cooking at home is being re-cultivated. Apart from not having to leave the house by cooking on your own, food security is also guaranteed and shopping for food needs can be controlled efficiently. This has led to an increase in demand for food raw materials such as vegetables. Therefore, several business actors are trying this opportunity as a promising business field during the current pandemic. Reporting from merdeka.com, the Sayur Box startup that sells a variety of various foodstuffs online experienced a surge in demand during the Covid-19 pandemic. The company even has to add its workforce to ensure the smooth distribution of orders.

The same thing happened in Kupang, East Nusa Tenggara. Since the implementation of the *PSBB*, demand for fresh vegetables has increased in demand. This phenomenon is used as an opportunity for several entrepreneurs in the agricultural sector, where the marketing and sales of fresh vegetables are carried out online and provide their own delivery services. This clearly helps consumers to be able to buy fresh vegetables without having to leave the house to shop. Apart from helping farmers and consumers, the agro-industry sector activity can be a sector that absorbs labor or creates new entrepreneurs in Indonesia. This shows that there is a good opportunity for the agro-industry to develop during the pandemic.

From the perspective of terminology, agrotechnopreneurship is defined as the ability to manage a business in the agro-industry sector through the use of technology and promote innovation.Agropreneur is a new term to define entrepreneurship in the agricultural sector. Brathwaite (2009) defines Agropreneurship as various efforts made by parties, especially entrepreneurs, in exploiting opportunities in the agribusiness industry. To become a true agropreneur, one has to live the complexities of agribusiness and agro-industry. Agribusiness objects are commodities and products that are easily damaged due to changes in natural elements (climate and environment). In addition, there are microbial and enzymatic changes, so that it must be handled properly. Three factors can determine the success of agrotechnopreneurs, namely innovation, prospects and business development. Regarding management aspects, there are two important elements that drive agrotechnopreneurship, namely creative management and innovative management.

However, like a business opportunity, there are always threats that follow the business. There are several threats, namely employee security and *PSBB* regulations that are still unclear for the economic sector. The safety of company employees is clearly an important thing because it concerns the safety of employees and consumers. In addition, regulations related to licensing for carrying out economic activities are also unclear so that there are still many violations that occur in the industrial sector and it is not impossible that they can occur in the agro-industrial sector.

Based on this explanation, the author would like to investigate further about the industry during this pandemic with the title Prospects and Challenges of Agro-Industry in the Middle of the COVID-19 Pandemic: Agropreneur View. This research was conducted to see how much influence their environment and personalities have on their interests Agropreneur in the middle of the Covid 19 pandemic. In this study, it analyzes the factors that influence interest Agropreneur, both internal and external factors.

Departing from these thoughts, this research was conducted to (1) identify and analyze the factors that influence agropreneur interest. (2) Exploring the Prospects and Challenges of Agropreneurs in the Middle of the COVID-19 Pandemic and (3) Creating an Agropreneur model in the context of local communities.

2. Literature review and hypothesis development

2.1 Entrepreneurship (Entrepreneurship)

According to the Big Indonesian Dictionary (*KBBI*), the meaning of entrepreneurship is the same as entrepreneur, which is someone who is smart or talented in recognizing new products, determining new production methods, arranging operations to procure new products, marketing them, and regulating their operating capital (*KBBI* 2015). Entrepreneur is a person who has the ability to see and assess business opportunities by gathering the required resources and managing these resources efficiently and effectively to take advantage and take appropriate actions to ensure the success of his business (Geoffrey 1996). Borrowing the term Joseph A. Schumpeter, an entrepreneur is a person who is willing and able to develop new ideas or inventions into successful innovations,

Entrepreneurship can be interpreted as an activity by utilizing the resources owned by a person or organization with the aim of adding value to these resources for sustainable economic value growth. Entrepreneurship leads to efforts to find, create, apply ways of working, apply technology and use new products. The goal of entrepreneurship is to increase efficiency in order to provide good service to customers and/or obtain certain benefits.The definition of entrepreneurship generally describes creative ideas with innovative steps in business ventures, but there are other definitions that Echdar (2013: 18-20) tries to provide specifically. Entrepreneurship is an ability in terms of creating business activities and the ability to create it requires continuous creativity and innovation to find something different from what has been there before, where creativity and innovation are ultimately able to contribute to society at large. Every thought, step, and action is a business, even an entrepreneur's dream is an idea to be creative in finding and creating new businesses.

Based on the above understanding, it can be concluded that entrepreneurship is an entrepreneur's decision to form ideas and carry out his ideas with new discoveries as outlined in business ventures. Experts who say that entrepreneurship is a factor that influences economic growth. Economic growth is defined as a method of creating wealth by involving human, financial, capital, physical and natural resources to produce marketable goods or services (Mubaraki and Busler, 2013). For this reason, Luben and Sarah (2018) explain that entrepreneurship has long been known for its significance in the fields of providing employment, generating income, alleviating poverty and creating wealth. Entrepreneurship is one of the driving aspects of economic growth,

According to Theory of Reasoned Action, behavioral decisions are influenced by intention, while intentions are influenced by subjective attitudes and norms (Werner, 2004). Other factors that influence entrepreneurial intentions are personal traits (Matthews, et al. 2009), perceived worthiness (Widawati and Budi, 2012), experience and self-efficacy (Indarti and Rostiani, 2008). Knowledge of the factors that influence individual and group entrepreneurial intentions. Entrepreneurial behavior is influenced by external and internal factors Kaharudin & Vernando (2020). These factors are property right, ability or competency, and incentives, while the external factor is the environment.

Interests are desires or interests that encourage someone to get something or to achieve a goal. Entrepreneurial interest is an interest, desire, to work or a strong willingness to be independent or to try to fulfill their own needs, dare to face risks that will occur, and always learn from failures that have been experienced (Fuadi, 2009).

2.2 Agricultural Sector

Entrepreneurship is also widely accepted as a key aspect of economic dynamics. Turning an idea into an economic opportunity is an important issue for determining entrepreneurship. Economic progress has also been made by people who dare to take risks and take advantage of existing opportunities (Hisrich, 2005).

The agricultural sector has a strategic role which includes (Saptana and Daryanto, 2013): (a) the formation of Gross Domestic Product (GDP); (b) providing employment and business opportunities through production and distribution activities; (c) sources of foreign exchange, either through export activities or import substitution; (d) the supply of foodstuffs to other sectors of the economy; (e) suppliers of raw materials for the agricultural product processing industry; (f) providers of surpluses to other sectors of the economy; and (g) producing a marketable surplus that can increase the demand of the rural population for the production of other economic sectors. Until now, the agricultural sector still has a strategic role as a supplier of raw materials for food (food), feed (feed) and energy (bio-fuel) to meet the needs of food, feed and energy. However, if the agricultural sector is not managed properly and properly, it has the potential to create a trap for the 3 F food-energy crisis, namely food, feed, and fuel that threatens various agricultural commodities (Putri 2009). In this context, the entrepreneurial role of young farmers is very strategic in dealing with these problems through the development of a creative economy based on science and technology and with an environmental perspective.

The development of the agricultural sector through the development of agricultural commodities is seen as having a special ability to integrate growth and equity (Baharsyah 2007). This is based on the fact that Indonesia has a relatively good comparative advantage to produce various agricultural commodities. The development of agricultural commodities requires a different approach in today's era of disruption of innovation. The role of agricultural entrepreneurs, especially young farmers, is needed to accelerate technology adoption, increase production capacity, downstream products, and penetrate markets.

The development of agricultural commodities has strategic value, but there are still many obstacles and challenges ahead. The main problem in agricultural development in the innovation era of disruption from the production aspect is that the variety, quantity, quality, and sustainability of supply are not yet realized according to the dynamics of market demand, market segments and consumer preferences. This problem is evident in agricultural commodities for institutional consumer markets (hotels, restaurants, hospitals, and companies), modern markets and export markets. This paper is aimed at discussing the role of agricultural entrepreneurship in facing the era of disruption of innovation in agriculture and food.

2.3 Entrepreneurship and Agriculture

Entrepreneurship is an economic activity that emphasizes entrepreneurs to have creative thinking skills and innovative behavior, which are then used as the basis of resources, driving force, goals, strategies, tips and processes in facing life's challenges (Asatina, 2015: 3). Suparyanto (2013: 1) more clearly states that entrepreneurship focuses its activities on looking for opportunities and using them to spend something that has added value.

Competition occurs in every aspect of economic life, including the agricultural sector in it. Farmers who have superior performance can survive and thrive in the agricultural industry (food). For a farmer, entrepreneurial characteristics are traits or behaviors that can drive other “business” factors (Mukti, dkk 2020).

Farmers who have an entrepreneurial character will use their skills to manage capital and land properly, and be able to adapt to changes in nature and the surrounding environment. Entrepreneurship cannot be separated from agriculture, farmers and their farming activities. Farmers who have strong entrepreneurial characteristics will also have good business performance. This will have an impact on the farming success of these farmers. Business success, according to Chittithaworn, et al. (2011), can be measured by business survival, profit, sales growth, number of workers, feelings of happiness, other variables related to farming success.

Success depends on our own efforts or efforts in the process towards that success. Self-character is an important factor that can support the individual to achieve success in a business or business activity. Business in agriculture in Indonesia is still closely related to on-farm activities (Mukti, dkk 2020).

2.4 Agropreneur

An Entrepreneur is an individual who, rather than working as an employee, is found and runs a small business, assuming all the risks and rewards of that venture. According to Timmons and Spinelli (2003), entrepreneurs are innovators or developers, who recognize and also seize opportunities, convert these opportunities into ideas that can be applied or marketed, add value through time, energy, money or skills, assume market competitive risks to implement ideas -ide and realize the benefits of this effort.

From the perspective of terminology, agrotechnopreneurship is defined as the ability to manage a business in the agro-industry sector through the use of technology and promote innovation. Agropreneur is a new term to define entrepreneurship in the agricultural sector. Brathwaite (2009) defines Agropreneurship as various efforts made by parties, especially entrepreneurs, in exploiting opportunities in the agribusiness industry. To become a true agropreneur, one has to live the complexities of agribusiness and agro-industry.

Agribusiness objects are commodities and products that are easily damaged due to changes in natural elements (climate and environment). In addition, there are microbial and enzymatic changes, so that it must be handled properly. Three factors can determine the success of agrotechnopreneurs, namely innovation, prospects and business development. Regarding management aspects, there are two important elements that drive agrotechnopreneurship, namely creative management and innovative management.

3. Research methodology

Based on the research objectives, this type of research is included in field research (feld research) because this research is carried out systematically by collecting data in the field. The approach in this research is descriptive qualitative. Qualitative research is research that studies or interprets phenomena, which are analyzed from the processes and meanings inherent in the researcher. This research seeks to bring out various meanings in different contexts, including various methods, which include interpretive and naturalistic views of the subject under study. The result of qualitative research is a process of meaning from the personal experiences of everyday research subjects (Denzin & Lincoln, 2009, p. 2). In this research, The author applies a case study model that is factual and accurate about phenomena in society with the results in words. The subjects in this study were individuals or groups who carried out agricultural entrepreneurship (Agropreneur) in Kupang city and other districts.

This research uses secondary data, which is obtained through newspapers, both online newspapers and printed newspapers, and the data is also explored on social media and youtube to discuss the successes of Agropreneur. The data collection techniques used in this study were observation techniques, interview techniques, and documentation.

In addition, this study also uses data obtained from observations in successful individuals or groups in the context of Agropreneur. Observation is one of the most basic data collection techniques in research in taking action and interpreting an event and its implications. This technique is used with the aim of obtaining and knowing general truths and knowledge about people's culture, which cannot be obtained through interviews or to enrich the data obtained from interviews.

4. Results and discussions

4.1 Field Findings

In this study, there were several sources who came from their respective efforts. There are 11 businesses engaged in the agropreneur sector and all of them come from the Province of East Nusa Tenggara, to be precise, Kupang City and Ende Regency. The following is a brief overview of each of these efforts.

1. Sayur Nusa
   The Sayur Nusa business unit is a social entrepreneurship business unit that was founded in November 2019 by Mr. Dany Wetangterah and his wife. The Sayur Nusa business unit is located in Mr. Dany's own house, precisely behind the Financial Building, Kupang City. Sayur Nusa itself is engaged in selling various types of vegetables such as mustard greens, sweet, spinach, broccoli, kale, and others. Not only vegetables, Sayur Nusa also provides various kinds of spices and fruits. All products sold are the produce of Mr. Dany's own garden and are marketed both by delivery and also in collaboration with supermarkets. Until now Sayur Nusa is still managed by Mr. Dany and his wife assisted by an employee. Sayur Nusa is planned to be a cooperative in the future.

2. Horticultural Agriculture and Freshwater Fish Cultivation
   The Horticultural Agriculture and Freshwater Fish Cultivation Business Unit is a business unit founded by Mr. Pdt. Jefri Wattileo et al (along with several GMIT pastors). The year of the establishment of Horticultural agriculture was from 2017 while for freshwater fish in Fatububut TTS (Timor Tengah Selatan) since 2013. The location of his freshwater fisheries and agriculture business is in his church in Fatububut TTS (South Central Timor). For the area of Kupang city, there is also a branch of his farming business, precisely in Oepoi, Kupang city and the garden becomes a model garden for training for farmers. The products produced include various kinds of vegetables and fruit that are produced from agricultural gardens located at Oepoi such as chilies, tomatoes, eggplant, bitter melon, cucumbers, melons and tubers such as onions. The fisheries sector, such as tombro carp and nilla fish, are located in Fatububut, TTS (Timor Tengah Selatan). Meanwhile, the Kupang City area is trying to cultivate catfish. But is studying the maintenance and marketing system.
3. Sesawi Farmer Group
   This farmer group has been established since 1983. This farmer group was founded by the late. Mr. Darius Kalaki, who died in the 1990s. After the death of the late. Mr Darius, the leadership of the farmer groups was handed over to Mr Yulius Baun. This farmer group produces a variety of vegetables including spinach, broccoli, kale and cauliflower. The location of the farmer group's vegetable business is RT 004 / RW 001, Kayu Putih Sub-District, Oebobo District, Kupang City. The products of these farmer groups are still traditionally sold to markets such as the Kasih Naikoten Market and the Oeba Market.
4. Sinar Pagi Group
   The Sinar Pagi group is a vegetable farmer group that was founded in 1981. Unfortunately, this farmer group is already active again because the members already have similar businesses. One of the members of this farmer group is Mr. Yulius Ennge Bulu who is currently still engaged in the vegetable plantation business. The business that is run by Mr. Yulius is located in Tuak Daun Merah (TDM) Sub-District, Oebobo District, Kupang City. The products offered by Mr. Yulius are various types of agricultural products such as mustard greens, kale, corn and rice. The agricultural products are traditionally sold to traditional markets such as Naikoten and Oesapa markets.
5. Anugerah Farmer Group
   This farmer group was founded in 2001. Farmer groups were founded jointly by farmers who are currently members of this farmer group. One of the members of this farmer group is Mr. Zadrak Benu. Mr. Zadrak himself owns a vegetable garden located in Bakunase Village RT 11/RW 004, Kupang City. Mr. Zadrak's garden products include sweet vegetables, chicory, tomatoes, long beans and kale. These garden products are traditionally sold to the Naikoten Market.
6. Wholesale Vegetable Seller Ms. Nurince Puyk
   Ms. Nurince Puyk is a wholesale vegetable seller who runs her business in Oebufu Sub-District, RT 030/RW 007. Ms. Nurince sells various types of vegetables such as spinach, white vegetables, and kale. These vegetables are usually sold to residents around the kelurahan itself by going around from house to house.
7. Wholesale Vegetable Farmer Ms. Rebeca Omenafi

Ms. Rebeca Omenafi is a farmer and vegetable seller located in Naikolan Sub-District, RT 016 / RW 006. Ms. Rebeca runs the business by “borrowing” land belonging to other people because Mrs. Rebeca does not own her own land. Mrs. Rebeca's business has been running since 2014. The produce of her garden is a variety of vegetables such as kale, white vegetables, eggplant, Bangkok and spinach. The vegetables are sold directly in the garden or sold to the Naikoten Market. To promote its vegetables, word of mouth is carried out through acquaintances, neighbors and relatives.

8. CV.Eden Jaya Noelsinas
   This business unit was founded in 2013 but only started operating in 2015. CV Eden Jaya Noelsinas was founded by Mrs. Mince Irawati Kana with her husband and sister. The location of this business is in Tunfeu Sub-District RT 012 / RW 026, Nekamese District. This business that is being run produces recreational services such as swimming pools for adults and children, a hall for gatherings such as social gathering or gatherings, worship services, holidays or picnics and there is also a home stay and a canteen for tourists who want to order food or drinks, and deer breeding. To introduce this recreation area, promotion is carried out through social media Facebook to word of mouth through acquaintances or relatives.
9. Kyrie Manulai 2 agro-tourism
   Kyrie Manulai 2 Garden Agro-tourism was established on July 1, 2020 by Mr. Pdt. Markus Yonatan Leunupun. The location of Kyrie Garden Agro Tourism is located at Teratai street, RT 19 / RW 17, Manulai 2 Sub-District, Alak District, Kupang City. For the time being, this business unit has only produced various kinds of flowers, various vegetables such as chilies, tomatoes, long beans and is planning to develop another flower garden to beautify the garden. Until now, Kyrie Manulai 2 Garden Agro-tourism is still being handled by Pdt. Markus with his wife and daughter.

10. Hydroponic Vegetable (Hydroponic Januart)
   Januart Hidroponik was founded in 2015 and has only been running for two months, this business unit was founded by Januarto Imanuel Tefa who is still in Kupang State Polytechnic College. The location of this hydroponic vegetable business is located on the home page of Mr. Januarto Imanuel Tefa himself, which is precisely at TPU Liliba Street, Kupang City. The land that is used does not require a large area but sufficient enough to carry out these business activities. The land used is in front of the house as a hydroponic garden with a plastic roof (to deter incoming pests) or an elongated pipe connection (used as a medium for growing vegetables). The proposed products are curly lettuce and pakcoy. These vegetables are marketed by being offered to neighbors and restaurants in Kupang City. In addition, promotion is carried out through social media such as Facebook and Instagram as well as word of mouth promotion.
11. Rumah Sejuta Mimpi
   Rumah Sejuta Mimpi was founded on March 23, 2018 by Imakulata Bete. Rumah Sejuta Mimpi is located in Penfui, Maulafa District, Kupang City. According to a statement from the immaculate sister concerned, she once made a weaving program for young girls so that later money can be used as operational costs and also the immaculate sister with volunteer colleagues also taught underprivileged children about learning English. free and help one of the children whose house is no longer suitable and almost

collapsed. From there the immaculate sister determined to find funds to help rebuild the house of one of the children,

4.2 Characteristics of an Agropreneur

Being in the agropreneur field is a difficult choice. As with other entrepreneurs, agropreneurs are faced with various challenges. However, there is no easy path to success. Therefore, based on the exposure of the speakers, an agropreneur must have the following characteristics:

1. Have a passion for business and agriculture
   Having a passion for business and agriculture is important for an agropreneur. It can be said that the initial motivation for someone to enter the world of agropreneur is their interest in this field. This is recognized by Mr. Dany Wetangterah (2020) who states that he and his wife feel happy to be involved in the agropreneur field because they feel they are suitable and have a passion for farming and helping farmers. This was implicitly supported by other sources who came from agricultural backgrounds such as farmers and agricultural product sellers. Of course those who are already in agriculture and selling agricultural products have the same passion for business and agriculture.
2. Good at seeing opportunities and making breakthroughs
   Agropreneurs must have the ability to see business opportunities and create new breakthroughs. As was done by Mr. Dany Wetangterah (2020) who was able to see business opportunities in the midst of the Covid-19 pandemic. Based on an interview with Mr. Dany, it is known that he founded Sayur Nusa and is active in the world of agropreneur is a form of business innovation that promises critical times such as the Covid-19 pandemic. Starting a business by taking advantage of opportunities was also carried out by Mr. Pdt. Jefri Wattileo, et al (2020) in establishing Horticultural Agriculture and Freshwater Fish Cultivation. Mr. Pdt. Jefri said that the establishment of this business was based on the condition of the surrounding communities who are less fortunate and only corn farmers. Mr. Yulius Baun also gave a similar tone by stating that the initial formation of his farmer group also came from the opportunity to cultivate crops. This business opportunity is not only an opportunity to run a business but also an opportunity to improve living standards. This is acknowledged by Mr. Yulius Bulu, Mr. Zaderak Benu, Mrs. Nurince Puyk, and Mrs. Rebeka Omenafi (2020) who make economic needs as their motivation to sell vegetables. Not only that, business opportunities are also obtained from scientific knowledge, land use, and requests from the community (interviews with Ms. Mince Irawati Kana, Pdt. Markus Leunupun, and Brother Januarto Imanuel Tefa, 2020).

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3. Have concern for the environment
   One of the reasons a person enters the world of agropreneur is a sense of concern for their surroundings. Some agropreneurs run their business by empowering empty land or cultivating hydroponic and pesticide-free vegetables. This concern for the environment was shown by Mr. Januarto Imanuel Tefa (2020) when he founded his hydroponic vegetable business. Mr. Januarto's business started with his concern about the vegetable cultivation system that still uses pesticides, the need for large areas of land and the difficulty of handling pests on vegetables in Kupang City. On this basis, Mr. Januarto established a hydroponic vegetable business that is modern, land-saving, and free of pesticides. Concern for the environment was also shown by Mr. Dany Wetangterah (2020) who has helped 18 farmers and 12 poor farmer groups to market their agricultural products through the Sayur Nusanya business. Even Mr. Dany has 22 assisted farmers located in Maulafa, Noesinas, Tarus, Batakte, Baumata and others. Likewise Pdt. Jefri Watileo, who founded horticultural farming and freshwater cultivation to help improve the welfare of his church congregation. Besides that, a form of concern for the environment that encourages someone to become an agroprneur is to use vacant land to become land for farming. This was done by Mr. Yulius Baun, Mrs. Rebeka Omenafi, Mrs. Oktaviana Lesa, Mrs. Mince Irawati Kana and Pdt. Markus Leunupun (2020). In fact, the land is not only used as land for cultivation but is developed into a recreation area, as was done by Mrs. Mince Irawati Kana and Pdt. Markus Leunupun who respectively founded the Garden of Eden to Eden and the Agrotourism of the Garden of Kyrie Manulai 2.
4. Not afraid to fail
   In doing business, the risk of loss is a threat that can come at any time. Losses in business are often a major factor in entrepreneur failure. Therefore, the courage to take risks and not be afraid of failure is very important for agropreneurs. This courageous attitude was shown by Mr. Januarto Imanuel Tefa (2020) who dared to establish a hydroponic vegetable business at a young age and still took me to college. Currently he has set up a hydroponic vegetable business with a large amount of capital, namely Rp. 11,600,000. He admitted that because his business was still relatively new, his business had not been able to return its capital. This shows the courageous attitude of an entrepreneur who is not afraid of loss. A decline in sales is a real threat in doing business as recognized by Mrs. Rebeka Omenafi (2020) who said that her business profits have decreased since the Covid-19 pandemic entered the East Nusa Tenggara region. The number of buyers has also decreased. This proves the large risk of becoming an entrepreneur, especially during critical times such as the Covid-19 pandemic. Therefore, courage is a very important brush for all agropreneurs.

5. Being able to execute an idea
   A business comes from an idea. Almost everyone can think of a good business idea but not everyone can make it happen in real life. Therefore it can be said that it is important for an agropreneur to be able to convert his or her business ideas into a run business.

As was done by Mrs. Mince Irawati Kana (2020), who succeeded in building Eden to Eden Garden which was inspired by her family's desire to go to a recreation area while on vacation. So the idea emerged to take advantage of a large area of land to be used as a private recreation area equipped with a swimming pool, flower garden, and small lopos. Without warning, the park attracted the attention of the community and finally Mrs. Mince and her husband opened the park to the public. The idea of becoming a business was also carried out by Mr. Dany Wetangterah (2020) who thought of how to do business in the midst of the Covid-19 outbreak. Mr. Dany also got the idea to sell fresh vegetables complete with delivery services. This is a business innovation that also helps people to be able to consume fresh vegetables at home without having to go to the market. Likewise Pdt. Jefri Watileo (2020) who succeeded in realizing the idea of horticultural agriculture and freshwater fish cultivation so that he could help Gerenya's congregation so that they were helped economically and also improved the nutritional intake of the surrounding community. Do not forget also Mr. Januarto Imanuel Tefa (2020) who succeeded in establishing a hydroponic vegetable business while still in college because of his idea to provide vegetables that are of higher quality, hygienic and free of pesticides. Mr. Dany also got the idea to sell fresh vegetables complete with delivery services. This is a business innovation that also helps people to be able to consume fresh vegetables at home without having to go to the market. Likewise Pdt. Jefri Watileo (2020) who succeeded in realizing the idea of horticultural agriculture and freshwater fish cultivation so that he could help Gerenya's congregation so that they were helped economically and also improved the nutritional intake of the surrounding community. Do not forget also Mr. Januarto Imanuel Tefa (2020) who succeeded in establishing a hydroponic vegetable business while still in college because of his idea to provide vegetables that are of higher quality, hygienic and free of pesticides. Mr. Dany also got the idea to sell fresh vegetables complete with delivery services. This is a business innovation that also helps people to be able to consume fresh vegetables at home without having to go to the market. Likewise Pdt. Jefri Watileo (2020) who succeeded in realizing the idea of horticultural agriculture and freshwater fish cultivation so that he could help Gerenya's congregation so that they were helped economically and also improved the nutritional intake of the surrounding community.

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4.3 Factors Encourage an Agropreneur

There are several factors that encourage someone to become an agropreneur. Based on the results of interviews conducted with respondents, several main factors that encourage someone to enter the world of agropreneur have summarized. The following are the factors that encourage someone to move in the world of agropreneurship.

1. Have the motivation to make a business
   The main factors for someone entering the world of agropreneur are strong motivation and love for the world of agriculture or the world of business. Of all the interviewees mentioned that their desire to become an agropreneur stems from their love of farming or gardening or because of their family backgrounds.
2. There is a business opportunity
   A can be run because of the opportunity to run the business. Business opportunities can appear suddenly because of a demand or need from consumers. This demand encourages entrepreneurs to provide products that consumers demand and then offer them as sales products. As did Mr. Januarto and Mr. Dany who founded their business, because of the demand for quality and hygienic vegetables for consumption. Likewise, Mrs. Mince has made her family's private garden a public recreation area because of the public's interest in the place.
3. Want to earn
   The most basic reason that drives people to become entrepreneurs is to earn income. Profits in selling are used as income that supports the economy and the welfare of the entrepreneur's family. Likewise, agropreneurs who set up their businesses to benefit from the results of their respective businesses.
4. Utilization of existing resources
   Apart from the existence of business opportunities that are created due to demand from consumers, business opportunities are also created because of the resources that can be developed. Like what Mr. Yulius Baun and his farmer group did, who used vacant land

to maintain their business as agropreneurs. Likewise, Mrs. Mince Irawati Kana, who uses a land to become a recreational park.

5. Want to help many people
   One of the reasons mentioned quite a lot by the speakers was the desire to help the people around them. As was done by Mr. Dany Wetangterah who succeeded in assisting farmers and farmer groups in marketing their garden products through Sayur Nusa. Even Mr. Dany also provides guidance to several farmer groups. The motivation to help many people was also shown by Pdt. Jefri Watileo who founded the Horticultural Agriculture and Freshwater Fish Farming business. Pdt. Jefri founded the business to improve the welfare of his congregation.

4.4 Prospects and Challenges of Agropreneurs In The Middle of the Covid-19 Pandemic

The emergence of Covid-19 as an epidemic has been a major blow to human life, including the economic sector. The obligation to maintain physical distance has forced many businesses to temporarily close their businesses. This has led to an economic downturn and an increase in unemployment. At the same time, various types of home businesses began to grow in response to the increase in the number of workers laid off due to the Covid-19 Pandemic. Agropreneur is one of the business sectors that are quite involved in the community. Apart from being an alternative form of business during a pandemic, agropreneurs provide attractive offers in providing fresh and quality food ingredients. This simply represents a good business prospect from the agropreneur world because it can be an alternative economic activity for the community and also maintains the stock and circulation of quality and hygienic foodstuffs. However, as an agropreneur business activity it also has its own challenges. The following are the prospects and challenges of agropreneurs in the midst of the Covid-19 pandemic.

4.4.1 Agropreneur Prospects In The Middle of the Covid-19 Pandemic

Based on the research, it can be said that the prospect of agropreneur is quite promising. This is because agroprenur efforts are strong enough to survive critical times. After the Covid-19 pandemic entered Indonesia and spread to various regions including East Nusa Tenggara, many businesses and industries were forced to temporarily stop, even some of them had to close their businesses forever because they were unable to survive the crisis conditions during the pandemic. However, this is different from the agricultural sector, which has survived and grown during the pandemic. This is because the majority of the spread of the corona virus is in urban areas so that the agricultural sector, which is mostly not in urban areas, is relatively safer. Other than that, agricultural products are basically staple foodstuffs, so even in the worst conditions, the demand for agricultural products is relatively more secure than for products produced by other industries. Especially at critical times such as the Covid-19 pandemic, people with average income will tend to save their expenses so they can maintain adequate food and their health. This will inevitably lead to a reduction in the level of purchases of non-food products. This shows that agriculture provides very promising prospects. This will inevitably lead to a reduction in the level of purchases of non-food products. This shows that agriculture provides very promising prospects. This will inevitably lead to a reduction in the level of purchases of non-food products. This shows that agriculture provides very promising prospects.

Entrepreneurs also feel the resilience of agriculture at these critical times. Currently, there are quite a lot of entrepreneurs who are engaged in agro-industry or also known as agropreneurs. Based on the results of interviews with agropreneurs, it is known that based on the length of operation there are two types of businesses, namely businesses that have been running for a long time and businesses that have just operated. Agropreneurs who have long struggled in this field long before the pandemic strikes admit that there has been a decrease in business profits and the number of customers (interviews with Ms. Rebeka Omenafi, Ms. Mince Irawati Kana, Mr. Yulius Baun, and Mr. Zadrak Benu, 2020) but at the same time the effort is still operating and can still generate profits for the business owner. In fact, there are several resource persons who have long been agropreneurs who stated that their business profits tend to be stable (interview with Mr. Yulius Bulu) and have even increased (interview with Rev. Jefri Watileo and Mrs. Oktaviani M. Lesa, 2020). Meanwhile, new agropreneurs such as Mr. Dany Wetangterah said that sales were relatively stable as seen from the continuous ordering of the slices. Slightly different from Mr. Dany, who has been able to show business profits, Brother Januarto's business unit is still not able to return its capital but its business is still running well. This shows that agropreneurs who have been active for a long time or have just started pioneering businesses tend to be able to continue operating at critical times even though there is a tendency to decline in business profits and the number of customers. Based on the facts that have been presented, it can be said that the prospect of agropreneur is a promising business because besides being profitable, agropreneur businesses can survive difficult times compared to other forms of business.

4.4.2 Agropreneur Challenges in the Middle of the Covid-19 Pandemic

Even though it is said to be a tough business sector at critical times, agropreneurs still have their own challenges in running their business. It was previously mentioned that the agropreneurs interviewed acknowledged a decrease in operating profits and the number of customers. The decrease in profit will clearly have a big impact on the business activity itself. Decreasing profits will force entrepreneurs to make efficiency in their business activities. In the context of agropreneur, the efficiency in question can be in the form of reducing the amount of production, reducing plant maintenance costs, reducing equipment purchases, and so on. A decrease in the number of subscribers will clearly have an impact on lowering business revenues. Apart from these two things, another challenge that needs to be faced is stock availability. It has been previously known that in addition to businesses that have decreased profits and the number of customers, there are businesses that have actually increased in terms of demand. For businesses that experience an increase in demand it does not always mean good, especially for businesses that cannot produce more according to the incoming demand. As a result, the business is unable to meet consumer demand. This can occur in agropreneur businesses because high demand is not accompanied by efforts to increase production such as expanding land for planting and increasing the number of employees. This was admitted by Pdt. Jefri Watileo who has difficulty providing freshwater fish and vegetables to his customers. For businesses that experience an increase in demand it does not always mean good, especially for businesses that cannot produce more according to the incoming demand.

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4.4.3 Agropreneur Models Suitable For Critical Times

In theory there are many models for classifying types of entrepreneurship. However, not all models can be run by entrepreneurs. This is because there are many factors that affect the continuity of a business and the business continuity is strongly influenced by the environment of the business. Not only that, entrepreneurial models vary because there are various reasons for a person or motives to become an entrepreneur.

In the context of agropreneur there are also various models due to the many factors that influence and the reasons for someone to enter the world of agropreneur. However, this study will only recommend and discuss the models that are considered the most appropriate to run at critical times such as the Covid-19 pandemic. Based on research conducted with the interview and observation process, the appropriate agropreneur model to run during critical times is social agropreneur.

Social agropreneurs themselves adapt the social entrepreneurship model. Social entrepreneurship itself is defined asthose who have a social spirit and use their expertise to start a business as a solution to solving social problems that exist in their environment. Social entrepreneurship tries to empower people who experience social problems in running a business so that in the end people can experience an increase in welfare because they get income from the business that is established.

From the informants, it can be said that the business model they are running is not only to seek profit but also to help people around by helping farmers, the community, or empowering empty land as a medium for growing various vegetables. This shows that the agroprenur founded by the speakers was established because of social concern factors. With the existence of a business that has been established, they can solve problems that exist in the community, especially in the agricultural sector. In addition, it is known that agricultural sector businesses have resilience in critical situations such as during a pandemic. Therefore,

5. Conclusion

Based on the explanation in the previous section, it can be concluded that agroprneur is a business venture in agriculture that has promising prospects. An agropreneur has characteristicsHaving passion in business and agriculture, good at seeing opportunities and making breakthroughs, caring for the environment, not afraid of failure and able to execute an idea. The factors that encourage the emergence of agropreneurs are having the motivation to make a business**,** There is a business opportunity**,** Want to earn**,** Utilization of existing resources andWant to help many people. The prospect of agropreneurs is said to be promising because in addition to being profitable, agropreneurs can survive difficult times compared to other forms of business. However, the challenges are the threat of decreased profits, a decrease in the number of consumers, and the availability of products / stocks. With the fact that agropreneurs have good prospects, the recommended model isSocial Agropreneur because it is resistant to various critical situations and allows businessmen to solve problems that exist in the community through their pioneering efforts.

The advice given to Entrepreneurs in particular, Agropreneurs, is to be able to develop a business by developing product marketing using social media or market places.

Limitation and study forward

This research was only conducted in Kupang City and its surrounding areas. Further researchers can develop the same topic with more respondents and specific or similar business units.

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ANALYSIS GUEST PERCEPTION OF GREEN HOTEL PRACTICES IN ALILA SEMINYAK, BALI

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Abstract

The primary purpose of this study was to analyse guest's perception of green hotel practices through a content analysis of online hotel reviews. This study used qualitative data collected by conducting a documentation study in form of an online review that discusses green hotel practices implemented by Alila Seminyak and analysed through content analysis coding scheme. A total 108 green comments were analysed based on six third party platform (TripAdvisor, Booking.com, Expedia, Hotel.com, Agoda, Traveloka). The result indicated that the majority of hotel green practices are perceived as positive by the guest. Hotel guests consider some green hotel practices, such as serving local food, local-eco-friendly product using, zero-waste program, as well as educating guests about environmental friendly practices implemented by Alila Seminyak. Some green hotel practices, such as using energy efficient light bulbs with low lighting, low water pressure, and biodegradable food utensils, are not positively perceived.

Keywords: Content Analysis, Green Hotel Practices, Online Reviews.

Introduction

President Joko Widodo is targeting to bring 20 million tourists in 2019 with the aim to improve welfare of community. Otherwise there is paradigm in tourism, the welfare that coming from tourism sector is not followed by social life improvement, cultural life, and environmental conservation. Therefore, integrated efforts to reduce the impact of environmental damage caused by tourism development are needed. Previous research clearly indicates the advantages by implementing green hotel practices such as reducing energy used which affects operational costs (Penny., 2007), other research find a positive image from implementing green hotel practices will encourage guests who have stayed experience at environmentally friendly hotels will give positive word of mouth (Han, et al., 2009).

One of the hotels in Bali that committed to implementing environmentally friendly concepts is Alila Seminyak. This commitment is expressed in Alila Seminyak's mission at the point "Strong commitment to sustainability", also in the brand attribute at the point "responsible" besides Alila Seminyak has participated in Earth Check certification and won the silver medals in 2018-2019.

With an outstanding design, superb hospitality, and a commitment to sustainability, every year Alila Seminyak has increased the occupancy rate of its rooms. Research by Weber, et al (2006) shows that there is a positive influence between occupants' attitudes towards energy use, if the increase in occupancy is not accompanied by environment awareness it will impact on the environment. Therefore, Alila Seminyak implements green hotel practices which has been socialized through soft campaigns and publish their environmentally friendly activities in hotel website.

Although green hotel practices have been implemented and well socialized by the management of Alila Seminyak, there are still efficiency targets for energy, water and solid waste produced have not achieved. This indicates that there are still various perceptions of guest regarding green hotel practices implemented by Alila Seminyak.

With the rapid growth of social media, guest can easily give a review on green hotel practices through various types of social media and online review sites (Verma, et al., 2012). Referring to the phenomena described above, it necessary to have research that analyzes how guests' perceptions of green hotel practices implemented by Alila Seminyak through analysis content review on third party platforms.

Literature Review

Implementation of the Green Hotel Concept

Tourism Council Australia (1998) described green hotels as a natural tourist lodging developed and managed in environment- sensitive ways to maintain its business environment and provide guests with green products, green services, and healthy, refreshing, and comfortable accommodations that reflect the features of natural ecologies. While enjoying the naturalistic lodgings, guests could also a living and educational experience and lessons on environmental conservation.

Green Hotel Practices

According to Kirk (1996) green hotel practices can be categorized into 4 (four) categories:
a. Energy Efficiency

Energy saving measures include installing sensor lights in public areas, using LED lights, and maximizing the placement of light points to reduce light bulb usage.

b. Water Conservation

Green hotels and resorts implement measures that include low-flow showerheads, low flush composting toilets, and reduced flow dishwashing valves. Instituting linen-and-towel reuse programs can help reduce the number of loads of laundry washed. Significantly, it not only can reduce energy and detergent use, but also save water

c. Waste Management

An efficient approach to manage solid waste in hotels is recycling and reuse. Waste can be minimized, up to 80% by working with green vendors to ensure minimal wrapping materials.

d. Environmental Management

System (EMS) An Environmental Management System (EMS) is a set of processes and practices that enable an organization to reduce its environmental impacts and increase its operating efficiency

Factors Influencing Green Practices

Based on previous research, five key drivers of green practices have been identified. The following section discusses each of the five mentioned factors as an important component that influences green practices.

a. Owner-Manager Attitudes

Park and Kim (2014) showed that more positive attitudes from hotel executives toward green practices adoption bring greater involvement in environmental management for their organization.

b. Environmental Awareness

The awareness of environmental management in terms of cost reduction, production efficiencies, best practice, and meeting legislative requirements can contribute to business success. Prior studies revealed a positive relationship between environmental awareness and environmental practices for SME owner/managers (Peters & Turner, 2002; Williamson & Lynch-Wood, 2001, as quoted by Gadenne et al., 2009)

c. Perceived Benefits

The application of environmental management can provide several monetary and non-monetary benefits for the organization. The benefits of implementing environmental management includes increased profits, cost savings, competitive advantage, increased organizational efficiency, increased regulatory compliance, increased satisfaction with the community, increased company reputation.

d. Green Consumers

Customers today prefer to purchase environmentally friendly products (Henriques & Sadorsky, 1996; Khanna & Anton, 2002). Han, et al. (2009) also found that customers prefer green hotels and are willing to pay more for green hotel products.

e. CompetitorsGreen practices adoption can also be shaped by pressure from competitors (Bremmers, et al., 2007). Empirical studies discovered that companies tend to increasingly adopt an innovation from competitive pressure (Sigala, 2006).

Hotel Guests' Green Behavior and perception

Zelezny in aman, et al (2012) stated that attitude is an action that can represent what consumers like and what consumers don't like. Consumers who have a positive attitude towards the impact of consumption on the environment will tend to support environmental protection initiatives, recycle, buy and use environmentally friendly products (Sumarsono and Giyatno, 2012). The decision of consumers to returns to environmentally friendly hotels due to positive feelings they experienced and the satisfaction of doing something good for the environment (Manaktola and Jauhari, 2007).

Impact of Online Review

Today, the easy access to the Internet enables more people to write online reviews. Moreover, personal electronic devices accelerate the distribution of online reviews. Compared with traditional word of mouth, online reviews are considered as electronic word of mouth and have a more powerful distribution influence (Hart and Blackshaw, 2006).

3

Research Problem

Based on problem that has described before, therefore formulating of the problem can be drawn as follows: How guests perceive the green hotel practices in Alila Seminyak, Bali through analysis content review on third party platforms?

Research Purpose

the objectives of this study are as follows: to analyse guest perceptions of green hotel practices implemented by Alila Seminyak through analysis content review on third party platforms. It can be seen how guests feel the environmentally friendly practices implemented by Alila Seminyak.

Methodology

Data Collection

This research is a qualitative research. The population was determined by conducting a documentary study of online review provide by guests who stayed at Alila Seminyak regarding the green hotel practices. Data collected by looking for reviews that discuss the green hotel practices implemented by Alila Seminyak on third party platforms such as TripAdvisor, Booking.com, Expedia, Hotel.com, Agoda, Traveloka. The analysis technique used is content analysis coding scheme. *Data Analysis*

This study analyses guest perceptions of green hotel practices implemented by Alila Seminyak through analysis content review of coding scheme on third party platforms using indicators Gil-Soto, et al., (2019) including energy, water, environmentally friendly purchase, waste, design, education & innovation. The research analyses into two stage, the first stage was to look for words and sentences that discussed green hotel practices implemented by Alila Seminyak. in the second stage the coders finalized redundancy and mismatch from the first coding procedure, also classified into each indicator category and discuss existing problems. The redundancy process is the process of filtering repeated data or the same data set in a database. A double check procedure is applied between the first and second stages. Multiple check procedures can reduce mismatches and errors by applying multiple perspectives. An example of a double check such as the following, a glass water bottle can be in the purchase category, if there are words that say "Reusable" means that the comment can also be included in the category of waste. Each environmentally friendly comment will be grouped into each category and separated based on positive and negative comments to further explain how guests' perceptions of green hotel practices implemented by Alila Seminyak based on analysis content review on third party platforms. The various green comment were analysed based on the following categories.

Table 1

Categories	**Descriptions**
Energy	The hotel uses energy star qualified appliances or any equipment for the energy conservation system such as installing sensor lights in public areas, using LED lights, and maximizing the placement of light points to reduce light bulb usage. (keywords: LED, fluorescent, lighting, energy, glazing, solar, daylight, light, timer, standby, dark).
Water	The hotel implements a water conservation system (keywords: water, towel, linen, flush, shower, and shower pressure).
Environmentally friendly purchase	The hotel uses locally produces food ingredients or biodegradable products (keywords: locally, ecological, biodegradable, suppliers, organic).
Waste	The hotel has a waste conservation program. (keywords: bins, paper, waste, glass, plastic, cardboard, recycle).
Site	The hotel has facilities or equipment such a a solar system and green roofing system (keywords: garden, reuse, design).
Education and innovation	The hotel educates guests on environmental issues, ask guest feedback on green hotel practices, and has recognized green certification. (keywords: info, feedback, survey, label, certificate, staff, behave, guest).

Green Practices Categories

Sources: Gil-Soto, et al (2019)

Result

First Stage Analyse

Table 2

Amount of Green Hotel Practices comment on third party platforms

Platform	Amount of comment	Percentage (%)
TripAdvisor	75	69
Booking.com	14	13
Expedia	7	6
Traveloka	5	5
Hotel.com	4	4
Agoda	3	3
Total	108	100

A total 108 comments that discuss green hotel practices implemented by Alila Seminyak is analysed. It's known that TripAdvisor is the platform with the most environmentally friendly comments with a total of 75 comments (69%), Booking.com 14 (13%), Expedia 7 (6%), Traveloka 5 (5%), Hotel.com 4 (4%) and Agoda 3 (3%).

Second Stage Analyse

Table 3

Number of Green Hotel Practices in Each Category

Green Hotel Practices Categories	Keywords	Amount of comment	Positive	Percentage + (%)	Negative	Percentage – (%)
Environ mentally friendly purchase	Local & locally	21	21	100	0	0
	Organic	8	8	100	0	0
	Biodegradable	14	7	50	7	50
	Total	43	36	84	7	16
Energy	Lighting	17	2	12	15	88
	Energy	1	1	100	0	0
	Dark	3	0	0	3	100
	Total	21	3	14	18	86
Site	Design	13	12	92	1	8
	Garden	1	1	100	0	0
	Total	14	13	93	1	7
Waste	Waste	7	7	100	0	0
	Plastic	5	5	100	0	0
	Total	12	12	100	0	0
Water	Towel & linen	6	3	50	3	50

	Water pressure	5	0	0	5	100
	Total	11	3	27	8	73
Education and innovation	Certificate	1	1	100	0	0
	Info	2	2	100	0	0
	Feedback	4	4	100	0	0
	Total	7	7	100	0	0
Total		108	74	69	34	31

a. Environmentally friendly purchase

There are 43 reviews that discuss purchasing environmentally friendly products. A total 36 reviews gave positive comments and 7 reviews are negative. Hotel guests compliment the hotels on serving a local food or snacks made from local ingredients and happy to use of Sensatia products which are cosmetic products and toiletries made from natural ingredients. Overall negative reviews complaining about biodegradable box uses.

b. Energy

Energy category received 21 online reviews on third party platforms. In this category get 3 (15%) positive comments, guests were happy with the soft lighting and it build a romantic ambiance, while 18 (85%) were negative comments. The most complained is about the lack of the light.

c. Site

A total 14 reviews discuss the design/site. 13 gave positive reviews to this category. Meanwhile, there is 1 review that complains about Alila Seminyak's design which has an open air design. Positive review are given for Alila Seminyak especially for green roofs covered with natural plants and garden. Guests feel this makes Alila Seminyak different from other hotels.

d. Waste

Waste received 12 reviews on third party platforms. All reviews given are positive reviews. Many guests commented on the practices of zero waste program implemented by Alila Seminyak and reducing the plastic used in operational activities are positively perceived by guests.

e. Water

The result showed that 8 out of 11 gave negative reviews on the category of water conservation activities. For example, the discomfort from low pressure water in the shower. Water conservation by linen and towel reuse program received 3 positive comments. Of the three positive reviews regarding the reuse of towel and linens, reviewers said they were happy with this policy.

f. Education and Innovation

There are 7 reviews that discuss education and innovation. In this category,eco-friendly activities by educating guests about environmental issues, asking for feedback from green hotel practices, and having recognized environmentally friendly certification. 100 % of guests left positive reviews about education and innovation. Asking for feedback and environmentally friendly certification has become a matter of main concern.

Conclusions

This research shows that guests who stay at Alila Seminyak have a positive perception of green hotel practices. Environmentally friendly purchase and use of eco-friendly attribute the most commented and liked by guests. However, there are still difference between guests and hotels in how green hotel practices should be implemented and managed. Hotel guests want the bathroom shower to have adequate pressure, adequate lighting, and be more informed about the use of biodegradable food boxes.

Implication

Alila seminyak should be implemented in two different ways to reduce guest complaints: Functional aspects and emotional aspects (Hartmann, et al.,2005) The functional aspect is based on the physical advantages of environmentally friendly products compared to conventional products. In other words, these aspects are tangible service product attributes and are directly related to environmental impact reduction. As an example that can be applied is to make degradable cutlery added with an attractive graphic design, not only a plain box like the one Alila Seminyak is currently using so it can attract guests' attention with environmentally friendly products used by Alila Seminyak. Emotional aspects can be expressed by engaging in an attractive approach to guests about the impact of green hotel practices to generate guest empathy. This emotional approach will affect the perceptions and attitudes of the guests because these two factors are simultaneously correlated with each other. Things that can be applied in an emotional approach include, the first time guests come to Alila Seminyak before being escorted to the staff's room explaining the green hotel practices implemented by Alila Seminyak, inviting guests to see these activities if guests wish so that guests know Alila Seminyak's commitment in paying attention to the environment and get the empathy of guests who stay at Alila Seminyak.

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THE EFFECT OF TOURIST PERCEPTIONS ON HISTORICAL TOURISM ATTRACTIONS IN BOGOR, WEST JAVA

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ABSTRACT

This research was conducted to describe the tourists' perception and the condition of historical tourism attractiveness in Bogor. This study's goal is also to find the influence between the two topics with the motive of knowing the kinds of potential aspects on the tourist destination that could be improved more. The method used for this research is descriptive method with quantitative research. Data was received by distributing questionnaires to 135 participants. Research findings reveal that the majority of Bogor's tourists have positive attitude toward high historical value possessed by historical tourist attractions in Bogor, and they considered the historical tourist attractions to have their own originality and uniqueness. Therefore, the influence of tourists' perception was discovered by finding the historical tourism attractiveness' potential value from the tourists' point of view.

Key word: Tourist perception, historical tourism attractiveness, Bogor's tourists.

Introduction

The city of Bogor is better known for its natural and culinary tourism, considering that there are so many tourist attractions based on natural authenticity and cool weather which are added values, then the number of unique restaurants or cafes that are increasingly popping up with various concepts. However, the city of Bogor also has historic sites and buildings of historical value that have the potential to be used as cultural or historical tourist destinations. Bogor City has a long history in government, according to existing evidence such as the Batu Tulis Inscription, it is believed that Pakuan as the capital of the Pajajaran Kingdom which was one of the Hindu kingdoms of its time, was located in Bogor City. The city of Bogor is also known for its Dutch colonial history or the Dutch colonial era. Governor General Gustaaf Willem Baron Van Imhoff is the Dutch General who built the Bogor Palace. During the British occupation, Governor General Thomas Rafless renovated the Bogor Palace and part of the land was turned into a Botanical Garden or Botanical Garden. In addition, there are still many other historical places or buildings in the city of Bogor and are relics since the Dutch colonial period, such as the Red Bridge which was once a place of fierce fighting between Captain Muslihat's soldiers and Dutch troops, the Map Museum or the Defender of the Homeland which was a former building. the Dutch army and during the Japanese occupation it was used as a training center for soldiers to defend the country.

With the wealth of historical tourist attractions in the city of Bogor, of course the government should support, manage and promote these historical tourism objects so that they can become tourist destinations that can attract tourists to visit. To find out how the condition, quality, completeness of historical tourist attractions in Bogor City, the government needs to know what kind of perceptions tourists who visit Bogor City have on tourist objects and the completeness of tourist attractions around them. By knowing the perceptions that tourists have, the government can make it a benchmark for developing and managing tourist objects and other aspects of tourist attraction such as accommodation, facilities and ancillary services in order to attract more tourist visits.

To find out what kind of influence the condition and state of historical tourist attractions in Bogor City and the opinions they have from the point of view and perceptions of tourists, the researchers made this study with the title "The Effect of Tourist Perceptions on Historical Tourism Attractions in Bogor, West Java”. This research was conducted to describe the tourists’ perception and the condition of historical tourism attractiveness in Bogor. This study’s goal is also to find the influence between the two topics with the motive of knowing the kinds of potential aspects on the tourist destination that could be improved more.

Literature Review

According to Boyd, Walker and Larreche in Fadila and Lestari (2013: 45), perception is the process by which a person chooses, organizes, and interprets information. According to Pride and Ferrell in Fadila and Lestari (2013: 45), defining perception as a process of selecting, organizing, and interpreting information input, sensations received through sight, feeling, hearing, smell, and touch, to produce meaning. According to Setiadi (2015: 91) perception is a process that arises as a result of sensation, where the notion of sensation is the activity of feeling or the cause of a joyful emotional state. Sensation can also be defined as the rapid response of our senses to basic stimuli such as light, color, and sound. With all that there will be a perception. Robbins (2015) defines perception as an individual process in organizing and interpreting sensory impressions to give understanding to their environment. Perception is considered important because people's behavior is based on their perception of what reality exists, not about reality itself.

UNWTO (The World Tourism Organization) provides an understanding of historical tourism and cultural heritage (cultural heritage tourism) as: the movement of people to cultural attractions in cities and / or countries other than their normal place of residence, with a view to gather information and get new experiences to meet cultural needs and all movements related to a particular cultural attraction, such as heritage sites, artistic and cultural manifestations, art and drama, and others. The important thing in historical tourism and cultural heritage is the concept of cultural heritage which includes both intangible and tangible heritage that is either moveable or immovable. Cultural heritage is further understood as a set of cultural values which is the bearer of historical memory, national identity and has scientific or cultural value. In subsequent developments, UNESCO emphasized that the boundaries of cultural heritage also include objects of the past that are currently in the bottom of the waters which have become known as under water cultural heritage.

Historical tourism and cultural heritage in Indonesia contains elements of tourism as well as cultural preservation. In Undang-Undang Nomor 10 Tahun 2009 concerning Tourism, it is stated that the culture of the Indonesian people is one of the resources and capital for tourism development to increase the prosperity and welfare of the people. Tourism development must be carried out in a systematic, planned, integrated, sustainable, and responsible manner while still providing protection for religious values, culture that live in society, sustainability and quality of the environment, as well as national interests. This law also regulates one of the objectives of tourism, namely: promoting culture. The development of historical tourism and cultural heritage is also in line with Undang-undang Nomor 11 Tahun 2010 concerning Cultural Heritage. This law states that the developing cultural heritage represents the nation's cultural wealth as a form of thought and behavior in human life which is important for understanding and developing history, science and culture in the life of society, nation and state so that it needs to be preserved. The purpose of historical and cultural heritage tourism is to utilize historical assets and cultural heritage for the welfare of the community in a sustainable manner without leaving historical facts. This activity connects various valuable relics with the dynamics of the times.

According to Tomiani (2018: 27), attractiveness is a factor that makes people want to visit and see directly an interesting place. The elements of attraction include natural beauty, the uniqueness of the area, the abundance of prominent resources, the integrity of natural resources, the sensitivity of natural resources, the choice of recreational activities, the scarcity of flora and fauna, and the vulnerability of the area. According to several experts such as Mariotti and Yoeti in Sunaryo (2013: 28), it is suggested that the attractiveness of a destination is the most important factor in inviting tourists to visit it. According to Fandel in Asriandy (2016) tourism objects are the embodiment of human creation, living systems, cultural arts, and national history, and places or natural conditions that have an attraction for tourists to visit. A tourist object or tourist spot is a place of recreation or a place of tourism. Tourism objects can be in the form of natural tourism objects such as mountains, lakes, rivers, panatai, sea, or in the form of building tourism objects such as museums, forts, historical heritage sites, etc. (Pendit in Any Safary, 2016). It can be concluded that a tourist attraction is a tourist destination in the form of man-made or natural forms and has an attraction for tourists to visit.

Methodology

This research is a descriptive study with a quantitative approach. According to Nazir (1988: 63), descriptive method is a method of examining the status of a group of people, an object, a set of conditions, a system of thought or a class of events in the present. The purpose of this descriptive study is to make descriptions, descriptions or paintings systematically, factually and accurately regarding the facts, characteristics and relationships between the phenomena being investigated. The unit of analysis in this research is some tourists who are in the city of Bogor and tourists who have visited the city of Bogor. This research begins with making observations, literature study, preparation of proposals, field research, then writing scientific reports. This research was conducted at the Kebun Raya Bogor (Jl. Ir. H. Juanda No. 13), Museum Perjuangan (Jl. Merdeka No. 56, Bogor Tengah), Museum PETA (Jl. Jenderal Sudirman No. 35, Bogor Tengah), and Prasasti Batutulis (Jl. Batutulis No. 54, Bogor Selatan) di Kota Bogor, Provinsi Jawa Barat.

Results and Discussion

Tabel 1

Demographics

		Persentage
Gender	Women	51.9 %
	Man	48.1%
Age	< 20	1.5 %
	20 - 25	44.4 %
	26 - 30	2.2 %
	31 - 35	1.5 %
	> 35	50.4 %
Education	SMP	0.7 %
	SMA/SMK	38.5 %
	D1-D3	7.4 %
	D4/S1	48.9 %
	S2	4.4 %
Profession	Student/College Student	38.5 %
	Employees	35.6 %
	Civil Servants	3.0 %
	Entrepreneur	14.8 %
	Others	8.1 %

Based on the data in table 1 above, it is known that the dominant respondent are Women. Age 20 - 25 years, with Bachelor education. The majority of job is College student.

Tabel 2

Tourist Perception Variable

Statement	N	Min	Max	Mean	Std. Dev
Traveling with the concept of historical tourism in the city of Bogor feels unique and fun	135	2	5	4,08	,847
Historical tourism objects in the city of Bogor are important historical sources because they provide knowledge and experiences from the past that are necessary / interesting to know	135	3	5	4,33	,667
Traveling with the concept of historical tourism in the city of Bogor is one tourist destination that should be done	135	2	5	4,20	,731
I am interested in the variety of historical tours in the city of Bogor	135	1	5	4,19	,815
I am interested in visiting historical tourism objects in the city of Bogor because of the promotions carried out through various promotional media	135	1	5	3,69	1,026
Historical tourism in the city of Bogor provides new, unique, and interesting experiences and knowledge	135	2	5	4,09	,758
The environment of historical tourist attractions in the city of Bogor is neat and clean	135	1	5	3,68	,944
Historical tourism in the city of Bogor has matched my expectations / expectations of historical tourism in general (unique, has an important historical story)	135	1	5	3,81	,874
Historical tourism in the city of Bogor is in accordance with my expectations in terms of cleanliness and good management of tourist objects	135	1	5	3,58	,958

Based on the table above, it can be seen that the largest average result of 4.33 is owned by the statement regarding historical tourism objects in Bogor which is an important historical source because it provides knowledge and experiences from the past that are necessary /

interesting to know. It can be concluded that historical tourism objects in the city of Bogor are good at providing knowledge and experiences from the past to tourists, due to the clarity of information about these historical tourist objects. While the smallest average result of 3.58 is owned by the statement regarding historical tourism in Bogor which is in accordance with the respondents' expectations in terms of cleanliness and management of tourist attractions. It can be concluded that historical tourism in Bogor is quite good in maintaining cleanliness and management and still needs to be improved

The overall mean results of the tourist perception variable (X) obtained a mean value of 3.96 by finding the average of all the mean amounts of the 9 statements on the tourist perception variable (X). So it can be concluded that the perception of tourists can be expressed according to the descriptive measurement category in the descriptive statistical test, namely the value of 3.7 - 4.5, which is good. This means that tourists in Bogor have a good perception of the attractiveness of historical tourism in Bogor, because according to tourists, historical tourism objects in Bogor are interesting and varied, provide new and unique experiences, and are important historical evidence to know

Tabel 3

Historical Tourism Attraction Variable

Statement	N	Min	Max	Mean	Std. Dev
Bogor City has various historical tourism objects	135	2	5	4,30	,794
Historical attractions in the city of Bogor have their own authenticity and uniqueness	135	2	5	4,41	,650
Historical attractions in the city of Bogor have an interesting historical story	135	2	5	4,33	,741
Information about historical tourism objects can be easily obtained through information boards / tour guides in the area of historical attractions	135	1	5	3,79	,907
The price of admission to historical attractions in Bogor City is affordable	135	3	5	4,36	,708
Socio-cultural attractions such as traditional events / festivals, making traditional goods / food by local people are easy to find	135	1	5	3,74	1,065
Access to historical tourism objects in the city of Bogor is easy to reach	135	1	5	4,10	,908

Transportation to historical attractions in the city of Bogor is easy to get	135	1	5	4,07	,911
The distance between historical attractions in the city of Bogor is not that far	135	1	5	3,96	,827
Signs / directions for historical tourism in the city of Bogor are easy to find	135	1	5	3,67	1,085
Accommodation (hotels, guest houses, etc.) can easily be found around the historical attractions of Bogor City	135	1	5	4,09	,885
Accommodation around historical tourism objects is in good condition and affordable	135	1	5	3,85	,842
Facilities and amenities (public toilets, restaurants, places of worship, clinics / hospitals) are easy to find around historical tourist objects in the city of Bogor.	135	1	5	3,70	,993
Souvenir shops / souvenirs can be found around the historical attractions of Bogor City	135	2	5	3,79	,933
Information services regarding historical tourism objects in the city of Bogor are good	135	1	5	3,54	1,028
The provision of tour packages with the concept of historical tourism is easy to find in the city of Bogor	135	1	5	3,20	1,028
Car rental services are available that can be found in the tourist area of Bogor City	135	1	5	3,50	,976

Based on the table above, it can be seen that the largest average result of 4.41 is owned by the statement regarding the historical tourism object of Bogor which has its own authenticity and uniqueness, so it can be concluded that the authenticity and uniqueness of the historical tourist objects of Bogor City are considered attractive by tourists of Bogor City. Meanwhile, the smallest average result is 3.20 which is owned by the statement regarding the provision of tour packages with the concept of historical tourism which is easy to find in the city of Bogor. So it can be concluded that the provision of tour packages with the concept of historical tourism in the city of Bogor is considered attractive enough for tourists so that the provision and promotion of these tour packages must be increased.

The result of the overall mean of the tourist attraction variable (Y) obtained a mean value of 3.91 by finding the average of all the mean numbers of the 17 statements on the tourist attraction variable (Y). So it can be concluded that the historical tourist attraction in Bogor can be declared attractive because historical tourist objects in the City of Bogor have their own authenticity and uniqueness, are important historical sources or evidence, then supported by adequate accommodation, facilities and amenities, as well as accessibility. and meet the needs of tourists in Bogor.

Conclusion

Bogor City Tourists have a good perception of the attractiveness of historical tourism in Bogor City, because according to tourists, historical tourism objects in the City of Bogor are interesting and varied, considering that many historical events have occurred in Bogor City in the past. Historical tourism objects are important historical sources or evidence because they provide stories of historical events in the city of Bogor in the past, then supported by accommodation, facilities and amenities, as well as accessibility that is adequate and meets the needs of tourists in Bogor City such as the availability of hotels at affordable prices, the existence of public toilets, restaurants, places of worship, then transportation and road access, as well as signs or directions for tourist attractions that are already available, thereby increasing the interest of tourists to visit.

From this research, it can also be concluded that there is an influence from the perception of tourists on historical tourism attractiveness in the city of Bogor. The tourist perception variable has a unidirectional relationship to the historical tourism attractiveness variable, so that the better the perception of the tourists will lead to the higher the historical tourist attraction. The influence of tourist perceptions on the historical tourist attraction of Bogor City is 62.6%, which means that the perception of tourists has a great influence on historical tourist attractions.

Limitation and study forward

This study is to determine the perceptions of tourists on historical tourist attractions in the city of Bogor with location restrictions, namely the Bogor Botanical Gardens and the Batu Tulis Inscription

For further research, namely examining the development and management of the government that has been carried out on historical tourist attractions in the City of Bogor, as well as presenting data on tourist visits to historical tourist objects after the development that has been carried out by the government to see the potential of the attraction historical tours in Bogor.

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THE IMPORTANCE OF HALAL TOURISM AGAINST HEDONISM IN THE SUSTAINABILITY OF TOURISM

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Abstract

Purpose: Discussing the suitability of halal tourism approach to provide sustainability of tourism especially against hedonic behavior.

Methodology: This paper is considered as a review paper with no empirical field data. It's built as post-positivist paradigm points researchers to discuss matters by current literature.

Findings: Halal tourism approach is considered as a handy tool to tackle unsustainable tourism activities that come with hedonism.

Limitation: This research requires further field data to support the claims of researchers which is planned by researchers for further investigations.

Contribution: This paper offers an insight to both researchers and practitioners to prevent destinations to be harmed by unsustainable behaviors and instead, offers an alternative solution to provide a sustainable approach.

Keywords: *Tourism, hedonism, sustainability, hedonic consumption, sustainable tourism, halal tourism*

Introduction

Tourism goes a long way back in history. However first modern tourism activity is considered as Thomas Cook's tour in Loughborough for anti-alcoholism in 1841 (Hunter, 2004: 30). Long ago, travel from a place to place was too risky, time-consuming and costly. Hence, only young members of noble families and aristocrats used to travel for cultural reasons (Kozak, Evren and Çakır, 2013, p.9).

In early stages of tourism activities, these social, cultural and environmental effects did not really put pressure to take precautions. After Industrial Revolution and World War II, individuals find space and time to join tourism movements with the help of advancing transportation technologies, increasing educational levels and purchasing power (Weaver and Oppermann, 2000, p.69).

Western countries with advanced technology and economy considered tourism as a source of increasing and developing further (Diamond, 1977, p. 539; Britton, 1982, p. 332; Copeland, 1991, p. 515; Crouch and Ritchie, 1999, p. 138; Hao, Var and Chon, 2003, p. 33) and turned their investment into this area. With rapidly increasing supply and purchasing power, tourism became a need instead of a luxury. The well-known saying in Adam Smith' book The Wealth of Nations in 1776 "laissez faire, laissez passer, le monde va de lui méme (let them do, let them pass, the world keeps turning on its own)" took a place itself in tourism dynamics in this era. Like this slogan, individuals began to purchase services and products not for their needs but for pleasure. This pleasure based purchasing behavior later named as hedonism. (Baudrillard, 2004, p. 94; Sarac and others, 2019, p.2).

Main resource of tourism is social and cultural structures and nature itself. On the other hand, hedonic consumption causes tourists to enjoy products and services without caring about consequences. Since tourism is expanding regularly, hedonism is a real threat for especially next generations due to exploiting cultural and environmental sources (Sarac and others, 2019, pp. 2-3). Those issues in late 20th century triggered sustainable development concept and sustainable tourism term to take place in Brutland Report by World Commission on Environment and Development.

In sustainability of tourism; economic, social and environmental aspects should be considered together (Dolnicar, Crouch and Long, 2008). Nevertheless, mass tourism that increased in 1950s have some negative impacts on these aspects since it includes over-crowding in specific time and specific place (Kozak and Martin, 2012). Major reason for that is trying to serve over capacities and this situation results as putting pressure on social, economic and environmental structures and damaging sustainability. When there is no time for social and natural environment to recover, over using the resources bring about failure of natural balance, bio-diversity and social structures (Kahraman and Türkay, 2018).

Halal tourism approach might be handy about providing sustainability in tourism since it includes tourism movements and activities by halal sensitive tourists. Moreover this tourist type is motivated by tourism attractions like others but they tend to stick to their halal beliefs. This characteristic of halal sensitive tourists courage them to stay away from waste of all kind of resources and also showing respect to human health and natural balance of environment (Sarı, 2017, p.507).

This paper aims to point out the importance and necessity of halal tourism approach for the sustainability of tourism movement which gain momentum by the industrial revolution.

Hedonism and Hedonic Consumption

Hedonism is strictly related to verb enjoying and according to morality theory of hedonism, things that give joy and pleasure is considered as good and on contrary things with misery and suffering is considered as bad. In other words, hedonism simply means consumers to devote themselves to enjoyment. In philosophical perspective, consumers' main objective is to getter as much enjoyment as possible and they make an effort for this purpose during their whole life. Psychological perspective says a consumer is excited by outer stimulants to reach enjoyment and therefore she/he makes an effort for it (Fromm, 1991, pp.19-20).

Hedonic cunsumption means enjoying pleasure dimension of consumption (Hirschman and Holbrook, 1982, p.92; Hopkinson and Pujari, 1999, p.274; O'Shaughnessy and O'Shaughnessy, 2002, p.526; Altunışık and Çallı, 2004, p. 235). All of the products or services that are purchased make sense for hedonism oriented consumers. That sense is related to emotion images, fantasies and use of products/services. Smelling, taste, touching, feeling, looking and attributes that a person define herself/himself are personal preferences and also basic elements of hedonism (Hudson and Murray, 1986, pp.343-344).

An individual has feelings, expectation and a perception about a product. Hedonic consumption explains relationship between these aspects and consumer behaviour (Hirschman and Holbrok, 1982, pp. 92-101). People buy products not only for rational benefit but for what they mean to them. Therefore hedonic consumers purchase products and services for enjoying purchasing itself in addition to their rational needs (Hirschman and Holbrok, 1982, p.92; Baudrillard, 2004, p.94). In fact, customers are passionate about the process of purchasing a product instead of having its benefits. It is possible to say that consumers with hedonic tendency desire a fancy and exciting shopping experience (Aytekin and Ay, 2015, p.142).

Sustainability of Tourism

In simplest definition, sustainability is considering and caring the needs of future and future generations while providing the needs of today (Collin, 2004). Sustainability of tourism means consuming touristic products or services while considering the future use of them (Swarbrooke, 1999, p.13).

Industrial revolution brought high intensity of consuming without responsibility, increasing production and increasing encouragement of consuming at all levels. This led to begin an era of more production to meet demand level. Economic aspects of sustainability were taken into consideration while environmental aspects were ignored in this era. In other words, resources of nature are consumed so fast that does not let nature itself to recover (Pamukcu and others, 2020, p.2602).

Sustainable tourism is an approach to measure and elevate tourism movements with social, cultural, environmental and economic aspects. To achieve that; caring for carrying capacities, preventing over use and irresponsible consuming is vital (Çakılcıoğlu, 2013, p.28; Koçoğlu and others, 2020). The success will come only if all these aspects are taken into consideration (Harris, 2000; Tosun, 2001, p.289). Nevertheless, sustainability of tourism is still related to economic aspects with the pressure of self-gain ambitions. Inevitably; social, environmental and cultural attributes of destinations get damaged (Coccossis and Parpairis, 1995).

In such destinations where social, cultural and environmental aspects are ignored, local people tend to resist against tourism activities. This is a well expected results since locals will only support tourism-based activities if their region fully benefit from it (Kim and others, 2013; Abdollahzadeh and Sharifzadeh, 2014).

Halal Tourism

Halal tourism is a tourism approach that fullfil the needs of Muslim travellers during their travel and accommodation within Islam religion rules. Batman (2017) especially states that halal tourism is not a tourism type but an approach to tourism movements and those who join halal tourism activities may be called as "halal sensitive tourist (HST)". Halal sensitive tourists are motivated not by religious factors but with tourism attractions like all other tourists. There is a slight but clear difference separating them from other tourists that HST is willing to spend their time during travel without breaking the laws of Islam (Arpacı and Batman, 2015, p.186; Batman, 2017; 2019).

Halal tourism approach aims to provide services to Muslim tourists who has significant halal sensitivity. There also different facilities such as halal concept hotels to let Muslims enjoy their travel and accommodation within the limits of their belief (Pamukcu and others, 2020, p.2601).

First hotels to meet halal tourism demand were setup in 1996 in Turkey. However, it took several more years for these type of hotels to be more common and it significantly increased by numbers in 2002 as halal tourism oriented hotels (Yeşiltaş, Cankül and Temizkan, 2012, p.196). Halal tourism is a growing market in international tourism demand and supply. According to researches, international tourism market is growing %3.8 per year where halal tourism market itself is growing %4.8 per year (Dinar Standart and Crescent Rating, 2012). Leading reason for that the number of Muslims and their purchasing power is rapidly increasing in recent years (Çetin and Dinçer, 2016; Arpacı and Batman, 2015). Nowadays, Turkey is welcoming more and more Muslim tourists and intend to do more. For his purpose, new investments are made as both infrastructure and human resources (Boğan, Dedeoğlu, Batman ve Yıldırgan, 2020).

Due to impact of liberalism and high amount of mass consumption, it is well understood that sustainability of tourism is compromised and measures are have to be taken. Halal tourism approach comes to the fore with its philosophy to stay away from waste of resources and environmental and social damage (Sarı, 2017: 507; Sarac vd. 7-8). Islam suggests protecting environment and forbids foods which are harmful for human and behaviors that conflict with society (Kaya and Batman, 2017). Islam prophet Mohammed suggests even saving the water from a flowing river to point out the importance of protecting natural resources. This supports Muslims' approach to tourism must be respectful and friendly to natural and social environment (Batman, 2017, p.32).

According to Islam belief, human is a traveller in earth by its nature and Muslims are encouraged to travel to know the World they live in and to experience the beauty of it. In addition to travel, benefiting from what God forgives for human except wasting them, exploring the natural and social richness of planet earth and being thankful for all those is also advised by Islam (Aydın, 1966, p.201; Batman, 2013; 2014; 2015; Arpacı and Batman, 2015). In a summary of related literature, Islam suggests its followers to travel and enjoy through earth in one condition: staying away from wasting resources. By this, halal tourism approach might be useful to keep tourism activities in sustainable limits without narrowing its market share or limiting tourists to enjoy tourism attractions (Sarac vd., 2019, p.8).

Conclusion

Industrial revolution led life standarts to evolve and this led to change of expectations from consuming such as causing hedonism to emerge. Induviduals began to purchase not only for meeting their demand but also for pleasure. Tourism activities are also handy to fulfill that pleasure-based need. This is highly related to tourism products being use-only services which do not let lifetime owning.

The supply of tourism activities is mostly nature itself. Consuming this supply with hedonic tendency let rare resources to die off in unsustainable ways. This causes environmental pollution and damage which is a conclusion that sustainability approach try to prevent. Sustainability of tourism aims to involve locals for decision making process while trying to increase their life expectancy with well-being (Kahraman and Türkay, 2014, p.50).

Halal tourism has a major role for sustainability of destinations. Halal tourism approach suggests staying away from wasting, caring for environmental balance, showing respect to local believes and thoughts with intense caution not to disturb them somehow. Apparently halal tourism approach is quite useful to tackle unsustainable situation that comes with hedonic behaviors. Also, since halal tourism market is expanding and still has plenty of room to expand, it's a sustainable approach itself to apply in a destination.

Finally, o can claim that halal tourism approach is one of the solutions for sustainable of tourism with its borders and own limitations while it suggests Muslims to travel, enjoy the beauties of the earth, join recreational activities to refresh. Encouraging travelers to travel and join tourism activities while forbidding them to deplete economic, social or environmental resources makes halal tourism approach a valuable tool against unsustainable hedonic consumption habit (Saraç and Batman, 2019, p.10)

Limitation and Study Forward

This paper aims to investigate the role of halal tourism approach to provide sustainability of tourism in destination base while lacking of field data. To fulfill that gap and strengthen the research, authors plan to enlarge this study with field data gathering by surveys.

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CULTURAL ELEMENTS AS PUSH AND PULL FACTORS OF CULTURAL TOURISM

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Abstract

Tourism is one of the key sectors that is able to drive the growth of various other sectors so as to generate a considerable revenue to the economic growth. Indonesia is wealthy of local culture as one of the attractions that colors the pattern of Indonesian tourism. Fostering the cultural development in the context of Indonesian tourism is expected to have a positive impact on the development of the tourism sector as a whole, and in particular on cultural tourism. This business has the potential to generate a considerable revenue because the development of cultural tourism is known to be flexible, without having to face any space and time restrictions. In order to accelerate the development of cultural tourism, we need to study tourism motivation as a basis for developing cultural tourism objects more optimally and to set a precedent for the development of cultural tourism in general, especially in Indonesia. This study particularly explores a person's motives for traveling, which is closely related to the psychological aspects of tourists. Therefore, this exploration covers tangible and intangible aspects and the basis for choosing a qualitative descriptive method.

The research on the motivation of cultural tourism revealed five push factors, namely 1) a way to improve cultural knowledge, 2) a way for refreshing, 3) a way to get experience, 4) a way to enjoy traditional culture, and 5) a way to strengthen relationship; and six general pull factors, namely 1) the beauty of tourism destination, 2) the comfortability of tourism environment, 3) accessibility, 4) transportation, 5) parking area, and 6) road quality. Furthermore, in the context of cultural tourism, it is necessary to study the cultural elements that play a major role in attracting tourist visits. This study revealed the four most attractive cultural elements for tourists, namely science, art, social systems and organizations, and economic systems and livelihoods.

Keywords: Cultural Elements, Pull factors, Push Factor, Tourism Motivation

1. Introduction

Today, tourism has become one of the potential sectors to generate a considerable amount of revenue. Increasing tourist travel around the world means boosting the functioning of the global economy, especially through escalating tourist spending (Antara, M. & Prameswari, Y. A., 2018). The development of tourism has also revived various lines of business as a way to absorb labor forces (Khan, H., et al, 1995; Lee, C., Kwon, K., 1995; CO Oh, 2005; Savas, B., Beskaya, A., Samiloglu, F., 2010; Zaei & Zaei, 2013; Scheyvens, R. & Biddulph, R., 2018). Tourism sector also flourishes in Indonesia, along with the tourism growth of other developing countries that is expected to generate a considerable revenue to increase economic prosperity (Petrevska, B., 2012). The tourism sector has now become the leading national sector of a country, and is even one of the mainstay sectors on a global scale (Sandeep, K & Vinod, K., 2014). Likewise in Indonesia, tourism has become one of the prima donna sectors which is expected to improve the welfare of the community at large. Over the years, there has been a constantly increasing number of tourist visits in Indonesia as indicated in Figure 1 about the great potential of this sector.

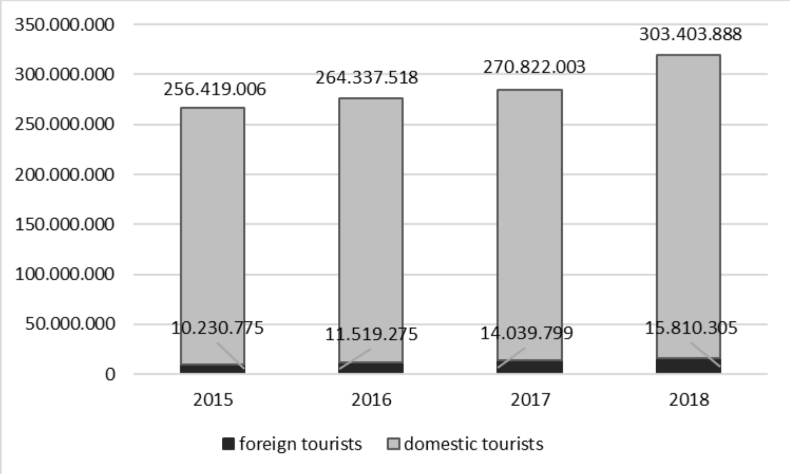

Figure 1. Graph on the growth in tourist visits in Indonesia in 2015 - 2018 (Indonesia's Central Statistics Agency, 2020)

It is conclusive that the opportunities for developing Indonesian tourism sector is wide open given the relatively insignificant number of foreign tourists who come to visit Indonesia compared to other countries.

The Travel & Tourism Competitiveness Report released by the WEF (World Economic Forum) in 2019 described that globally, Indonesia's tourism competitiveness index ranked 40 out of 140 countries (up from rank 42 in 2017), while in Southeast Asia, Indonesia's tourism competitiveness ranked fourth. The Ministry of Tourism and Creative Industry of Indonesia reported that in 2018, this sector was the second largest contributor to foreign exchange, namely with 5.25% of Gross Domestic Product (GDP). Figure 2 shows an increase in foreign exchange from the tourism sector, which represents an increase of 15.4% on an annual basis.

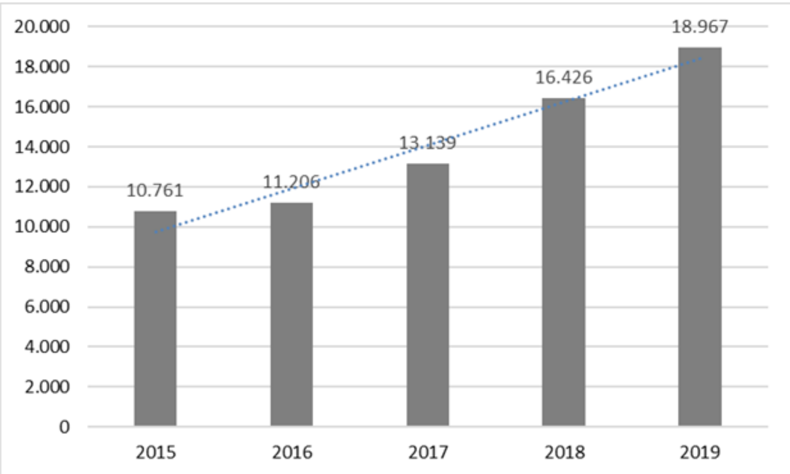

Figure 2. Graph on the increase in foreign exchange from the tourism sector in 2015 - 2019 (billion US $) (Indonesia's Central Statistics Agency, 2020)

Apart from the increase in foreign exchange, the contribution of the tourism sector in improving the welfare of the Indonesian community is also seen from the high absorption of labor force, as revealed by the data from the Ministry of Tourism and Creative Industry, which reached 12.7 million people or about 10 percent of the total working population of Indonesia.

As part of the eastern world, Indonesia possesses the distinctive characteristics of cultural wealth, which attracts tourist visits to Indonesia (Rachman, AF. & Tekol, YC., 2020). The richness of Indonesian culture can be tangible (for example, artifacts, traditional buildings) and intangible, such as traditions, ways of life, or ways of thinking (Sandeep, K. & Vinod, K., 2014; Marlina, E., et al, 2015). Given the large coverage of Indonesian culture, Kandampully (2000) stated that his tourism satisfaction is measured by tangible and intangible aspects. Cultural tourism is not only fun, but also useful for enriching experience and knowledge. As the principle of economic transactions, tourists will get satisfaction if they gain experience or knowledge that exceeds their expectations (Gnanapala, WKAC., 2012).

In Indonesia, the tourism sector is one of the government’s flagship programs, which is expected to generate considerable revenue to the growth of economy in general. To this end, the government has determined 10 strategic national tourism areas, the development of which will be one of the priority programs in the next 5 years. Some of the main problems in the development of the tourism sector include: 1) spatial regulation and control issues to address, 2) problems with connectivity and accessibility of tourist destinations, 3) facilities available at tourist sites, 4) problems in human resources, and 5) the poor quality of products sold at tourist destinations. In terms of tourism products, the government has emphasized that the products sold in priority destinations must contain strong local cultural elements. This direction is in accordance with the distinctive character of Indonesian culture having the great potentials of tourist attraction. The whole direction of this strategic development then needs to be supported by promotions that must be carried out on a large scale to ensure a sustainable effect on the regional economy.

This program highlights the urgency of the development of cultural tourism in Indonesia. The increase in the number of tourist visits presented in Figure 1 is one of evidences that cultural tourism has become an important element in the tourism industry (Yi-De, L., Chi-Fan, L., 2011).

In order to accelerate the development of cultural tourism, efforts are needed to increase the attractiveness of cultural tourism. The wide variety of tourism objects and cultural attractions as well as differences in cultural potential in various regions require the application of different strategies in tourism development. The geographical character of a certain location or city can greatly influence the development of cultural tourism, especially in areas with heritage as its main attraction. However, cities with less prominent physical culture needs further cultural exploration (Yi-De, L., Chi-Fan, L., 2011). Tourism exploration and planning can include four components, namely: tourism activities, use of cultural assets, tourists, and consumption of products/work (McKercher B., du Cros, 2002).

The increasing number of tourist visits in Indonesia indicates the constantly flourishing public interest in traveling on tours. This interest on tours is mainly driven by some certain motives. Therefore, the study of tourism motivation is fundamental in the study of tourists and tourism. The decision of which tourist destination to visits are influenced by internal characteristics of tourists (eg motivation, attitudes, and personality) and their considerations of the external environment (eg travel distance, cost, accessibility and authenticity of the destination) (Belk, 1975). In this case, Dann (1981) distinguished between socio-psychological motives, which are said to be push factors, and attributes of tourism destination which are referred to as pull factors. Thus, exploration of tourism motivation is the same as a quest to find the push factors and pull factors of tourism.

There have been some studies to examine the push and pull factors of tourism. However, there has not been any study that specifically links these factors with cultural elements. Goeldner and Ritchie (2006) highlighted that the uniqueness, authenticity and exoticism of a place are external factors that attract tourists, while the desire for relaxation is an internal factor that encourages a person to take a tour. Furthermore, Crompton (1979) stated that tourism motives are classified into seven socio-psychological motives, namely relaxation, getting out of daily routine, strengthening relationships, facilitating social interaction, self-evaluation, prestige, and regression, as well as two cultural motives, namely education and novelty. In line with that, Pearce (2005) related his study to the hierarchy of needs theory developed by Maslow (1970) and articulated that the hierarchy of tourism push factor is for the needs of having relaxation, safety, relationship, self-esteem, and self-satisfaction.

In addition, given the close relationship between motivation and the psychological condition of tourists, this motivation can dynamically be changed by previous tourism experiences. In fact, in their research on tourist motivation in Bali, an area with a very strong cultural character, Antara, M. & Prameswari, Y. A. (2018) also did not specifically link between the push factors and pull factors of tourism with cultural elements. In their study, they stated that the predominant pull factors were the desire to acquire new skills, gain insight into Balinese culture, and keep up with the current traveling trend to Bali. However, no further exploration has been carried to address the cultural elements as the main attraction. The dominant factor to encourage travel is Balinese culture and the unspoiled environment. However, there has also not been any further study to address the cultural aspect, in particular on the dynamics of the cultural attractiveness to attract tourist visits.

Based on the required efforts to develop cultural tourism as a way to improve the welfare of the community at large, a more specific study to link between the push and pull factors of tourism with cultural elements is highly essential. This study is intended to find cultural elements that becomes the main tourist attraction in a tourism destination and its relation to tourism push factors. This study is expected to provide basic information to develop cultural tourism objects more optimally and set a precedent for the development of cultural tourism in general, especially in Indonesia.

2. Literature review and hypotheses development

Tourism activities are very complex activities as seen from an economic and social perspective (Cheia, G., 2010). The operation of this activity is based on natural and human resources as its attractions. The existence of humans in this attraction mostly leads to the need of approach the studies related to tourism using qualitative approach in order to be able to explore matters related to psychological and cultural aspects.

Psychological aspects in tourism studies include studies on tourism motivation, especially on the internal characteristics of tourists, which according to Belk (1975) can be in the form of motivation, attitudes, and personality. Individual internal motivation can be a factor that encourages people to travel. In line with this, Dann (1981) argues that motivation is closely related to psychological drives. Apart from internal factors, some other factors from the environment also attract a person to visit tourist attractions, for example travel distance, travel costs, accessibility, and authenticity of destination (Belk, 1975; Dann, 1981).

A person's decision to take a tour is determined by the magnitude of the push factors and the pull factors. The push factors are generally social-psychological in nature, or are person specific motivation, while the pull factors are the specific attributes of the tourism destination.

The attributes of tourism destination can be uniqueness, authenticity, and exoticism (Goeldner and Ritchie, 2006). Meanwhile, a person's specific motivation can be in the form of a desire to get out of the routine, a way to relax, strengthen relationships, self-evaluate, expand social interactions, for prestige, and regression (Crompton, 1979). Culture is one of Indonesia's wealth having a great potential to develop Indonesian tourism. Community responses to cultural tourism include cognitive, affective, and behavioral responses (Marlina, E., et al, 2015). These responses are obvious from the pattern of tourist activity in tourist objects. As an attraction, culture can also be an attractive factor for a tour. This factor may affect the number and types of tourist activities sought, the level of concern for cultural attractions, and initial travel preparation (McKercher, B., et al, 2002). Therefore, exploration of the motivation for cultural tourism can be traced, among others, through the intensity and type of tourism activities and preparation for travel tours.

3. Research methodology

Site Research

The research was conducted in the Special Region of Yogyakarta, Indonesia, the second most popular tourist destination in Indonesia after Bali. This region has dozens of large and small tourist objects. At the beginning of the study, tourism objects in the Special Region of Yogyakarta were grouped into 6 categories, namely pleasure tourism, recreation tourism, cultural tourism, sports tourism, business tourism, and convention tourism (Spillane, J., 1987). Among the various tourism objects, the ten most popular cultural attractions were selected for observation, namely: Yogyakarta Palace, Vredeburg Fort, Ullen Sentalu Museum, Water Castle, Mataram Great Mosque, Imogiri Funeral, Ramayana Theater, Sambisari Tempel, Prambanan Tempel, and Ratu Boko Tempel.

Research Informants

The study population was tourists visiting Yogyakarta Palace, Vredeburg Fort, Ullen Sentalu Museum, Water Castle, Mataram Great Mosque, Imogiri Funeral, Ramayana Theater, Sambisari Tempel, Prambanan Tempel, and Ratu Boko Tempel. Information was gathered by means of in-depth and focused interviews over a period of 4 months. This study succeeded in digging information from 500 informants.

Types and Sources of Data

This study gathered qualitative and quantitative information. Qualitative information includes informant profile (tourists) and the exploration of tourist motives that is inseparable from tourists' perceptions of cultural tourism objects. Information on tourist profile includes identity, age, city and country of origin, repeat visits, and length of stay of tourists in cities where cultural tourism objects are located. Meanwhile, information on tourist motives and perceptions of tourists is directed with the following framework: 1) The purpose of visiting cultural tourism objects, 2) How to gather information about tourist objects, 3) How to plan and travel tours, 4) Transportation facilities used, 5) Things that provide attractiveness and satisfaction on tourist visits, 6) Interesting cultural elements in tourist objects, and 7) Factors influencing the consideration of repeat visits.

This research is aimed at exploring cultural elements as attractive attributes for travel. Therefore, the exploration of information related to tourism destinations was emphasized on tourism orientation related to seven cultural elements (Kluckhohn, C., 1953), namely: 1) language system, 2) social and organizational systems, 3) economic and livelihood systems, 4) science, 5) arts, 6) living equipment and technology systems, and 7) belief systems and religion. The same criteria also applied for exploring information related to the ease of travel and tourist attraction.

Quantitative information serves as supporting information in this study to give an overview of Indonesian tourism at large and the profile of tourism in the Special Region of Yogyakarta in particular, including the number of tourists and the contribution of the tourism sector to the Indonesian revenue and that of the province of the Special Region of Yogyakarta. This information was obtained through secondary sources.

Research Methods and Instruments

In essence, the study of tourism motivation aims to explore a person's motives for traveling. This motive is closely related to the psychological aspects of tourists because it explores individual needs and satisfaction. Furthermore, tourism motivation encourages the attitude and behavior of tourists towards a tourism object. The government needs this information needs to define the expectation and needs of tourists, which will be beneficial in developing the support of tourism business (Šimková, E. & Holzner, J., 2014) in a targeted and controlled manner so as to minimize the potential for social conflict (Haley, AJ, Snaith, T., & Miller, G., 2005; Deery, M., Jago, L., & Fredline, L., 2011).

According to the notion proposed by Dann (1981), motives for traveling include internal and external motives. Internal motives come from socio-psychological drive, while external motives are destination attributes that attract tourists to travel. In this study, the exploration of external attributes is particularly directed at the seven elements of culture (Kluckhohn, C., 1953). The psychological aspect is closely related in this case so that the exploration of tourism motives will include tangible and intangible aspects. Therefore, this study requires a method that is able to deeply explore the character of tourists and reveal the inner thoughts underpinning the phenomena that is visually observed.

The aforementioned considerations underlie the selection of a qualitative descriptive method to examine the natural conditions of tourists, as shown in Figure 3. This method relied on inductive data analysis to capture the hands-on phenomena at the research site with the key instrument being the researchers [Thomas, DR., 2006; Azungah, T., 2018]. In this study, the qualitative method was aimed at exploring the perceptions and things that influence the perspective of tourists towards cultural tourism objects, and further lead to the tourist motives.

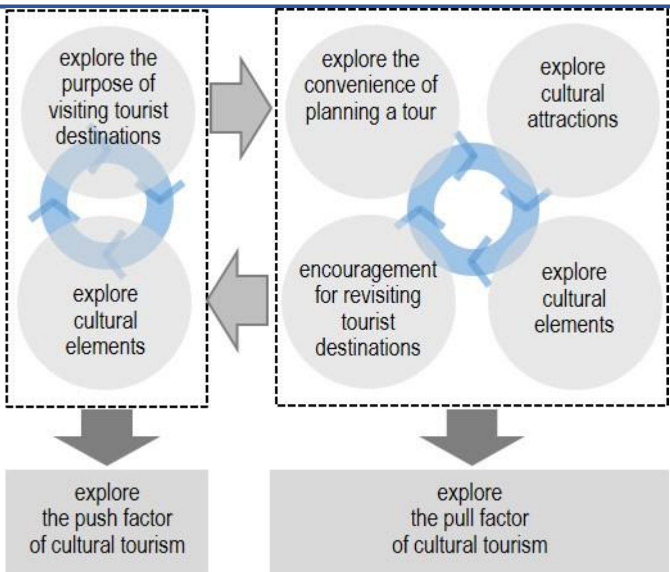

Figure 3. Research Framework

4. Results and discussions

Tourism is a ready to use type of business. It has a clear market and becomes the main source of foreign exchange and is able to absorb employment for opening business opportunities to the surrounding community (CO Oh, 2005; Khan, H., et al, 1995; Lee, C., & Kwon, K., 1995; Petrevska, B., 2012; Savas, B., Beskaya, A., & Samiloglu, F., 2010). Tourism as a sector of life has played an important role in economic development, especially in the last two decades. This is because tourism activities move millions of people to travel and get to know nature and culture of other parts of the world, which in turn drives an interconnected economic chain into a service industry. This economic chain makes an important contribution to the potential for increasing economic welfare, especially in local communities.

Cultural tourism is growing rapidly in Indonesia today (Rachman, AF., & Tekol, YC., 2020). The distribution is very flexible, regardless of time and space limitations. This type of tourism is able to encourage tourists to travel to areas outside the tourist route and at any time outside the tourist season (Yi-De, L. & Chi-Fan, L., 2011).

The interrelation between tourism activities and culture in the study to explore the motivation for cultural tourism, especially because this study is also related to the psychological aspects of tourists, underlies the exploration of patterns of tourism activities as a way to fulfil tourism motivation. The assumptions found from the exploration were confirmed by the interviews with selected research informants through purposive sampling (Thomas, DR., 2006; Azungah, T., 2018). The interviews were carried out in a semistructured and in-depth manner to allow flexibility in extracting information, while ensuring that everything went as planned in the research framework (Cheia , G., 2010).

This study found that travel motivation is influenced by psychological drives (Dann, 1981). The drive from the inner self of the tourists (internal drive) is referred to as a push factor for a person to take a tour. Meanwhile, the attraction of the surrounding environment (external attraction) is referred to as a pull factor, which lures someone to visit a tourism object. (Belk, 1975; Dann, 1981).

This study found five driving factors for cultural tourism, namely: 1) to improve cultural knowledge, 2) for refreshing, 3) to get experience, 4) to enjoy traditional culture, and 5) to strengthen relationship, each of which having different intensities at each tourist attraction as presented in Figure 4.

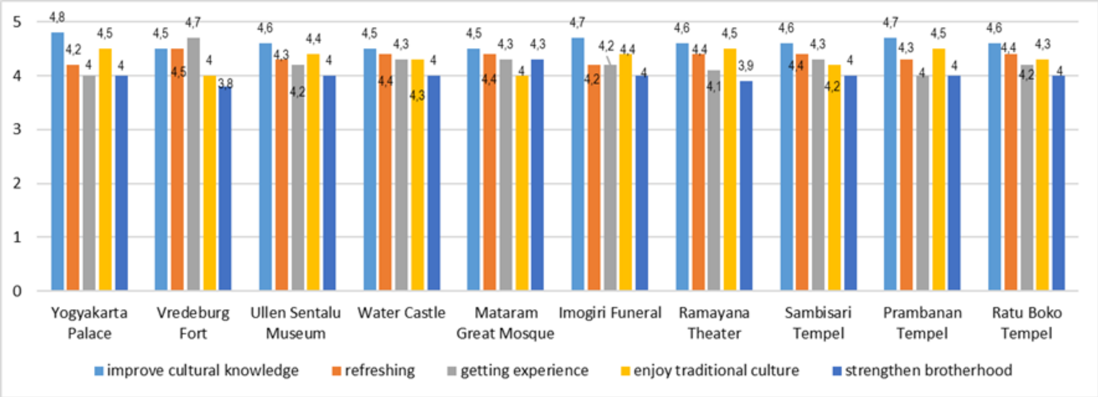

Figure 4. Push factor of cultural tourism in The Special Region of Yogyakarta

The exploration on the motivation for having cultural tourism through in-depth interviews revealed that the urge to increase knowledge served as the highest motivating factor for tourists to visit Yogyakarta Palace. The second highest motivation was to enjoy Javanese traditional culture. This motivation is due to the fact the the tourism object enables tourists to witness at firsthand the courtiers of the palace doing their activities inside the Yogyakarta Palace. This attraction highlighs the pattern of traditional Javanese culture, both in terms of attitude, the way to dress, the way to talk, and the way to interact. Tour officers in the Yogyakarta Palace environment also adhere to the Javanese cultural behavior while serving tourists. In addition, in this tourist attraction, visitors are required to wear traditional cloth before entering several cultural sites.

In a similar vein with the visits to Yogyakarta Palace, the highest motivation for tourist to visit the Ullen Sentalu Museum, Imogiri Funeral, Ramayana Theater, and Prambanan Tempel was the need to increase knowledge. The second highest motivation was to enjoy Javanese traditional culture. This motivation was selected because these four objects are full of Javanese traditional culture. Ullen Sentalu Museum is a museum that stores Javanese art and culture objects. This museum attracts countless tourist visits because of tourist' eagerness to see the beauty and exoticism of Javanese cultural objects. Imogiri Funeral is the tomb of kings, which is managed by the Surakarta Sunanate and the Yogyakarta Sultanate. The grave complex area is divided into 2 parts. The west is used for burials for the kings of Surakarta Sunanate, while the east is the place for the tombs of the kings of the Yogyakarta Sultanate. Apart from the grave area, the Pajimatan mosque in the Imogiri tomb complex is divided into 2 parts, namely the northern side managed by the Surakarta Sunanate and the southern part managed by the Yogyakarta Sultanate. The object managers and the surrounding community strictly adhere to the application of Javanese cultural practices in their daily life, both in terms of the way to behave, talk, dress and interact. This cultural condition encourages tourists to enjoy the beauty of Javanese culture in this object.

Ramayana Theater and Prambanan Tempel are tourist objects located in an area adjacent to the complex of Prambanan Tempel, but providing different attractions. Prambanan Temple is the largest Hindu temple in Indonesia and according to history this temple was built around the middle of the 9th century by the king of the Sanjaya Dynasty, Raja Balitung Maha Sambu. In the temple complex, there are reliefs that narrate the story of Ramayana and Krishnayana. Meanwhile, the Prambanan Theater offers a Ramayana ballet performance combining the cultural performance of dance and drama containing no dialogue based on the story of the Ramayana.

The highest motivation to have a tour visits to Water Castle, Sambisari Tempel, and the Ratu Boko Tempel to also to increase knowledge, while the second highest motivation is to get refreshment. These three tourism objects are full of cultural wealth. Tamansari, located in the south side of Yogyakarta Palace, is a palace garden that was built during the time of Sultan Hamengkubuwono I and now functions as a tourist spot. Tamansari covers an area of more than 10 hectares with 57 buildings consisting of some buildings, bathing pools, suspension bridges, water canals, artificial lakes, artificial islands, mosques, and underground passages. This garden is known as the Water Castle because of the pools and water element that surrounds it. In addition, this garden is also known as The Fragrant Garden because fragrant trees and flowers are planted in the gardens around the building. Tamansari is an exotic cultural tourism object and has a very comfortable atmosphere, so that many visitors are encouraged to visit it for fun. The same atmosphere is also offered by Sambisari Tempel and Ratu Boko Tempel. These two temples are located on the eastern side of the Yogyakarta Special Region province, in a slightly hilly and comfortable area, making endless tourists visit for fun.

This study also revealed six general pull factors, namely: 1) accessibility, 2) transportation, 3) road quality, 4) parking area, 5) tourism environment comfortability, and 6) the beauty of tourism destination as shown in Figure 5. Previous research, on the accessibility aspect, Belk (1975) found that accessibility and travel distance were the pull factors for travel. Meanwhile, in the study of the motivation for cultural tourism in the Special Region of Yogyakarta, the pull factors in the accessibility aspect were accessibility, transportation, and road quality. Other pull factors found in this study were tourism environment comfortability and the beauty of tourism destination. This is in line with the findings of Goeldner and Ritchie (2006) which highlighted that the uniqueness, authenticity and exoticism of places were the factors that attracted tourists to visit tourist destinations.

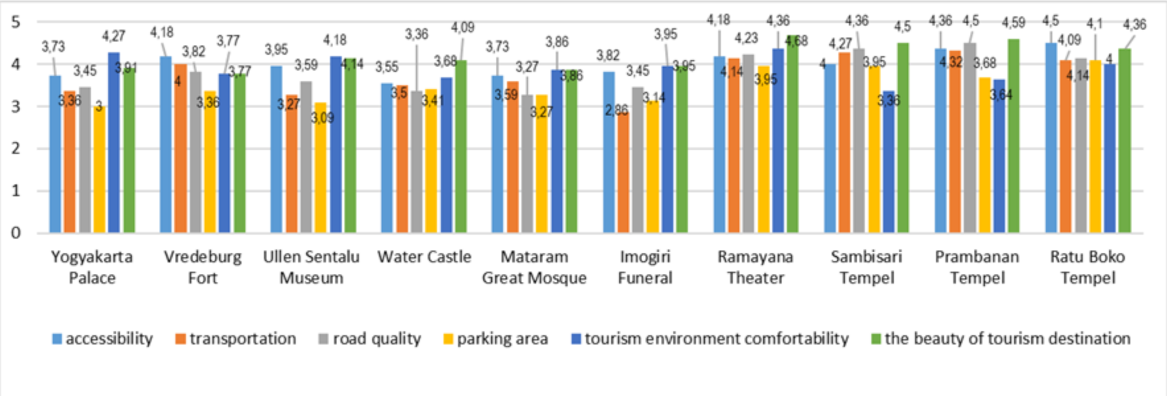

Figure 5. Pull factors of cultural tourism in the Special Region of Yogyakarta

The highest pull factor at Yogyakarta Palace and Ullen Sentalu Museum was tourism environment comfortability and the second pull factor was the beauty of tourism destination. Yogyakarta Palace, which is located in the center of Yogyakarta City, covers a large area and offers various facilities for tourists to support the comfort of their tourist visits. Meanwhile, Ullen Sentalu is a museum located in a mountainous area having cold air, making the climate of the region very supportive of the convenient tourism activities. It is no wonder that comfort becomes the main attraction for these two tourism objects. Similarly, the tourist attraction of Vredenburg Fort is located in the center of Yogyakarta City, at the end of Malioboro Street, one of the main shopping areas in Yogyakarta City. Accessibility, transportation, and road quality are the main attractions of this object because it is located on the edge of the main city road through which various modes of transportation, both public and private, have very good road conditions.

The highest pull factor for Water Castle, Ramayana Theater, Sambisari Tempel, and Prambanan Tempel was the beauty of tourism objects. There is no need to doubt the exoticism of Water castle, Sambisari Tempel, and Prambanan Tempel. Not only are they exquisite, but these three objects are also fully adorned with traditional beauty which is reflected on the physical ornaments of the tourism objects. As a result, tourists not only enjoy the beauty of the object, but their imagination will also be carried away to the richness of past history. Meanwhile, the Ramayana Theater, which presents Ramayana ballet, clearly displays the beauty of extraordinary tourist attractions, especially for foreign tourists.

The highest pull factor for the Mataram Great Mosque and Imogiri Funeral was a mix between environment comfortability and the beauty of tourism destination. Both of these attractions offer a peaceful atmosphere because the Mataram Great Mosque is a place of worship that was highly respected during the heyday of the Mataram Kingdom in the past. Meanwhile, Imogiri Funeral is the tomb of the kings of Surakarta Sunanate and Yogyakarta Sultanate. The Imogiri Funeral area also has a mosque sacred to the surrounding community.

Furthermore, in terms of cultural tourism objects, a more in-depth exploration of pull factors was carried out to reveal the attractiveness of each cultural element (Kluckhohn, C., 1953) in the ten most desirable cultural tourism objects in the Special Region of Yogyakarta as presented in Figure 6.

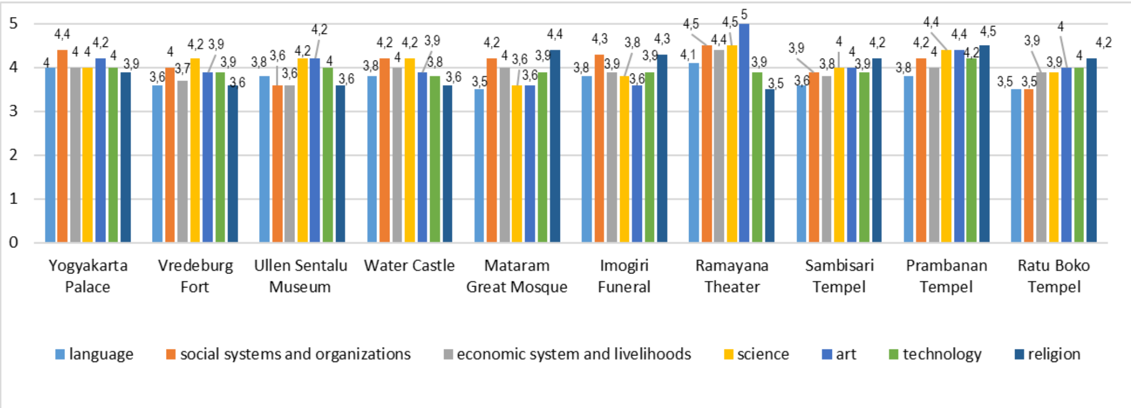

Figure 6. Cultural elements as a pull factor for cultural tourism in the Special Region of Yogyakarta

According to the opinion of Kluckhohn, C (1953), an in-depth exploration was carried out to study the seven elements of culture, namely language, social systems and organizations, economic systems and livelihoods, science, art, technology, and religion. The cultural elements studied include the tangible and intangible forms (Sandeep, K. & Vinod, K., 2014; Marlina, E., et al, 2015). In-depth interviews were conducted with tourists to explore tangible and intangible aspects (Kandampully, 2000), aimed at raising the expectation and needs of tourists to enjoy cultural elements in ten cultural tourism destinations in Yogyakarta.

The high interest in art has attracted tourists to visit the Ramayana Theater. The main attraction of this destination is the Ramayana ballet, a dance art that recounts the love story between King Rama and Dewi Sinta, a figure in the legend of Hindu society. It is no wonder that the 'art' element is the highest attraction because this destination does offer an art performance for tourists to enjoy. The second interesting factor in this destination is social systems and organizations, because it shows an art community that contributes to presenting ballet shows, whose day to day interactions represents the interaction of Javanese people. The local community surrounding the tourism destination is highly supportive of the managers of this tourism destination since they preserve the Javanese tradition on a practical basis in their daily conversation, dressing, and interacting.

The identification of social systems and organizations as one of the cultural elements that attracts tourism travel shows the close relationship between culture and sociological aspects (Furmanczyk, J., 2010). This is given to the fact that culture includes the comprehension of the whole system of ideas, actions and human works that are implemented in social life (Richards, G., 2009).

The highest pull factor in the Mataram Great Mosque and Funeral Imogiri is religion and the second highest factor is social systems and organizations. The religion element is the main pull factor of these two destinations because the Mataram Great Mosque has functioned as a place of worship since the time of Hamengku Buwono I until now. This mosque is a great mosque in the Mataram Palace area which was located in Kota Gede at that time. Meanwhile, Imogiri Funeral is a tomb complex for the kings sacred to the Javanese people. This area is also equipped with a mosque which is still currently used as a place for performing Javanese cultural traditions, especially those related to the traditions of the Yogyakarta Palace.

Similarly, in the Sambisari Tempel, Prambanan Tempel, and Ratu Boko Tempel, the element of religion also served as the highest pull factor. However, the second highest pull factor in Sambisari Tempel and Prambanan Tempel was science and art, while in Ratu Boko Tempel the second highest pull factors was art and technology. These three destinations are artifacts of Hindu cultural heritage, which currently still functions as a place to carry out various Hindu religious ceremonies. Prambanan Tempel is the largest Hindu temple complex in Indonesia which was built in the 9th century AD. This temple is dedicated to Trimurti, the three main Hindu gods, namely Brahma as the creator god, Vishnu as the god of preservation, and Shiva as the god of destruction. Based on the Siwagrha inscription, the original name of this temple complex is Siwagrha (Sanskrit which means 'Shiva's House'), and indeed in the garbagriha (main room) of this temple resides a three-meter tall Shiva Mahadeva statue indicating that in this temple Lord Shiva is preferred. This temple is a UNESCO World Heritage Site, the largest Hindu temple in Indonesia, as well as one of the most beautiful temples in Southeast Asia. This temple building is built with a tall and slender architecture in accordance with the general Hindu architecture positioning the Shiva temple as the main temple with a height of up to 47 meters towering in the middle of a complex of smaller temples.

The exploration of the pull factor on the cultural elements above demonstrates that tourist's interest and impression of various cultural tourism objects, which are certainly influenced by the emotional aspect of tourists towards the objects (Baloglu, S., 1997; Baloglu, S. & Mangaloglu, M., 2001; Dann, GMS., 1996; Walmsley, DJ. & Young, M., 1998). The high average tourist rating of the cultural elements above highlights the keen interest of tourists to Javanese culture on the whole. It also reveals the positive image of tourists about the object (Marlina, E. & Natalia, DAR., 2020).

Results

Based on in-depth interviews on ten cultural tourism objects in the Special Region of Yogyakarta, the push factor of cultural tourism travel consists of five factors based on the order from the highest to the lowest, namely: 1) to improve cultural knowledge, 2) for refreshing, 3) to get experience, 4) to enjoy traditional culture, and 5) to strengthen relationship as seen in Figure 7.

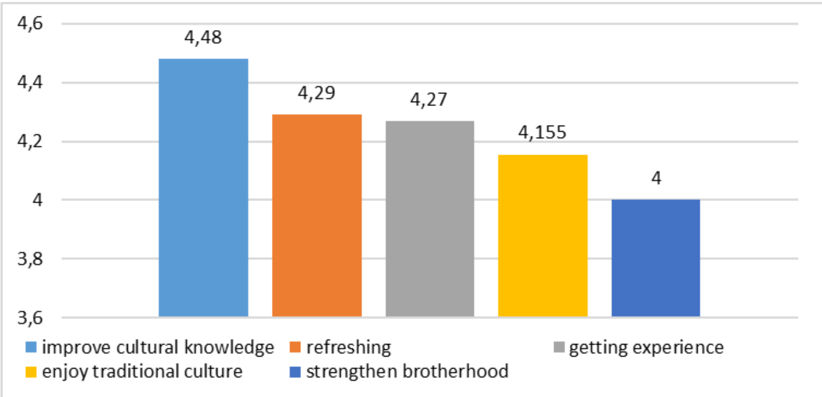

Figure 7. Recapitulation of cultural tourism push factors in The Special Region of Yogyakarta

In the context of cultural tourism, the results of this study indicate that the highest push factor is the desire of tourists to increase cultural knowledge. This is consistent with Crompton's (1979) statement that among the seven socio-psychological motives that generally encourage travel, there are two cultural motives, namely education and novelty. In this case, tourists' curiosity about knowledge and cultural novelty provides an impetus for tourists to visit and get to know cultural tourist destinations. Another motivation found in this study also confirms that of Crompton (1979) that travel is encouraged by the need for refreshing and strengthening relationships. Meanwhile, two other motives found in this study, namely enriching experiences and enjoying traditional culture, is not revealed by Crompton (1979). The two factors are expected to enrich the tourism push factor, which is specifically found in the study of cultural tourism motivation.
The exploration of pull factors from this study began with a reference to Belk's opinion (1975) articulating that some external factors can attract travel, including travel distance, cost, accessibility and authenticity of destinations. However, through semi-structured in-depth interviews, this study found that there are six factors that are generally attractive to travel, in order of the highest, namely: 1) the beauty of tourism destination, 2) tourism environment

comfortability, 3) accessibility, 4) transportation, 5) parking area, and 6) road quality as shown in Figure 8.

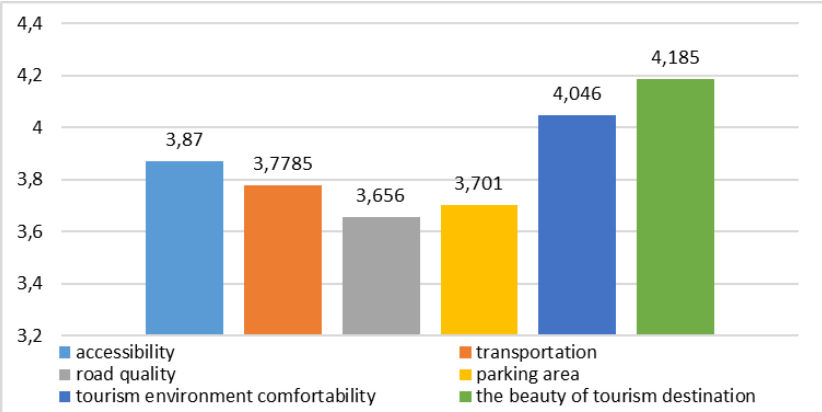

Figure 8. Recapitulation of cultural tourism pull factors in The Special Region of Yogyakarta

Unlike Belk (1975) who stated that accessibility is one of the dominant pull factors of tourism travel, this study found that the beauty of the destination is the highest pull factor, followed by the convenience of the location/tourist attraction. However, the results of this study are in line with the findings of Goeldner and Ritchie (2006) which stated that the exoticism of a place is an external factor that attracts tourists to travel.

Accessibility and transportation are the second highest pull factors. Based on in-depth interviews, it was found that the variety of transportation modes available to access cultural tourism objects in the Special Region of Yogyakarta was dominated by private vehicles. This fact is understandable considering that most of the informants in this study (93%) were domestic tourists. The characteristics of the use of transport by domestic tourists as revealed by the in-depth interviews include: 1) Flexibility of personal transportation stops so tourists can manage their trips to stop at the shortest distance to the cultural objects, 2) The flexibility of private transportation makes it easier for tourists who need to change their tourist destinations suddenly, 3) The operational costs of private transportation are cheaper because they can be used in groups, and 4) The use of private vehicles improves the economic prestige of tourists.

In the context of cultural tourism, the study of tourism motives is further examined more closely to reveal cultural elements as the pull factor. The exploration was carried out on seven elements of culture (Kluckhohn, C., 1953) and this research found these elements in the following order based on the most interesting tourist trips to the least: 1) science, 2) art, 3) social systems and organizations, 4) economic systems and livelihoods, 5) religion, 6) technology, and 7) language as shown in Figure 9.

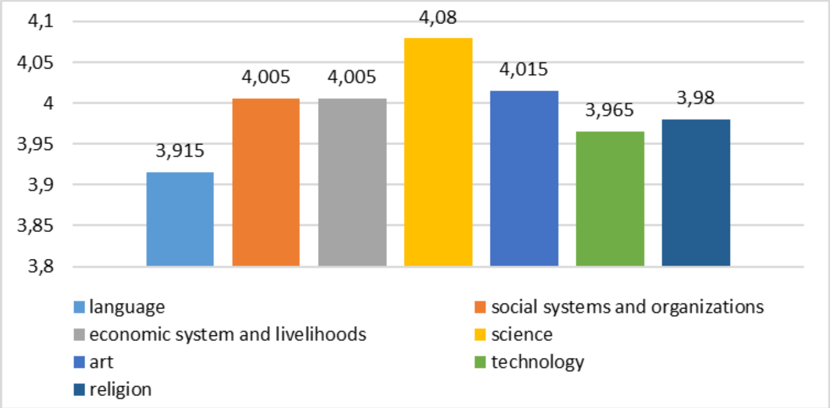

Figure 9. Recapitulation of cultural elements as a pull factor for cultural tourism in the Special Region of Yogyakarta

The study revealed that cultural knowledge is the highest pull factor in cultural tourism objects in the Special Region of Yogyakarta, indicating the magnitude of the attractiveness of Javanese culture as knowledge. This is in line with the opinion of Crompton (1979) which states that expanding knowledge and obtaining new information are cultural motives that encourage a person to take a tour. In this case, Javanese culture is a form of knowledge/information that tourists want to know and encourages them to travel.

On the other hand, through in-depth interviews, this study found that information and knowledge about Javanese culture are factors that attract tourists to visit cultural destinations in the Special Region of Yogyakarta. Thus, the opinion of Crompton (1979) is in line with the findings of this study seen from the opposite side.

The second-order pull factor is ‘art’. Javanese culture is recognized by the general public as having a very high artistic value, which attracts tourists to visit it. Culture in this context includes seven elements (Kluckhohn, C., 1953) and their forms can be tangible (for example buildings or artifacts) or intangible, such as ways of life, traditions, or ways of thinking (Sandeep, K. & Vinod, K., 2014; Marlina, E., et al, 2015). The scope of this cultural form requires exploration of tangible and intangible aspects in the study of tourism motivation (Kandampully, 2000).

This research also implies the existence of tourist satisfaction in tourist visits to the Special Region of Yogyakarta, which when referring to the opinion of Gnanapala, WKAC (2012) means that tourists get information/knowledge and various other attractions that exceed their expectations, as what occurs in economic transactions.

5. Conclusion

Tourism is one of the leading sectors and thus its development needs to be prioritized because this sector is known to drive various other activities so as to generate a considerable revenue to the economic growth. This fact is in line with statements from previous studies (Savas, B., Beskaya, A., Samiloglu, F., 2010; Zaei, ME. & Zaei, ME., 2013; Scheyvens, R. & Biddulph, R., 2018). Culture as the richness of Indonesia’s locality has proven to be one of the attractions that shapes the pattern of Indonesian tourism. Optimizing cultural development, in the context of cultural tourism, is expected to have a positive impact on the development of the tourism sector as a whole, and in particular on cultural tourism. This business has the potential to generate a considerable revenue to economic growth because the development of cultural tourism is flexible, regardless of space and time limitations. Cultural tourism is able to expand to various areas that are not even on the tourist route, and is dynamically able to always move in the entire cycle of time.

Research on the motivation for cultural tourism in the Special Region of Yogyakarta discovered the push factors and pull factors for cultural tourism, and further succeeded in uncovering cultural elements as a pull factor for tourist visits to cultural tourism destinations in the Special Region of Yogyakarta. The description of the push factors and the pull factors is presented in Figure 10.

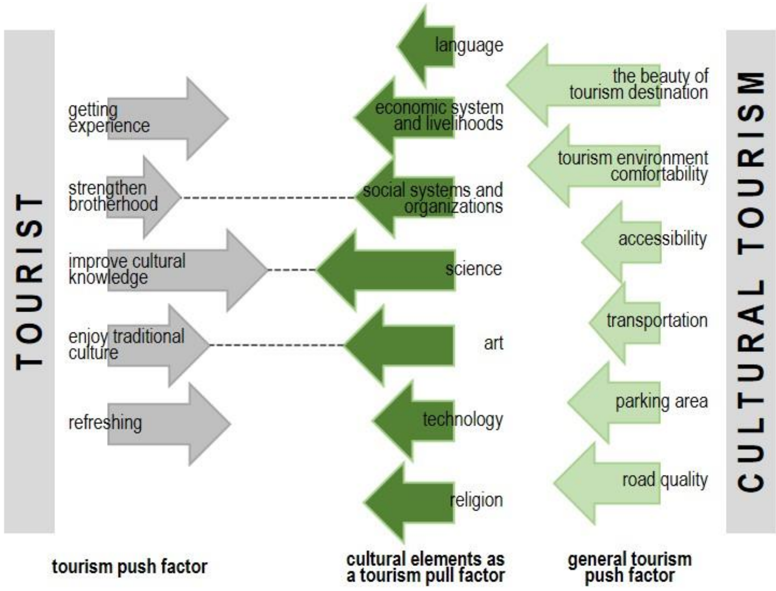

Figure 10. Push and pull factors of cultural tourism in The Special Region of Yogyakarta

This study disclosed several links between push factors and cultural elements as a pull factor. The highest motivation to seek for information and expand cultural knowledge corresponds to the highest pull factor of cultural elements, namely science. This means that the internal factors that encourage tourists to travel are successfully fulfilled by the high attractiveness of cultural information that attracts tourists to visit cultural tourism destinations. In addition to its aesthetic appeal, tourist curiosity is also driven by the eagerness to compare the culture in the tourist object or area with their own culture (Du Cros, H., 2001; Goeldner, C. & Ritchie, J.R., 2003).

The desire to enjoy traditional culture that encourages traveling corresponds with or is fulfilled by the attractiveness of cultural arts as one of the cultural elements. The desire to strengthen relations/brotherhood in travel corresponds with the elements of the social system that provide attractiveness to travel. These links indicate the fulfillment of tourist expectations. This finding is in line with the results of in-depth interviews that capture the satisfaction of tourists visiting cultural tourism destinations in the Special region of Yogyakarta.

Limitation and study forward

The desire to strengthen relationships and brotherhood ties is understandable given that most of the informants in this study (93%) were domestic tourists. This type of tourist is known to have a communal character and is highly sociable (Marlina, E., et al, 2014). This fact is also in line with the opinion of Cheia, G (2010) which states that the social aspect is closely related to the complexity of tourism activities.
This study found that science, art, social systems and organizations, and economic systems and livelihoods are the four elements of culture that are most attractive to tourists. In an effort to accelerate the development of cultural tourism, it is necessary to carry out further research aimed at finding various differentiations of attractions developed from the seven elements of culture in general, and in particular on the four cultural elements that have the highest attractiveness.

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PANDEMIC COVID-19 AND ITS IMPACT ON SMES MARKETING COMMUNICATION TOOLS

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Abstract

Purpose: The purpose of this research is to find out what social media SMEs use as the implications of the COVID-19 pandemic.

Methodology: The study used case studies and was descriptively analyzed.

Findings: This study revealed some novel insights about marketing media conducted by SMEs during the COVID-19 pandemic is online using social media.

Limitation: The study can be expanded using a quantitative approach to understand more about the influence on social media for SMEs during the current COVID-19 pandemic.

Contribution: This study revealed some novel insights about marketing media conducted by SMEs during the COVID-19 pandemic is online using social media.

Keywords: *Marketing communication, Social Media, SMEs and COVID-19*

1. Introduction

Small and Medium Enterprises (SMEs) are productive economic enterprises owned by individuals or business entities that are classified as micro and medium enterprises (UU No 20,2008). SMEs are very dominant in Indonesia and are proliferating, along with the emergence of many business potentials and opportunities in various regions. The role of SMEs is relatively high in driving Indonesia's economic growth (Leo Safar, 2018: 1). SMEs are significant contributors to economic growth (Y.Lu, 2020).SMEs are the backbone of the Indonesian economy as a significant contribution to the GDP, create jobs, absorb considerable workforce and resistant under conditions of economic crisis.

In crises, SMEs have the advantage of surviving for various reasons. First, SMEs generally produce consumer goods and services that are close to people's needs. Second, SMEs do not rely on imported raw materials and make more use of local resources in terms of human resources, capital, raw materials and equipment. Third, SME businesses generally use relatively low capital. With these advantages, SMEs do not feel the impact of the global crisis, which is usually marked by a deep decline in the exchange rate. However, the current COVID-19 pandemic has a significant impact on various sectors, especially the economic sector (Ubaldo, 2020), including SMEs. At the global economic level, the COVID-19 pandemic has a very significant impact on the domestic economy and especially the existence of SMEs. (Pakpahan, 2020). The Covid-19 pandemic is having a significantly negative impact on SMEs in both developed and developing countries with the scope of the impact being far more significant than any large-scale environmental hazard. (Y. Lu, 2020).

A study by the Ministry of Finance (2020) shows that the COVID-19 pandemic has negative implications for the domestic economy, such as decreasing consumption and purchasing power, decreasing company performance, threats to the banking and financial sectors, and the existence of SMEs. In the aspect of public consumption and purchasing power, this pandemic has caused a large number of workers to decrease or even lose their income so that it affects the level of consumption and purchasing power of the community, especially those in the category of informal workers and daily workers. Another thing has resulted in the number of SMEs being disrupted by their business activities, start from the procurement of raw materials, production and marketing, and even SMEs that have stopped completely. According to the MSME centre, there were recorded 7864 affected by the COVID-19 pandemic. The results of the Unpad LPFE research, in 2020 that 47% of the total number of SMEs that stopped operating were, while those operating were 53%. In terms of employees, 75.57 per cent of SMEs have laid off their employees, which still employ 24.3% of their employees. Judging from the income aspect, 84.6% of SMEs had decreased incomes of more than 30%, and only 3.4% of SMEs were not affected by the COVID-19 outbreak.

The social distancing policy, which was later changed to physical distancing and working from home had an impact on the company's performance, which was followed by layoffs. According to the Ministry of Cooperatives and UKM (2020), there are around 37,000 SMEs who report that they are very seriously affected by this pandemic, marked by around 56 per cent reporting a decrease in sales, 22 per cent reporting problems on the financing aspect, 15 per cent reporting on problems with the distribution of goods, and 4 per cent reported difficulties in obtaining raw materials, supply and demand (Jeremy Phillipson, 2020; 3-9). According to Mardiyah (2020), many companies have closed their businesses to prevent the spread of this community pandemic, and many factories, shops and other SMEs have been forced to close their businesses because of this pandemic. The existence of import and export restrictions, closing international and local borders with neighbouring and neighbouring countries, disrupted supply and supply chains, most industries and production companies stop operating (Ubaldo, 2020).

SMEs are an essential aspect of the economy locally and internationally, and marketing communication within SMEs is an essential activity for the success of the business (Resnick et al., 2016). Marketing communications refers to the process through which a business communicates with its target audience through different communication methods (American Marketing Association, 2013). Marketing communication activities aim to inform consumers about the business and the products they offer, to persuade consumers to make purchases and to remind consumers about the business (Pride et al., 2015). The marketing communication function is thus essential to SMEs as without marketing communication, and the customer would not know about the business or the products that it sells (Popescu et al., 2013).

Marketing communication that is widely used by SMEs in Indonesia during the COVID-19 pandemic is online using social media. Sea Insight research results (2020) 70% of respondents increased their sales online. Through this social media, UKM can survive during the COVID-19 pandemic. Advertising and Public Relations (2020) state that social media offers a relatively low-cost marketing opportunity and online is presence right to increasing SMEs and make it as convenient as possible for prospective customers to find your company online.

2. Literature review and hypotheses development

Small Medium Enterprises in Indonesia

Micro, Small and Medium Enterprises are businesses that are considered capable of expanding employment opportunities and providing broad economic services to the community. Poverty alleviation by developing SMEs has quite good potential, because it turns out that the SME sector has an immense contribution to employment, which absorbs more than 99.45% of the workforce and contributes to GDP of around 30% of the number of SMEs in Indonesia in 2018 amount to 64 million. SMEs also plays a role in increasing people's income, encouraging economic growth, and has a vital role in realizing national stability (Taufik, 2017). The role of SMEs starts from job creation, the number of workers absorbed, the spread of business fields and resilience in facing various crises.

According to Law No. 20 of 2008 concerning Micro, Small and Medium Enterprises (MSME), it can be seen from the difference between SMEs and MSMEs. Micro enterprises are productive businesses owned by individuals and micro-enterprises with a maximum asset ownership criteria of IDR 50 million and a maximum turnover of IDR 300 million. Small Business is a productive economic business that stands alone and is carried out by an individual or business entity that is not a subsidiary or branch of a company that is owned, controlled or is part of either directly or indirectly from a medium or large business that meets the criteria as referred to by asset criteria.

The large number of SMEs affected by Covid-19, resulted in SME players having to make appropriate business communication steps according to current conditions so that the SME business was able to survive. The Ministry of Cooperatives and SMEs has prepared eight special programs as an effort to anticipate the economic impact of the COVID-19 outbreak on cooperatives and Micro, Small and Medium Enterprises (Kementrian Koperasi dan UKM, 2020), namely (1) Provide a stimulus for the purchasing power of SMEs (2) To make the social distancing program effective by continuing to open stalls. (3) The restructuring program and subsidizing interest rates for micro-business loans, which are currently still being discussed with the Ministry of Finance. (4) Credit restructuring specifically for cooperatives through LPDB SMEs (5) Inviting SMEs in various areas to produce masks, hand sanitizers, and personal protective equipment (PPE) needed by health workers at this time (6) Include the micro sector, which is quite large in number and most vulnerable to Covid-19 in the cluster for pre-employment card recipients for daily workers (7) Providing direct cash assistance (8) Relaxation of import income tax, PPH 21 and PPH 25.

Based on the results of research on the condition of Indonesian SMEs at the time of the COVID-19 pandemic, it shows that SMEs in Indonesia has been actively adapting to face significant challenges during the COVID-19 pandemic, especially in using digital platforms in their business activities, changing marketing strategies to increase sales and changing production strategies and types goods. Meanwhile, the challenges of SMEs during the COVID-19 pandemic include (Sea Insight, 2020):

1.Supply; In this case, SMEs must strive to maintain and maintain the stability of the availability of raw materials for the continuity of the production process, given the existence of social restrictions that will disrupt the smooth supply of raw materials.

2.Casflow; The financial condition of SMEs during the pandemic will experience disruption due to reduced sales so that income decreases but the costs incurred increase due to disruption of the production process. On the other hand, SMEs will have difficulty obtaining loans.

3. Request; SMEs face challenges where the amount of demand will decrease due to rising unemployment, a weakening economy and market uncertainty.

Small and Medium Enterprises in Marketing Communication Activities

In addition to its impact on public health, COVID-19 has had a significant impact on the economy. To shed light on how COVID-19 is affecting small businesses (P.Tarigan, 2020). The COVID-19 pandemic outbreak has forced many businesses to have problem and almost to close, leading to an unprecedented disruption of commerce in most industry sectors. Retailers and brands face many short-term challenges, such as those related to health and safety, services, the supply chain, the workforce, cash flow, consumer demand, sales, and marketing. The COVID-19 outbreak is likely to cause bankruptcy for many well-known brands in many industries as consumers stay at home, and economies are shut down (Tucker, 2020). In the US, famous companies such as Sears, JCPenney, Neiman Marcus, Hertz, and J. Crew are under enormous financial pressure. The travel industry is deeply affected; 80% of hotel rooms are empty (Asmelash &Cooper,2020), airlines cut their workforce by 90% (Naveen Donthu, Anders Gustafsson,2020).

However, successfully navigating these challenges will not guarantee a promising future or any future at all. This is because once we get through this pandemic, we will emerge in a very different world compared to the one before the outbreak. Many markets, especially in SMEs business, no longer exist. All organizational functions are intended to prioritize and optimize spending or postpone tasks that will not bring value in the current environment. Companies, especially start-ups, have implemented an indefinite hiring freeze. At the same time, online communication, online entertainment, and online shopping are seeing unprecedented growth (Naveen Donthu Anders Gustafsson: 2020).

Marketing communication plays a significant part for SMEs in facing the uncertainty in their business. According to Franco et al. (2014), marketing communication efforts within SMEs are primarily influenced by the environment in which the business operates the skills and resources of the business, and the characteristics of the owner. The owner usually makes decisions within SMEs and, as such, marketing decisions are implemented based on the owner's intuition As such the marketing communication activities of SMEs are more informal and are done interaction to environmental conditions (Seyyedamiri and Faghih, 2015). Marketing communication is a two-way exchange of information between parties or institutions involved in marketing. All parties involved in the marketing communication process do the same, namely, listen, react, and talk until a satisfactory exchange relationship is created. In other words, marketing communication is a means by which companies try to inform, persuade, and remind consumers directly or indirectly about the products and brands being sold. Marketing communication can tell or show consumers how and why the product is used, by what kind of people, and where and when. Marketing communications allow companies to connect their brands with people, places, events, brands, experiences, feelings and other things. They can contribute to brand equity, by keeping brands in mind and creating their image, as well as driving sales, and even influencing stock value. (Philip Kotler and Kevin Lane Keller, 2009) Marketing communication is an essential thing in introducing, informing, offering, and influencing the public about a product.

To achieve reasonable communication goals, the communicator can choose one or a combination of several media, depending on the objectives to be achieved, the message to be conveyed. The techniques to be used, the best of the many communication media cannot be confirmed with certainty because each has advantages and disadvantages.

The stages that need to be done in the marketing process. The first stage is to analyze market opportunities that can be used in the business the company is doing to achieve its goals. The second stage is the determination of the target market, which the company will serve. The third stage is to determine a strategy to improve the company's position in competition in the target markets served. The fourth stage of this marketing process is to develop a marketing system which is the task of developing a marketing organization, marketing information system, planning system, and marketing control that can support the achievement of company goals in serving target markets. In the fifth stage of developing a marketing plan, this development effort is treated because the company's success lies in the quality of its marketing plan. Furthermore, the sixth stage is to implement or implement the marketing plan that has been prepared and control it. (Sofjan Assauri, 2010).

Social Media in SMEs

Many countries are doing lockdown, so people prefer to buy products online. That is an opportunity for SMEs to start using e-commerce platform to reach out to the customers and maintain continuity of the business (Sharma Nomita, 2020). Kaplan and Haenlein in (Karimi, 2015) describe social media as a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of user-generated content. Social media offers an abundance of services on the Internet. This makes it complicated for companies to know which ones to use and how to use them. The types of social media include: social networks (Facebook, Myspace, and LinkedIn), micro-blogs (Twitter, Plurk, and Friend Feed), reviews and ratings (Yelp, Amazon, and Trip Advisor), video (YouTube and Vimeo), and more (Karimi, Sohrab Naghibi, Hengameh: 2015). Social media enables firms to engage consumers in a timely and direct manner at relatively low cost and higher levels of efficiency than with more traditional communication tools. This makes social media not only appropriate for large organizations, but small and medium-sized companies as well (Kaplan, A. M., & Haenlein, M,2010)

Various definitions were given for social media. Social media are often defined as an entity that "consists of online technologies, practices or communities that people use to generate content and share opinions, insights, experiences and perspectives" [55]. In general, social media is mainly about participation, sharing, interaction, and collaboration using online technologies (Bresciani, S., & Eppler, M. J,2010).

SMEs usually carry out promotions by word of mouth to attract new customers. This method is quite a powerful strategy because new customers get information from existing customers. The survey results ([51] found that the biggest challenge for small business owners is reaching customers effectively with limited resources. The use of social media can be an attractive tool for SMEs to increase marketing and customer expansion as it does not cost much money. , SMEs are more informal and flexible in decision making so that they are more responsive to the adoption of new technologies.

Social media is an essential tool for all businesses (SMEs) because it allows businesses to communicate with, listen to, and learn from their customers in a way they have never been able to do before (Grewal and Levy, 2013; Smith et al., 2011). SMEs should focus on in order to face the economic challenges during and post COVID-19 (Lanka Business Online; Colombo, 2020).

SMEs should re-evaluate the business model. Every organization must re-evaluate its business model based on the current and potential post-COVID-19 future. There is a need to understand and look closely at the revenue sources, cost structure, value proposition, key partnerships and activities of the SMEs organization, customer segments and channels based on the new developments during pandemic COVID-19.

Even though other tools, such as social media sites, are growing in importance and use, internet marketing experts suggest that the website should be the ultimate destination for businesses (Guarino, 2013; Murtagh, 2013). According to Guarino (2013), the most important reasons to do so are that the businesses cannot control what content or ads will show when the user visits a social media site. The businesses can capture richer web analytics about their prospects and existing customers on their web pages.

Statement Pick (2013), 93 per cent of marketers use social media for business. With the continued growth of social media, 75 per cent of marketers plan to increase this usage. Social media are generally defined as internet-based applications that carry consumer-generated content which involves "media impressions created by consumers, typically informed by relevant experience, and archived or shared online for easy access by other impressionable consumers."

Use of social media is essential for businesses as demonstrated by the research by NM Incite, showing that 66 per cent of the people who use social media use it to learn about products and services (Murtagh, 2013). Benefits of web pages and social media Internet technologies provide many benefits to small businesses. Overall, web pages and social media sites have the potential to provide opportunities for new channels for distribution and marketing communication and cost reduction (Sahay et al., 1998). "The WWW is a medium more in line with the fragmented nature of modern markets. For a significant reason for having a website and social media presence is that these tools have a direct impact on consumer attitudes and decision making. Social media, which has shown dramatic growth over the past few years, is essential for small businesses because it can be utilized to break through the clutter and connect with customers (Block, 2011).

Social media presence also has indirect advantages for businesses. In other words, it does not always directly lead to immediate decision making or purchasing behaviour. However, it is used as a tool to develop relationships with customers over time. The objective is to eventually attract customers to the web page, which is entirely controlled by the business. Social media presence has also been shown to create enhanced brand recognition, and thus, increase search ranking on search engines such as Google (Wood, 2009). The critical aspect for businesses is to provide the best information possible to be able to attract consumers, as consumers' information satisfaction on social media sites determines their behavioural intentions (Jeong et al., 2003).

3. Research methodology

This type of research is qualitative research with a case study method. According to Bodgan & Taylor (in Maleong, 2014: 4), qualitative methodology is a research procedure that produces descriptive data in the form of written or spoken words from people and observable behaviour. In this study, data obtained from in-depth interviews with key informants were selected purposively, namely SME SCN owners, with the criteria of SME owners in Bandung. They have unique products, doing digital business and export during the COVID-19 epidemic.

4. Results and discussions

SMEs SCN

SOKA CIPTA NIAGA (SCN) is a business entity in West Java. SCN is a company engaged in the production, distribution and trading of socks, gloves, inner fashion, such as cufflinks, underwear and leggings, offline and online in the national and international markets. The brand name of the product issued by SCN is SOKA. The target market for products produced by SCN at the beginning of production is aimed at general consumers as well as Muslim consumers, including Hijabers. In line with the development of the need for the use of socks, the demand is currently increasing. Where domestic manufacturers of toilets only supply 70% of the national need, the contents must be imported from China. SCN tries to meet these national needs by issuing various variants of socks. Unlike other socks manufacturers, SCN has several uniqueness in its products. SCN produces various variants of innovative socks, and their product designs are in line with current fashion trends. Products that are issued include odourless socks whose raw materials come from plants that absorb sweat, anti-slip socks, sandal socks, mosquito repellent socks, t-shirts The feet that can be changed every day are called Everyday Soka, Muslim socks that can be worn even when doing ablution (Soka Wudlu). Produces socks that can warm feet in cold areas and mosquito repellent socks mixed with lavender. For temperature-appropriate socks products using HEIQ technology from Switzerland that can detect body temperature, this product will warm when the body temperature is cold, as well as if the temperature is SOKA product heat will cool down, making it comfortable for the user.

Another uniqueness of the SOKA brand socks product is that it produces halal socks that have been certified by the Indonesian Ulema Council (MUI) on December 3, 2015. The concept of halal socks with SOKA is those that are free from dirt or impurity in the production process. For example, the SCN did not use a pig hair knitting machine. This company uses a sock knitting machine that is halal because the brushing machine used by SOKA is made of horsetail hair. Meanwhile, the process of softening or lubricating raw materials uses halal animal fat; as well as product packaging using plastics, rubber, and paper that are free of chemicals whose halalness is doubtful.

Social media used by SCN during the COVID-19 pandemic

Based on data from the 2018 Ministry of Cooperatives and SMEs, businesses in Indonesia are dominated by small businesses with a total of 64 million small businesses. For this reason, their support is very high to be supported in regional, national and international markets. Small businesses significantly benefit from internet technologies and social media because these firms are extremely limited in accessing their customers via more traditional methods because of cost.

Nobody can deny the fact that SMEs play an essential role in both developed and developing economies. It should be noted that various potential advantages can be created by e-commerce. However, surprisingly SMEs' adoption of e-commerce has still been limited perhaps because SMEs have different characteristics from large enterprises (Grandon & Pearson, 2004). Under the opinion of Seyal & Rahman (2003), distinct characteristics imbedded in SMEs consist of small management teams, strong owner influence, lack of staff in specialized areas such as information technology, multi-functional management, limited control over their business environment, limited market share, low employee turnover, a reluctance to take risks, and avoidance of sophisticated software or applications. Such characteristics lead SMEs to be very slow concerning technology adoption and have more difficulties in taking advantage of benefits from the technologies than large enterprises (Poon & Swatman, 1999

During the COVID-19 pandemic, UKM SCN experienced problems in its business, mainly due to the reduced number of products sold. This problem has implications for labour in the production section. The solution that SCN takes for the workforce is to employ part-time workers according to their needs. Disruption of production activities to the point of stopping some employees, availability of raw materials, reduced demand are conditions experienced by SCN. This resulted in the management of SCN taking efforts to resolve the issue. Efforts have been made, among others, by changing the marketing media in the face of the COVID-19 pandemic situation. The marketing media used by SMEs during the COVID-19 pandemic was online using social media. SCN management changes marketing with a focus on digital media. Through digitalization, it can save its business by selling online so that it can adapt quickly.

"Optimizing digital media during the COVID-19 pandemic for marketing is one of the steps taken by management, because, through social media, we can survive" (Agustiawan Helma, 2020).

The change in consumer behaviour in shopping during the COVID-19 pandemic prompted SCN to increase online sales. They switched to online shopping. 51% used e-commerce more to meet their shopping needs (Sea Insights 2020).

The impact of Social Media on a company's marketing strategy can be measured and evaluated relatively quickly. Social Media Marketing is marketing that focuses on people, not products (Diamond, 2008). Also, what is essential about Social Media Marketing is that marketer can listen, track and measure what is shared on the Social Media Sites in order to improve the offered message and adapt it more to the customers' needs.

The Ministry of Cooperatives and SMEs, through the Deputy for Business Restructuring, encourages SMEs to seriously transform their business from conventional to online systems amid the Covid-19 pandemic outbreak. Currently there is a change in people's consumption patterns due to the stay at home policy, from conventional shopping patterns to online shopping patterns, this is a challenge as well as an opportunity for SMEs in marketing their products. The Ministry of Cooperatives and SMEs encourages various parties to synergize and collaborate to assist SME players in adjusting the business process transformation from conventional to digital business amid the COVID-19 pandemic, by utilizing various e-commerce platforms in Indonesia such as marketplaces, web-business, social media, and point of sale as well as financial technology (Fintech) to develop access to business networks and make it easier for them to carry out business services. Like the following quote:

Business actors, especially Micro, Small and Medium Enterprises (MSMEs), need to adjust their business model strategies and financial management in order to be able to deal with the Covid-19 pandemic. Product collaboration with fellow UMKM is considered necessary. "During the current pandemic, business actors must adjust their business model canvas. So, take another look at the BMC and adjust it to the current conditions (Salahudin Uno.2020).

Based on the results of interviews with the International Relations and Partnership manager, the social media used by SCN in marketing communications during the COVID-19 pandemic were Instagram, Facebook, WhatsApp, email and the marketplace. This media is a beneficial marketing medium used to reach domestic and foreign consumers. Almost 100% of marketing communications use online media. Social media is the best solution for SCN in establishing business communication with consumers during the COVID-19 pandemic because it can connect with consumers without time and area limits. Research conducted by Fornefeld, Delaunay, & Flixmann in Drigas & Leliopoulos, 2013: 1-10) states that the Internet plays a critical role and is the most useful tool for connecting sellers with their limitless buyers. The Internet is the primary weapon for businesses to apply the B2C business model because it allows buyers from other parts of the world to check products, specifications, prices, and connect virtually with sellers very easily and quickly.

Tabel 1. Social Media used by SCN during COVID-19 Pandemic

NO	Social Media	Percentage (%)
1	Instagram	30
2	Facebook	25
3	WhatsApp	25
4	Market place	15
5	Email	5

Tabel 1. Explain the results of the interview, the most widely used social media are Instagram, Facebook, WhatsApp, Marketplace and email. Social media is used because offline marketing cannot be done during the COVID-19 pandemic. The use of social media is optimized as an effort to maintain product marketing and to bring SCN products closer to the public.

The impact of social media on SCN Business

The low ability of SMEs in online transactions as business communication is a concern in Indonesia. Where the growing phenomenon of world globalization that is happening today requires us always to be connected to the Internet in building business networks (Sahban, 2018), the COVID-19 pandemic situation provides both a challenge and an opportunity for the government to maintain the existence of SMEs. Challenges, there needs to be a short-term solution to help SMEs and workers who are members of it. Opportunity means that short-term solutions need to be followed by long-term solutions, especially when it is related to the industrial era 4.0.

Another consequence of the lockdowns is the extreme increase in the usage of Internet and social media. Previous research has indicated that humans who feel lonely tend to use social media more and, in some cases, even prefer social media over physical interaction (Nowland, Necka & Cacioppo,2018). Social media also may bring out the worst in us through trolling or sharing of fake news. This is, to some degree, not as damaging as the "real life" is lived in the physical world. The Internet is an "add on" with, in most cases, limited impact on the physical world. By this, we can compartmentalize and distinguish what matters and what does not matter. However, the current situation has made social media the primary mode of contacting or socializing with others.

Marketing communications carried out by SCN are online and online. In the situation before the COVID-19 pandemic the media used was mostly offline. Domestic and overseas exhibitions are offline media that many SCNs do in reaching consumers. Along with the outbreak of the COVID-19 pandemic, offline marketing is no longer being done.

The social media used by SCN at the time of the COVID-19 pandemic provided solutions that could overcome problems in marketing its products. Although the number of sales was not on target, it was able to survive this situation. (Block, 2011). Leibovitz (2012, p. 1) found that social media had a significant influence on consumer purchasing decisions.

Social media presence also has indirect advantages for businesses. In other words, it does not always directly lead to immediate decision making or purchasing behaviour. However, it is used as a tool to develop relationships with customers over time. The objective is to eventually attract customers to the web page, which is entirely controlled by the business. Social media presence has also been shown to create enhanced brand recognition, and thus, increase search ranking on search engines such as Google (Wood, 2009). The critical aspect for businesses is to provide the best information possible to be able to attract consumers, as consumers' information satisfaction on social media sites determines their behavioural intentions (Jeong et al., 2003). This suggests the vast and growing influence of social media on consumer attitudes; it also indicates the importance of providing engaging content to the correct target market. Prior studies have shown that peer communication via social media can exert a significant influence on attitudes and purchasing behaviours (Wang et al., 2012). That research demonstrated that social media was a handy tool for businesses to actively involve and engage target market customers and influence customer behaviours. The ability of social media to create interactivity and dialogue represents a powerful way to engage customers and develop long-term relationships with the business and the brand (Van Noort et al., 2012).

5. Conclusion

The COVID-19 pandemic that hit Indonesia in February 2020 has yet to experience signs of ending. The number of patients infected with COVID-19 until September 2020 has increased. This study was conducted on one sample of SMEs engaged in the footwear industry. So there are still limitations. For further research, it is expected to have a sample size with other industries, such as the service, food, technology and fashion industries. There are indications that this is happening during the current pandemic, as there has been an increase in domestic violence, quarrels among neighbours, and an increase in the sales of firearms (Cambell,2020). The impact of Coronavirus on worldwide SMEs business activities are tremendous. Although stringent government policy and response to curb the disease is necessary. However, most businesses are exposed to adverse effects in either short or long-term period. Significant hurdles are cash flow problems, closure of operation, laying off workers, retrenchment and diluted firms' capacity for future expansion (Wahyudi, 2014; Craven et al., 2020; Smith-Bingham & Hariharan, 2020). In the end, this will impact to the condition of SMEs business, from the point of view of logistics, productions, and product marketing due to local lockdown.

Limitation and study forward

It would be interesting to expand the study by conducting a quantitative analysis of the research in order to triangulate and to expand the study result.

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GREEN LIVING PRODUCT OF POHSANTEN VILLAGE TOURISM FOR YOUTH: FOR SUSTAINABILITY AND ANTICIPATION TO NEW NORMAL

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Abstract

Purpose: The aim of this study is to formulate Green Living Tour Program that suitable for the Youth.

Methodology: This is a qualitative study conducted through product trial and the experimentation on the Existing Green Living Tour.

Findings: The finding is a modified version of Green Living Tour preferred by the Youth.

Limitation: Green Living Tour Program is subject to change and modification according to the shift of consumer needs and preferences.

Contribution: The study output is a solution to two problems: firstly, protecting the forest by educating the youth, and secondly CBT Pohsanten could survive the pandemic by educating the youth on sustainable living.

Keywords: *Green Living, Tour program, Community-based tourism (CBT), CBT Product*

1. Introduction

Nature, in this case forests are an integral part of human life system (William, 2010). Human’s survival, growth, and wellbeing are relied upon the natural resources available around them such as land, water, flora, fauna, microorganisms, minerals and energy (Sikor et al., 2010). The existence of forest, particularly its supporting capacity and the effectiveness of its functions to support all aspects of human, animal, and plant life are highly determined by the level of human care and awareness of the importance of forests especially in regard to forest utilisation and management. Forest is a medium for mutual relationships between humans and other living things, factoring the ecological processes as well as the single cycle that can support life (Reksohadiprojo in Rahmawaty, 2004). One of the important factors that have to be scrutinized to further develop is how people should care for the environment without sacrificing the economic and social development (Blowers, 1993).

Jembrana Regency has the largest percentage of forest area compared to the other regencies in Bali. The forest is covering approximately 41.07% of the land (41,307 ha) in Jembrana regency (Forestry Statistic Department of Jembrana Regency, 2015). At this moment Jembrana regency Bali Province in Indonesia encounters a critical forest issue that concerns many people who care of the sustainability of the forest and living on earth in general. Currently some local farmers use protected forest as agricultural area, to cultivate crops such as banana, cacao and other short-term type of plants. The activity supports the life of farmer economically, however has a huge potential of hazard. In fact, due to the shift of forest function, some disasters have already occurred, these for example: the shrinkage of river water volume, the discontinued of river ecosystem, soil erosion, flood that swept dwelling and crops along the river flow.

It is people's turn now to restore the function of the forests and reduce all activities that threatening life on the planet. Even though there have been many forest conservations projects and many studies that have been conducted on forest ecology; nonetheless, forest benefactors and activists are not certain about the best solutions that need to be undertaken for forest conservation and in overcoming the problems at hand (Newton, 2007). In response to this problematic situation, (Ernawati et al, 2020) see that the younger generation is the best investment for making a change. As stated above, self-awareness is very important. A self-aware people are taking responsibility for their actions that leads by a good mindset. To broaden the reach, the strategy adopted at Community-based Tourism Pohsanten (CBT Pohsanten) is to synergise the forestry and the tourism sector. In this case, is to educate the younger generation about green lifestyle in order to shape green and sustainable mindset through the Green Living Program in Pohsanten Tourism Village (Figure 1); considering that the older generation already has their mindset fixed and tend to be harder to shift. These activities are expected to provide a greater potential for sustainability. A sustainable future cannot be manifested without the input and participation of the youth.

CBT Pohsanten is located at Jembrana regency, aimed at catering international tourists by developing CBT product featuring authentic culture and the village environment. During Covid-19 pandemic, the Indonesian Government applies restriction to the international travels, the release of the restriction is yet uncertain. In order to keep operating, as a business entity CBT Pohsanten needs to develop a strategy by exploring the potential markets, demands and needs.

Figure 1: Green Living Class for the Youth

Figure 1: Green Living Class

Anticipating the situation, CBT Pohsanten opts to cater local market especially the Youth, simultaneously providing solution to the current issue of Jembrana regency. This article presents results of a study that explore the solution offered by CBT Pohsanten to the issue of forest conservation in Jembrana Regency, as well as the redefinition of its target market by developing, offering and validating the product of Green Living Tour that suitable for the Youth through the product trial and the experimentation on the Existing Green Living Tour

(Figure 2).

Figure 2: Green Living Tour for the Youth

2. Literature review and hypotheses development

Some concepts related to this research regarding community-based tourism is discussed in this section.

2.1 Community Based Tourism

CBT is a type of alternative tourism that prioritizes local community participation during tourism development planning and operations, aimed at the sustainability of local culture and environment and improving the welfare of local communities; while providing a satisfying CBT experience for tourists (Ernawati, 2018). It was further explained that CBT has become popular and is used as a medium for community development (Singh, 2012; Telfer & Sharpley, 2008; Beeton, 2006). (Weaver, 2006) explains that alternative tourism is the foundation of CBT.

Management is critical in CBT. Seeing that CBT belongs to the local community, the attraction offered by CBT in the form of culture and nature is public property. Unlike business in general, many parties feel owning the CBT, thus it requires good management and the sharing of responsibilities, roles, participation, benefits and profits among CBT stakeholders. At Pohsanten village, CBT is not only aimed at providing occupation option for the villagers, but also intended at providing an alternative solution to the current forest issue in the area of Jembrana regency in Bali province.

2.2 Product of Community Based Tourism

The products offered in the tourism village can be seen in Figure 3. As explained in the concept of a tourism village which reflects the products served to tourists visiting the village, namely: a form of Sustainable tourism which is also an Alternative tourism; using the ethnic culture of a community or the natural environment as a tourist attraction; have a high level of local community participation in planning and management; minimise negative impacts on culture and the local environment; to generate positive economic, environmental and socio-cultural impacts; provide rural tourism products that satisfy tourists.

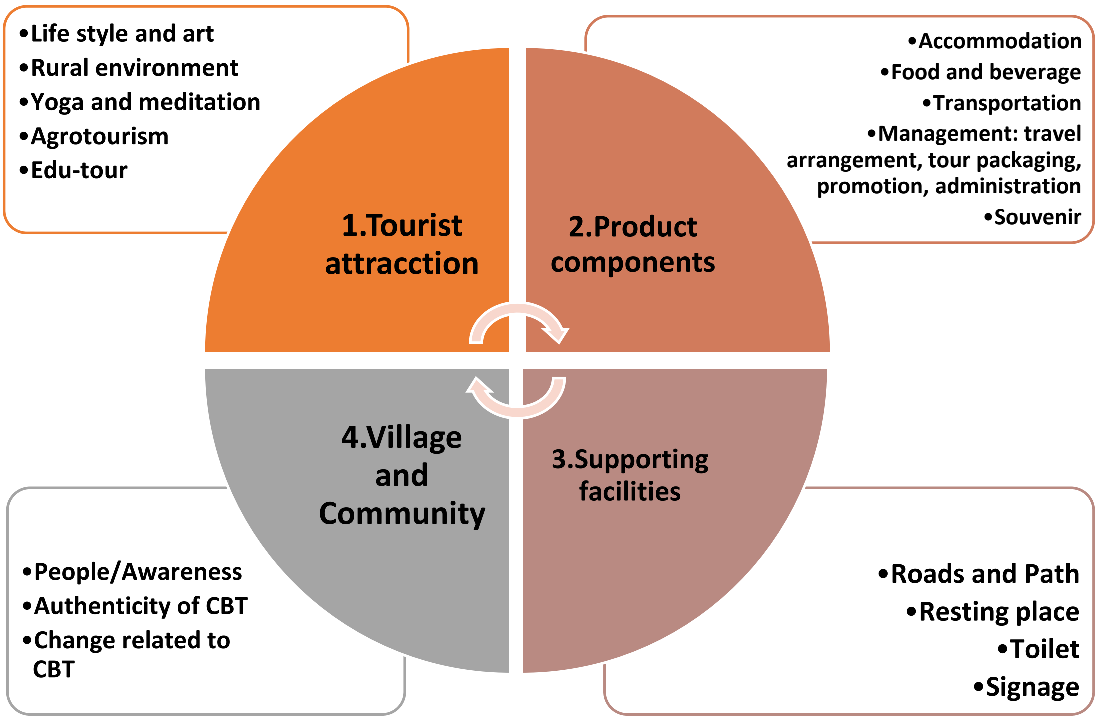

Figure 3: Tourism Village Product Scheme

(UNWTO, n.d.) posits that a quality destination is the result of a process that implies the suitability of all. Further, the aspects of quality destinations according to the UNWTO include: perception of security, sanitation and health, respect for the environment and human heritage, resource and space planning, cleanliness, harmonious destination quality, connectivity, reasonable price, local hospitality, appropriate interpretation, enhanced accommodation and restaurant services, the sufficiency of infrastructure and public services. Meanwhile, according to (Lothar A. Kreck in Yoeti, 1996), the minimum standard of eligibility to become a tourist destination includes objects, access, accommodation, facilities, transportation, catering services, recreational activities, shopping, communication, banking systems, health, security, cleanliness, and religious facilities. , educational facilities and sports facilities. According to (Gee, 1990), a good tour/tour package contains these elements: attraction, transportation, accommodation, food beverage by following principles such as variations in tourist attraction and not too tight timing. This research assessing a tour program from 9 aspects, assimilated from the concepts developed by the previously mentioned sources as well as some additional aspects to suit the requirement of this study. The 10 aspects are presented in the research method section.

3. Research methodology

This research is a qualitative study using direct participation, observation, and Focus Group Discussion (FGD) as data collecting methods. The respondents were asked to give feedback to their experience in participating/consuming the full day Green Living Tour packaged (brochure in Figure 4). There were 3 groups participating the Green Living Tour program, and also 3 FGD were held, the respondents' profile is presented in Table 1. There were 3 experimentations conducted the first is an experiment on the initial Green Living Tour Program which is referred to as the 'Existing Green Living Tour Program'. The other two groups are the experiment on the refined Green Living Tour Program being referred to as 'Modified Green Living Tour'. The perception on the Existing Green Living Tour Program were also obtain from the observation to the previous groups participating the tour program.

Table 1. Profile of Respondents

Respondents	Gender		Education Background			Total/Group
	Male	Female	Elementary	Junior High School	Senior High School	
Tourism Student of PNB (Group 1)	2	3	-	-	5	5
SD N 5 Pohsanten (Group 2)	4	4	8	-	-	8
SD N 2 Pohsanten (Group 3)	5	2	7	-	-	7
					Total	20

The tour aspects examined in this Research were assimilated from the work of several experts which include: duration, timing, variety of attraction, food & beverage and transportation that adopted from (Gee, 1990); price from (UNWTO, n.d.); product delivery (Lothar A. Kreck in Yoeti 1996); and the other aspects: the strength of attraction theme, and organising package program were added for the purpose of this research, and also an option of 'other inputs' was provided to capture new idea. These 10 aspects include:

1. Duration
2. Timing

3. Variety of Tourist Attraction
4. The Strength of the Attraction Theme
5. Product delivery – Guide and Deliverer Component
6. Food & Beverage
7. Transportation
8. Organizing program packages
9. Price
10. Other inputs

The results of data collection from the experimentation on the ‘Existing Green Living Tour’ are analysed and compared with the results of the experimentation on the ‘Modified Green Living tour’, thus the recommended Green Living Product of CBT Pohsanten for the Youth is formulated.

4. Results and discussions

On this section the results are separated into 2 sections: the results of the experimentation on the Existing Green Living Tour and the results of Modified Green Living Tour. The brochure of the Existing Green Living Tour is provided in Figure 4.

Figure 4: Existing Green Living Tour Brochure

4.1 Results and Discussion of Existing Green Living Tour

The result of one group experiment participating the tour is supplement by the perception of participants experiencing the tour earlier. The summary of the observation results is presented in Table 2, and the FGD Results is in Table 3.

Table 2: Observation Results - Existing Green Living

No	Aspect	Result
1	Duration	The trekking route is quite long and tiring, once the participants reach the terminating point at Pura Pasatan (Pasatan Temple) they cannot enjoy the view.
2	Timing	Activities sequence and timing are already in according to the rundown
3	Variety of Tourist Attraction	Sufficient: There are Green living class, Breezewalk for nice view, cacao agro farming
4	The Strength of the Attraction Theme	Green living activity is sufficient but needs to be strengthened, related to the use of green materials (pipettes, boxes and plastics) during the implementation of the tour
5	Product delivery – Guide and Deliverer Component	CBT center is quite beautiful, nonetheless layout of CBT center needs to be tidied up, the Agrocacao needs an aesthetic touch, agrocacao has not been maximized: the tour descriptions need further development and the walk through the cacao farm has not been integrated due to time limitation.
6	Food & Beverage	The lunch and the snack are ok, but food wrappers still use plastic elements, cacao drink is hot besides the air is already hot and the aroma of ginger is not match combined with chocolate.
7	Transportation	The journey from Denpasar is quite far but smooth without traffic congestion
8	Organizing program packages	Good organization, however directions and signage are required at the intersection after entering Pohsanten Village.
9	Price	Need a competitive price
10	Other inputs	Agro Cacao tour should be made into a separate package without trekking and not as a part of the Green Living Package

Table 3: FGD Results - Existing Green Living

No	Respodent	Comment
1	Putu Rian Arde Surya	-
2	Kadek Holy Campala Trikayanti	-
3	I Gusti Ayu Diah Tantri	The concept of the tour package is very good and fits the nature potency, but the green living lifestyle should also be reflected in the behavior of the surrounding community. For trekking path, consider shortening the distance.
4	Ni Kadek Sri Jayanti	Shorten the trekking path
5	Nanda Pebri Prasetia	-

The information presented on the table shows that among the 10 aspects observed and discussed through FGD, it seems that the Existing Green Living Tour Program that had been participated, has too long duration, even though the attraction variety is a plus point, however as the agro-cacao is not well presented in the tour due to time limitation and the premises is not well prepared, it is not recommended to be included in the tour. There is also still an issue of lack of signage and direction on the way to the CBT Center. Feedback is also provided in regard to the material used as apart of the tour program, suggestions are put forward to thoroughly eliminate the use of plastic substance. This feedback needs to be integrated when refining the Tour Program.

Apart from the feedback provided earlier, most aspects of the product obtained positive comments. An overall comment was made by one participant who stated that the Green Living Tour Program assists younger generation to understand nature better, even though a note is placed that an understanding should be followed by implementation of the adopted value in the daily life. These show that the Green Living Tour Program is accepted by the Youth, nonetheless improvements need to be made based on the input given by the tour participants.

4.2 Results and Discussion of Modified Green Living Tour

After the refinement and the modification, the Content of the Modified Green Living Tour Program is presented in Table 4. The adjustment made include: shorted breeze-walk duration for a more enjoyable walk; the agro-cacao tour component is eliminated as it deviates focus on the theme of green living; young coconut is served to better suit the theme and guest's need on a hot day; a discussion is added as a last session that allow reflection und understanding to sink deeper; green materials to be used during tour that include sustainable container and cutleries.

Table 4: Modified Green Living Tour Program

Modified Green Living Tour Program

1. Welcome snack-box upon arrival at CBT Pohsanten Bali
2. Green Living Class at CBT Center
3. Breezwalking with local tour guide start from the Steep path and terminated at Pasatan Temple by our local guide (young coconut drink is served, and praying at the temple for Hindu)
4. Returning to CBT Center (Lunch is served)
5. Discussion on 'green-assignment' and reflection on green life style
6. Afternoon snack and tour closing

The Program improvement was conducted, the Modified Green Living Tour was developed and subsequently put into experimentation using 2 groups, the observation results are presented in Table 5, the FGD result is provided in Table 6, and discussed in the following.

Table 5: Observation Result - Modified Green Living

No	Aspect	Result
1	Duration	The duration is fit properly, allowing for a leisure stroll and enjoying the scenery along the way while working on the task of drawing leaves and describing their uses.
2	Timing	The timing is appropriate

3	Variety of tourist attraction	Suitable, for non-Hindus can relax and enjoy the scenery at the outer part of Pasatan temple while enjoying young coconuts drink.
4	The strength of the attraction theme	Activities focus on sustainable theme and mutually reinforcing
5	Product delivery – Guide and Component	The guide was communicative both in delivering the Green living class and the Breeze-walk
6	Food & Beverage	Already match with the green living concept
7	Transportation	Sufficient and well-arranged transportation
8	Organizing program packages	Well organized, well cared and on time
9	Price	Compete price
10	Other inputs	Consider serving the young coconut in a paper cup or reuse-cup. Suggestion: The final session is followed by a discussion of the results of the assignment "understanding the environment" and a discussion on "green life style".

Table 6: FGD Result- Modified Green Living

No	Aspect	Result
1	Duration	The duration was appropriate and made all the participants really enjoy the trip along the trekking route while getting to know the live pharmacy and doing the green assignment more neatly.
2	Timing	Appropriate timing
3	Variety of Tourist Attraction	Sufficient variety of attraction even more emphasizes on the existence of a living pharmacy
4	The Strength of the Attraction Theme	The concept of sustainable is already integrated with tools to support activities, such as the use of leaves as lunch wrappers.
5	Product delivery – Guide and Component Deliverer	Trekking guide is very communicative to participants, resulting in two-way communication which increases understanding and satisfaction on traveling. Furthermore, additional gifts are also provided as a form of appreciation.
6	Food & Beverage	Meets the sustainable concept
7	Transportation	Sufficient and well-organized transportation
8	Organizing program packages	According to the plan
9	Price	Compete price

10	Other inputs	The first input is on the trekking path, which might be shortened again. Second, maintenance needs to be done, especially along the trekking route in the rainy season because the path becomes slippery than usual which is potentially dangerous during the tour.

A general opinion of the participants was requested regarding the Green Living Tour. In general, the aspect of the tour enjoyed by the participants are: being together with friends and parents and teachers, taking picture, a little bit adventure, enjoy the scenery and be close with nature, learning about plant/leaves and its function, praying together, having an exercise, have a walk exploring Pasatan village, study with friends about nature. One participant wrote a very impressive comment: ‘My impression after joining this tour is, I am happy to be able to tour with CBT Pohsanten Bali because I can learn more about forests and how to protect the environment. I hope CBT will continue to develop and be recognised by many people.’

5. Conclusion

Through the steps of the experimentation on the existing and the modified version of Green Living Tour, a suitable Green Living Programmed was identified and formulated. The product is designed for Youth Market Segment. The study output is a solution to two problems: the first one is the problem facing in conserving the protected forest, and the second is the issue faced by CBT Pohsanten in order to survive the pandemic and still be able to operate in the era of New Normal. CBT Pohsanten can now continue to operate catering the students at Jembrana regency while giving solution to the environment issue.

Limitation and study forward

Future experimentation on the product is recommended as the formulated Green Living Tour Program is subject to change and modification according to the shift of consumer needs and preferences.

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COFFEE SHOPS CONSUMPTIONS PREFERENCES AND PRICING MODEL IN JAKARTA, INDONESIA

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Abstract

Purpose: This aim of this study is to discuss the difference in motivation in coffee consumption and awareness of its effect on peoples.

Methodology: For this research, we conduct a past literature review made from 23 papers that are being synthesized to produce a conceptual model, followed by data collection via questionnaire.

Findings: From the analysis of the literature, we found that the customer preferences variables influencing coffee purchases are taste, product design, ambience, brand influence, location accessibility, and price. These preferences will determine the choices of customers in choosing a coffee shop to make a purchase and will determine any differences in the purchasing power of coffee. Based on the analysis, we can conclude that there are six indicators that consumers must consider before purchasing a coffee product. The key factors are taste, product design, ambience, brand influence, location accessibility, and price. Analysis based on the survey suggested that only three variables influence the consumptions: taste, product design, and ambience. In determining which aspect is most important, "ambience" is rated highest and is closely followed by "taste", with "design" being the least important one.

Limitation: The limitation of this research is that this research only studies customers' preferences for coffee shops.

Contribution: The findings of this study will be useful for the stakeholders, coffee shop owners, and coffee shop consumers in different areas of Jakarta. In the future qualitative and quantitative research process can be conducted to reconfirm and to improve the findings of this paper.

Keywords: *Coffee, Brand, Purchase, Preferences, Jakarta*

1. Introduction

Coffee is one of the most widely consumed beverages in the world. Currently, the coffee industry is considered as a significant and high value-added business. Coffee is the second most traded commodity in the world, second to crude oil. It is cultivated in over 70 countries by thousands of farmers. It is estimated that 1.6 billion cups of coffee are consumed worldwide every day (Rogers, 2013). Coffee is also a widely popular beverage in Indonesia. Indonesia ranks as the third-largest coffee producer in the world in 2014, with an estimated Indonesia's coffee production reached 622 thousand metric tons per year, according to the International Coffee Organization (ICO). The world's production is dominated by the top four producers, where Indonesia is the third place. According to data compiled by the Indonesia Coffee Annual Report in 2016, coffee consumption in Indonesia surged to 4,500,000 bags in 2016 from only 1,664,000 bags in 2000.

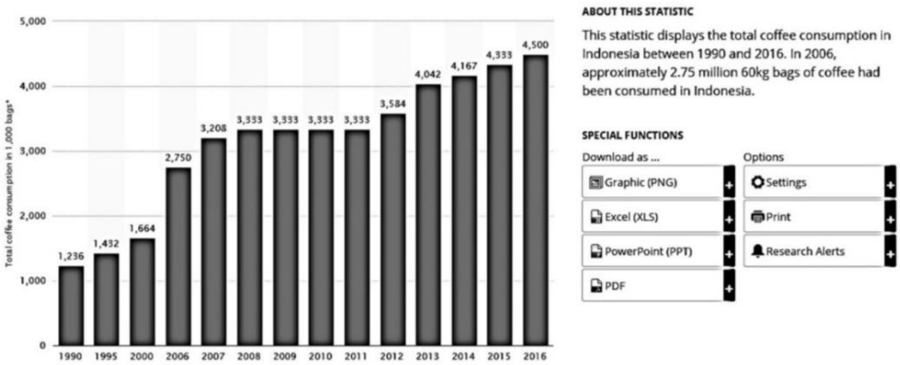

Figure 1: Total Coffee Consumption in Indonesia from 1990 to 2016
Source: Wright T, & Rahmanulloh A, 2016

According to USDA Foreign Agricultural Service (2018), Indonesian coffee desire continues to grow. Indonesia's coffee consumption will be estimated to increase to 3.9 million bags in 2018/19, about 340,000 bags higher than 2017/18 consumption. To enjoy Coffee products, people frequently visit the coffee shop. The coffee shop is already being a highly saturated market, especially in big cities. According to Euromonitor (2016), specialist coffee shops were the fastest-growing major restaurant category in terms of global sales, increasing by 9.1%. A notable fact is that this growth was consistent across the world. According to the Indonesia Coffee Annual Report, total coffee consumption in Indonesia in 2016 is equivalent to 4,500,000 60kg bags of coffee.

The increasing number of coffee shops consumption is also can be felt in Indonesia. The number of specialty coffee outlets and chain-store coffee shops in Indonesia has increased to 1,025 and 1,083, respectively, between 2012 and 2016, with most of the outlets are built-in Jakarta, according to data compiled by Euromonitor research group. People come and go to coffee shops, not without their reasons. As such, different coffee shops have different concepts, different vibes, and different tastes of coffee. With those differences, coffee shops also segmented their price points according to their target market. Most restaurants, including coffee shops, can be classified into one of two ownership structures, these include chain and franchised restaurants, and independent restaurants (Parsa et al., 2005). Examples of independent coffee shops are HAUS Coffee Shop in Ciputat, Kopi Johnny in Kelapa Gading, and other locations. Examples of franchised coffee shops are Starbucks Coffee, Excelso Coffee, Coffee Bean, and other locations. Generally, franchised coffee shops opened their stores not only in Jakarta but also in other cities in Indonesia, some even abroad.

After doing a short preliminary interview, we found that different people are attracted to different factors of why they are visiting individual coffee shops. University students, often restrained by their budget, prefer to go to the coffee shops offering the best convenience for them, for example, to coffee shops located nearest to where they live or the one offering delivery services via an online platform (GoFood or GrabFood). In contrast, businesspeople or employees prefer to go to coffee shops with a well-known brand name to conduct a meeting with their clients.

The goal of this research is to answer the following:

1. What are the preferences of consumers in buying coffee?
2. Do the demographic factors of consumers' influence on coffee selection preferences?

The objectives of this research project are to:

1. Determine the preferences of consumers in buying coffee.
2. Determine if the demographic factors of consumers influence their coffee selection preferences

This study is conducted using an analysis of literature studies. Twenty-three studies are used in this study. A conceptual framework is produced at the end of the paper. The conceptual framework and methods can be used in other major cities in Indonesia. In the end, the findings from this research could be essential for coffee shop owners in Indonesia.

2. Literature review and hypotheses development

The review of the literature is divided into seven sections and contains an explanation for the study. A conceptual framework mapping will be available to indicate the research position of this study.

Consumer Preferences

Consumer preferences have been considered a significant factor when designing marketing strategies aimed at developing a global appeal for consumers or lifestyle products (Buzzell, 1968).

Consumers' preferences for products or brands arise from the combination of different factors. Some factors come from features of the product (e.g., price, design). In contrast, others are attributes of consumers (e.g., their goals, attitudes, discretionary income), (Venkatraman, Clithero, Fitzsimons, and Huettel, 2012). Cullen and Kingston (2009) found that consumers respond to their consumption experience by establishing positive or negative attitudes regarding the product and form decisions regarding repeat purchase intentions. Being able to perceive trends regarding consumer preferences is an essential input into restaurant decision-making. Preference indicates choices among neutral or more valued options that are available (Ubeja & Jain, 2013). Philip (2001) stated that preferences are essential to treat conflicting information in non-monotonic reasoning, about actions and time, planning, diagnosis, configuration, and other areas in knowledge representation and reasoning. Preferences are complementary to constraint and represent the counterpart to objective or utility functions.

Since the study about ownership of coffee shops are lacking, ownership models are reviewed using restaurants as the subjects. It can be applied to coffee shops as well. Consumer behaviour studies examine this process using constructs that include personality, attitude, and lifestyle aspects (Foxall & Goldsmith, 1994). Consumer behaviour is motivated by benefits leading to preferences for some specific product attributes (Hofstede, Aubernaert, Steenkamp, & Wedel, 1998). Studies in product development involve the identification of consumer segments and the evaluation of their liking patterns (Piccolo & D ‘Elia, 2008).

Taste

The taste will determine the flavors and recipes used to prepare a specific product to attract consumers to buy continuously. Taste and smell are the body's principal mechanism for assessing the chemical composition of foods, for both nutrients and toxicity (Morini, 2007). According to a study by Gaspar et al. (2016), the most cited reasons for not consuming coffee were that consumers 'not liking' the taste and aroma of the coffee. Customers will be willing to purchase the product that tasted better according to their perception. The founding in the seventh “Coffee Consumption Trends”, the second main reason to consume coffee was to enjoy the taste of coffee (Associação Brasileira da Indústria de Café, 2008).

Product Design

Product design is the development of ideas through a process that leads to new products. It can be said that product design is how the coffee is designed by the coffee maker, e.g., the barista and how they presented to the customer. The different colour, components, texture, shape, and arrangements of the coffee must work pleasantly and appropriately to form a pleasing combination on a plate (Zampollo et al., 2011). Coffee shops need to uncover practices to place their services and products distinctly apart from their competitors due to the highly competitive market environment, where a coffee shop's products and services may begin to be perceived as an undifferentiated (Lee & Yeu, 2010).

Ambience

The ambience is the quality of the surrounding space that is perceived by customers (Jang, 2008). According to Kotler (1973), it is the consciously designed space to produce specific emotional effects in customers that will enhance their willingness to purchase. Coffee shops are used not just for coffee consumption, but also for a place to hang-out and doing other activities like working on homework. Thus, a lively ambience will expectedly have a positive effect on customer willingness to purchase. According to Raajpoot (2002), the physical environment is one vital influence to create an image that manipulates customer behaviour.

Brand Influence

Consumer perception of a brand is an essential aspect of the marketing mix (Gabor & Contiu, 2012). Jin and Weber (2013) proposed that brands served primarily as a way for customers to identify and recognize goods and their manufacturers. Many factors have a positive effect on Brands, such as location, as found by Wang, Tran, and Nguyen (2014).

the implementation of branding schemes to differentiate and publicize a clear brand identity is one of the most competitive advantages a coffee shop business can utilize (Ahearne & Bhattacharya, 2005; O’Neill & Mattila, 2004).

Location / Accessibility

Accessibility of a location, determined by the transport system and land-use pattern, is indicated as an essential determinant of the development potential of a location. For coffee shops, a good location is one that takes into consideration the geographic, demographic, and psychographic factors, and any changes in these factors could have a significant influence on the degree of location attractiveness. Past studies reported that the choice of location has a positive effect on brand equity. Wang, Tran, and Nguyen (2014) found that the restaurant's location has a positive effect on brand loyalty, and it is considered as a dimension of brand equity.

Price

Price has been considered as one of the foremost essential factors that influence the behaviour of both companies and customers. Past literature reported that consumers' perceived fairness of price has the primary effect on their purchasing choices (Sinha & Batra, 1999). From interviews conducted, it is revealed that customers always had their budgets in mind before making a purchase of coffee in coffee shops. According to a study by Roberts (1996), price, along with quality, convenience, and brand are still the most critical decision factors.

3. Research methodology

This study is conducted using literature synthesis (the result can be seen in Appendix 1), then the questionnaire for 100 respondents. Literature that is used is literature that relates to this study, about preferences for coffee shops around the world. The questionnaire items consist of two parts. The first part deals with the respondent's background and demographic information. In contrast, the second part deals with the validation of the conceptual model of coffee purchases. The questionnaire asks respondents about the factors from the preliminary study for popular coffee brands attained from the preliminary study. Total literature studied is 23. The synthesis of the study has been worked on and published in the authors' previous research (Himawan & Rahadi, 2020).

From the studies, it is found that there are various reasons of why customers visited coffee shops. For instance, it is found in a study in Bandung that people prefer coffee shops because of their brands (Starbucks and Excelso). Other studies found that Poland consumers prefer going to coffee shops with product quality considerations. After a review of 20 studies related to this research, it is found that there are six indicators that consumers consider before making a purchase. Those are taste, product design, ambience, brand influence, location accessibility, and price. After the literature review, a questionnaire will be made. The questionnaire items consist of two parts. The first part deals with the respondent's background and demographic information. In contrast, the second part deals with the validation of the conceptual model of coffee purchases. The questionnaire asks respondents about the factors from the preliminary study for popular coffee brands attained from the preliminary study.

This study will use a statistical approach for its data analysis. Statistical analysis used in this study is a descriptive statistical analysis, specifically the mean analysis and the model analysis. The mean measurement is the sum of all the value of attributes divided by some values. It measures quantitative and symmetrically distributed data. Mean analysis is used to measure the customer preference on apartment purchasing decision and customer preference on interior design purchasing decision. Mode analysis is the most common data occurred. It should be used for nominal data.

4. Results and discussions

Sampling ability will be limited using online media. Using reference from the University of Florida, to determine the sample size of the population more than 100,000, with precision (e) of +-10%, it will require a sample size of 100 people, so the target sample of this research will be 100. The preliminary study will try to analyze the preferences model for the sale of a coffee product in Jakarta, Indonesia. For this purpose, the author conducted interviews between December 2019 to January 2020. Data used from this research is gathered from a total of 12 respondents of regular coffee shop consumers in Jakarta Area. The age range of the respondents was between 19 to 50 years old based on a statistic review from e-imports in 2020. From the preliminary interview conducted and literature reviewed, this study identified six factors affecting customer decision in purchasing coffee, which will cause the customer to purchase the coffee in individual coffee shops. These factors were determined by listing factors mentioned in previous studies and by interviewing with several coffee shop consumers.

From the consumers' point of view, the coffee taste from previous purchases, and reviews from others will affect how much they are willing to pay for a product. They would like to ensure that the products they purchased tasted according to how much they pay. Taste of a coffee will be determined by the ingredients and how they are made, which will affect the price of the product (Breidhert, 2006). The next factor influencing factors is product design. It is about how a product is prepared and how it is presented to consumers. Product packaging is also considered in the product design aspect. Colours, components, texture, shape, and arrangements of the coffee must work pleasantly in order to form a pleasing combination on a plate (Zampollo et al., 2011). According to the previous study, the ambience is an essential influence in creating an image that manipulates customer behaviour, especially in the restaurant industry (Jang, 2007). Research argued that there is a direct connection between the physical environment and customer satisfaction. From the interview, it is known that the right ambience will ensure customers repeat their purchase in the future, and they are willing to pay more for the product if the coffee shop has a pleasing ambience.

The next important factor considered is brand influence. Customers will be willing to pay a premium price for a well-known coffee brand, according to the previous study and from the interview. A well-known brand will give peace of mind to customers, knowing that they will get a proper product and experience for the price they had paid. A right brand image for a company will also create a special status for its customers. It will make customers willing to pay more for their products. Accessibilities to reach the coffee shop is also a vital aspect for consumers to consider. Even though it is possible to buy coffee products via delivery services, customers looking to hang out in coffee shops will consider the nearest coffee shops in their area as the place to go. The last factor to be considered is the price factor. Special prices also increase the likeliness for the consumer to buy coffee from individual coffee shops. The specific price premium on some coffee brands will project an exclusive image to their customers. Thus, not everyone is competing to lower their prices.

Analysis based on the survey was attempted to determine the importance of three indicators directly related to the product and customer experience in a coffee shop, which is taste, product design, and ambience. In determining which aspect is most important, "ambience" is rated highest and is closely followed by "taste", with "design" being the least important one.

Table 1: Average Score and Average Willingness to Pay Price for Each Coffee Brand

Brand	Taste	Design	Ambience	Total	Willingness to Pay
Starbucks	4.60	4.59	5.10	14.30	Rp 50,841.12
Fore	3.85	4.53	3.83	12.21	Rp 32,264.15
Kopi Kenangan	4.31	4.04	3.38	11.73	Rp 25,428.57
Janji Jiwa	3.67	3.97	3.35	10.99	Rp 25,094.34
Coffee Bean	3.24	3.51	3.98	10.73	Rp 37,307.69

Source: Author's Analysis

From the surveys conducted, respondents tend to associate their willingness to pay for a coffee-based on different coffee brands and their perception of the price. Brands that are perceived as "expensive" or "premium" achieved higher average willingness to pay. According to table 1, ambience may also be correlated to the willingness to pay, as better ambience may exude a more stylish and exclusive atmosphere, leading to a higher perception of the prices.

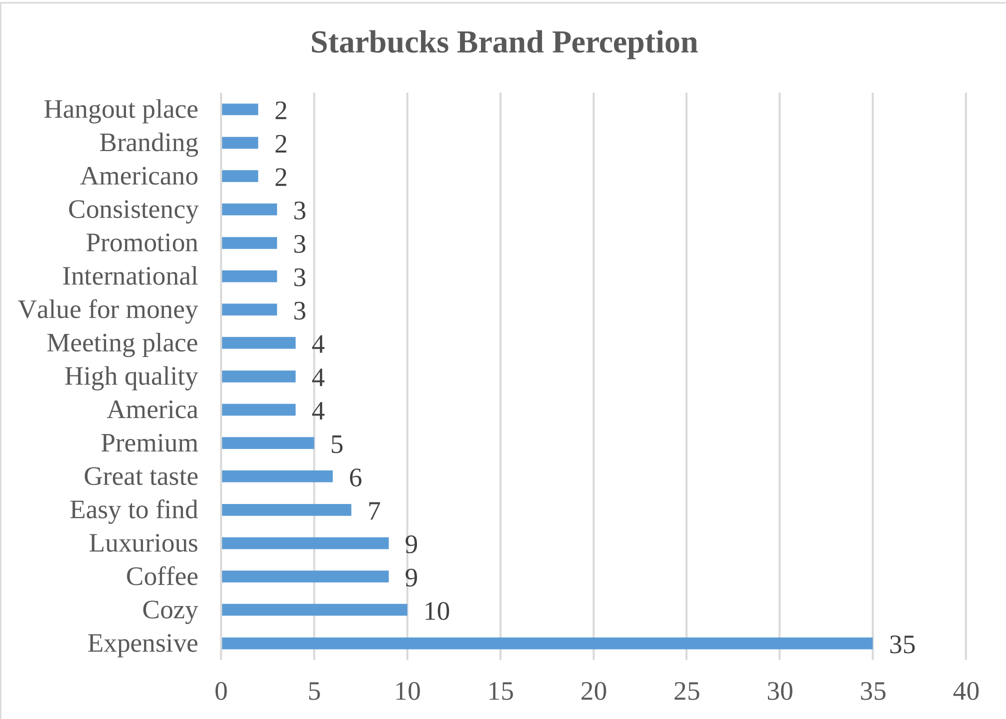

Figure 2: Brand Perception of Starbucks
Source: Author's Analysis

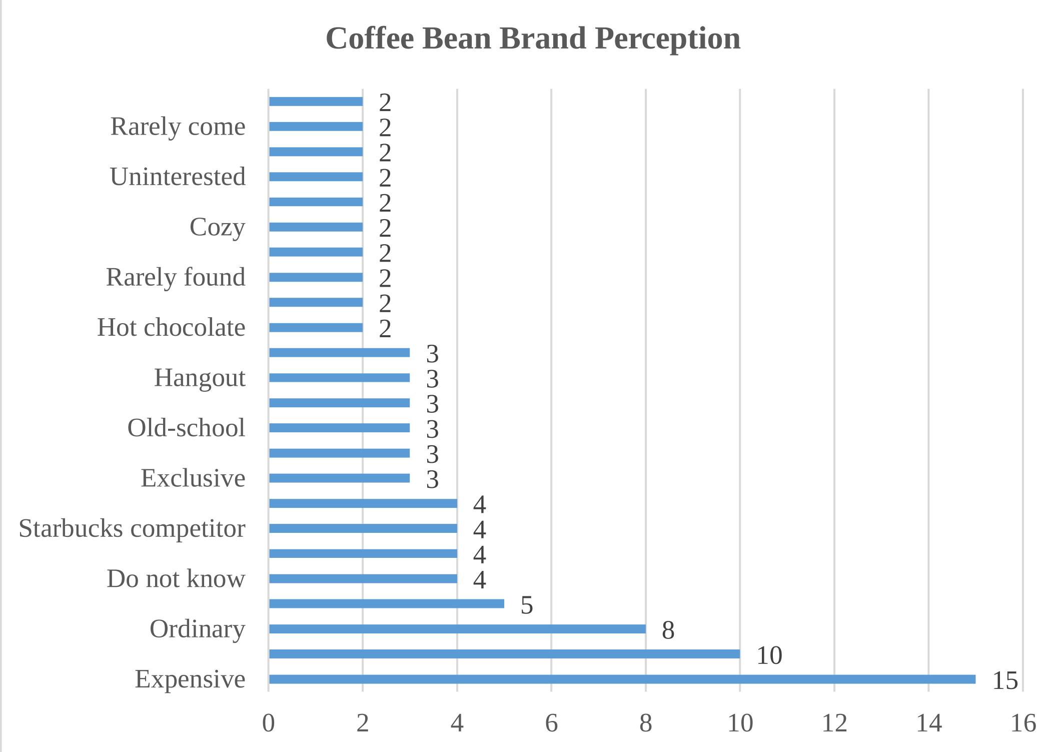

Figure 3: Brand Perception of Coffee Bean
Source: Author's Analysis

Both Starbucks and Coffee Bean are viewed as "expensive" coffee brands (see Figure 2 and Figure 3), which may lead them to have the highest average willingness to pay. While Starbucks's high willingness to pay may be justified by its high total score in all preference indicators, Coffee Bean's overall score is the lowest of all five brands, with ambience being the exception. This result shows that willingness to pay does not always correlate with the taste and product design of the coffee itself.

Table 2: Percent Difference of Average Actual Price and Average Willingness to Pay

Brand	Average Price for Coffee*		Average Willingness to Pay		Difference
Starbucks	Rp	47,875.00	Rp	50,841.12	6%
Fore	Rp	27,954.55	Rp	32,264.15	15%
Kopi Kenangan	Rp	24,000.00	Rp	25,428.57	6%
Janji Jiwa	Rp	20,777.00	Rp	25,094.34	21%
Coffee Bean	Rp	48,055.56	Rp	37,307.69	-22%

**Average prices are calculated from all main coffee menus of Jakarta stores*
Source: Author's Analysis

Upon comparing the average willingness to pay and the actual average prices for coffee, all brands except Coffee Bean have higher average willingness to pay than its actual price. Janji Jiwa has an exceptionally high positive percentage difference which could be attributed to the brand being seen as similar to Kopi Kenangan with both having similar concept and target market, leading to both having very similar average willingness to pay despite the difference in their actual price. Coffee Bean has the highest and the only negative percentage difference, meaning that the average willingness to pay is lower than its actual prices. This result could be attributed to its overall lousy score on the aspects affecting customers preference. Therefore, a right combination of all aspects is needed to achieve customer satisfaction.

Demographic data that are studied in this research for its influence in purchasing power are gender influence, residency area influence, and activity area influence. Statistical test using non-descriptive Mann Whitney U with a confidence interval of 5% shows that H0 is accepted for all brands, meaning that there is no difference between genders in purchasing power of coffee product. Kruskal Wallis Non-Parametric test with a confidence level of 95% is employed for both residency and activity area statistical tests, showing that there are no residency area or activity area influence in purchasing coffee product. In looking at the residence influence in purchasing power, H0 was accepted, meaning that there is no difference in purchasing power of coffee brands between respondents' area of residence.

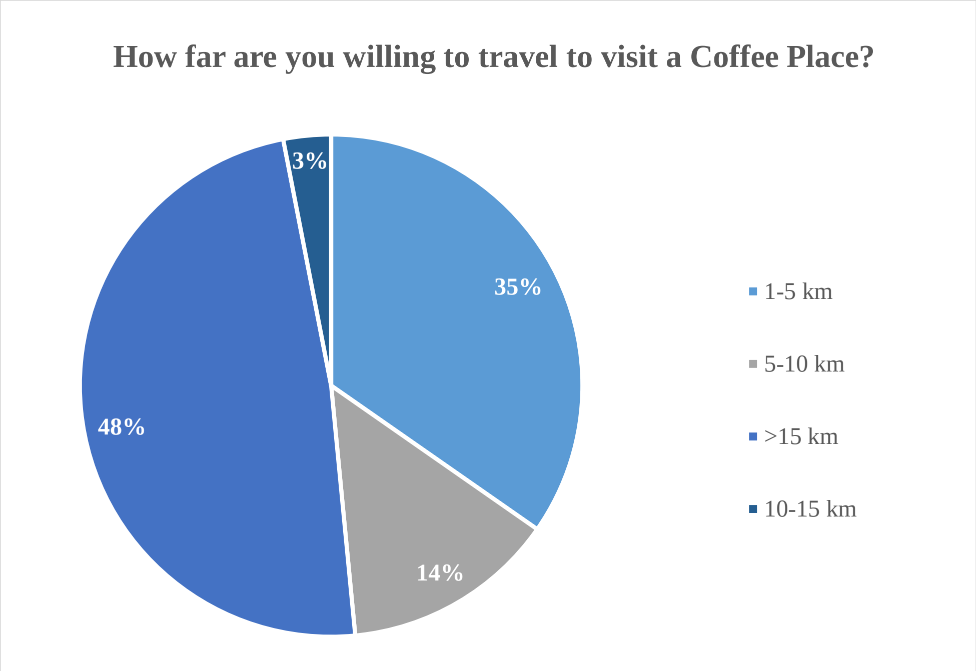

Figure 4: Preferred Distance to Coffee Shop
Source: Author's Analysis

The collected survey shows that the distance preferred by most respondents (63%) is 1-5 km from their current location. Based on their residency area, it is statistically significant that some respondents put more emphasis on having the coffee shop nearer to their residency area. While demographic factors may have less impact on coffee shop preference, it can be concluded that coffee shop choices are also impacted by factors other than just the coffee itself, including ambience, accessibility, and price.

5. Conclusion

Based on the discussion, this study can conclude that there are six indicators that consumers must consider before purchasing a coffee product. The key factors are taste, product design, ambience, brand influence, location accessibility, and price. The contributing factors directly or indirectly play a role in consumer decision-making process. The findings in this research can be used to determine marketing strategies, product strategies, and pricing strategies for coffee shop owners.

From the preliminary interview, it can be found that to create a desirable experience for customers, business owners needed more than just great product. The right combination of factors such as product taste, design of the packaging, coffee shop ambience, accessibility of the shops, as well as choosing the right price bracket, are essential to achieving this. As customers put high importance for products or brands, arise from the combination of different factors. Some factors come from features of the product (e.g., price, design), while others are attributes of consumers, this research proves that a single good factor of a coffee shop elements will help to attract customers, whether new customers or regulars visiting for a cup of coffee or soothing ambience of the place.

Limitation and study forward

Further research could use the conceptual framework to determine the coffee preferences for a more niche market, such as the coffee lab concepts for coffee shops that are found in many areas in Jakarta and Bandung. Another research related to coffee shop preferences could be compared with the findings in this paper to generate a better understanding of the coffee shop industry in Indonesia.

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FACTORS INFLUENCING CO-WORKING SPACES DEMAND IN INDONESIA

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Abstract

Purpose: The business issue for this research can be concluded as how Indonesia real estate industry can seize the demand in co-working space.

Methodology: Descriptive analysis is conducted through semi-structured interviews.

Findings: The results show that there are several factors considered as important in a co-working space according to users, which are location, facilities, cost and price, performance consistency, staff friendliness, ambient or environment, and networking opportunities.

Limitation: Extension of this study can be conducted through quantitative analysis for the similar model found in this study.

Contribution: This is a novel study to understand about the raising use and application for co-working spaces in Indonesia, particularly in Bandung.

Keywords: *Co-Working Space, Demand, Indonesia, Start-Ups, Users' Preferences*

1. Introduction

Based on its name, co-working space means a space where used to do work with interaction and communication with others, the interaction can be happened with every individuals or groups there, not just with own working group. In this age of technology, it is not rare to find an employee working outside the office. This case can be found in some companies, especially for small and medium enterprise. Some form of SMEs is what we know as start-ups. By the time, start-ups become more and more famous especially in millennials generation since they come with concepts that relevant with today's generation. This excitement about co-working space also explained by Harvard Business Review article titled "Why People Thrive in Co-working Spaces" (Spreitzer, 2015). Working in co-working space make people see their work as meaningful because they are free to decide what, how, and when to do their work (especially for freelances). They also feel to have more job control because of the co-working space's time usage flexibility, compared to traditional office that cannot operate 24 hours because of cost issue.

In Indonesia, this co-working space trends also growing and it affects office space business. From Cushman and Wakefield report of Indonesia office space market in 2018 first quarter, there is a depression in Jakarta office space's occupancy rate. In Q1 2018, the occupancy rate is 76.76% while Q1 2017 occupancy is 80.85%. The growing trend of co-working space in Indonesia also confirmed by Co-working Indonesia Association. They claimed that in 2016, there were only 45 units of co-working space in Indonesia, in 2017 already 150 units, and in

June 2018 Indonesia has about 200 units of co-working space. Among users whose occupation allow them to work from co-working space, 35% answered the ideal cost to work in a co-working space is between Rp50,000 to Rp100,000, while 29% pick Rp100,000-Rp250,000 range.

There are many start-ups flourishing in recent years in Indonesia, start from the little one until unicorn level. Indonesia Digital Creative Industry Society (BEKRAF) also encouraged young Indonesians to create their own business. Ministry of Research, Technology and High Education targets Indonesia to have more than 1000 start-ups in 2019 (Bisnis.com, 2018). Those start-ups certainly need space to do their work. Since start-ups usually managed and organized by millennials, which work characteristics have explained before, they need those co-working spaces.

Co-working space can reenergize the real estate industry by changing the left over spaces and unused spaces into co-working space. After everything discussed above, Indonesia real estate industry can participates in co-working space trend because there are demands for co-working spaces and companies in the industry can create it from the existing unleased or unsold office spaces. The business issue for this research can be concluded as “how Indonesia real estate industry can seize the demand in co-working space.”

2. Research methodology

Research Framework

Until today, co-working space still not has any specific standard. Every co-working space can have their own unique side compared to others. This research will try to understand what kind of co-working space demanded in Bandung City, what factor could make a co-working space attracting for its customer based on user preferences, starting with the global and specifically Indonesia co-working space industry overview to formulate the demand in the industry. The demand formulation later will be confirmed by conducting interview with the co-working space management and the users. After that author will specify what are the factors influencing the demand and formulating the proper recommendation. The research framework is illustrated in the following figure:

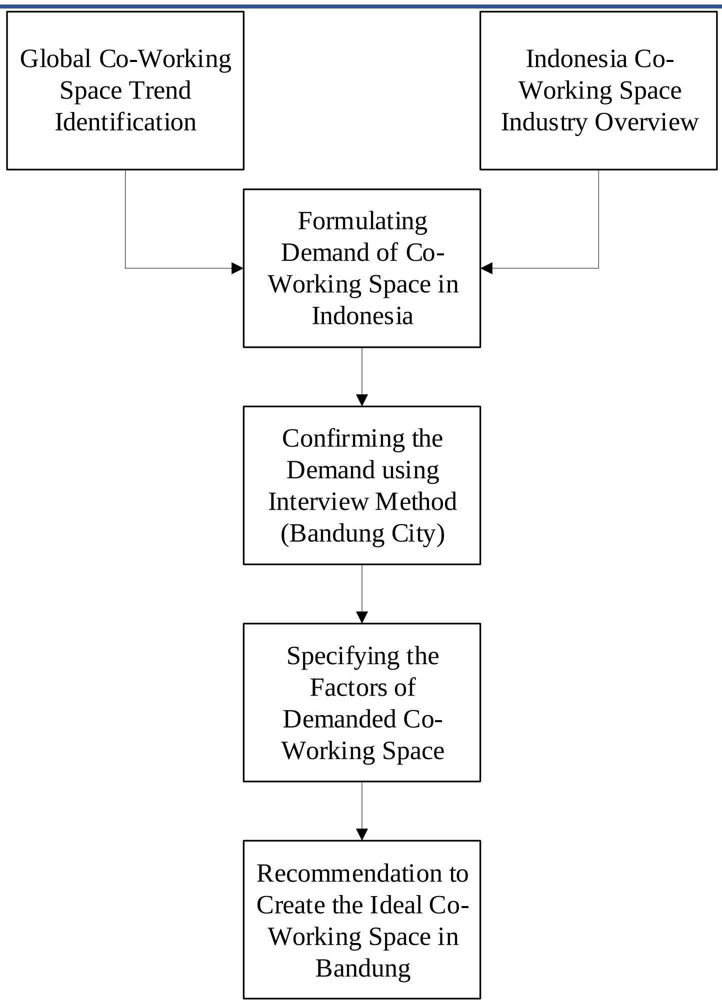

Figure 1 Research Framework

Method of Data Collection and Analysis

To answer the research questions for this study based on the background and to understand deeper about co-working space, the research should start from external into internal condition of the industry. PESTLE (Political, Economy, Socio-cultural, Technology, Legal, and Environment) analysis is used to understand the external condition, while Porter's Five Forces analysis is used to understand the industry's internal condition.

The target respondent of this research is co-working space users. Access to do interview with co-working users are granted in Eduplex, CO&CO Space, and Ruang Reka. It will not be a problem since the target is co-working spaces in Bandung City. After conducting the interviews, results then processed by coding or indexing method. It helps to organize data into particular factors, in categorizing the narrative data, the research uses the research result from Daily Social mentioned in chapter one as pre-set categories that will be used as a benchmark to find the required information from the data. Then, the data sorted based on the assigned categories in advance (Powell and Renner, 2003).

The result also needs to be interpreted into easily understood words. In this part, descriptive analysis is needed. Descriptive analysis is an analysis method that observe the variable specifically to make sure the research is suitable enough to resolve the research problem by analyzing the data using related theories until the conclusion can be concluded (Sugiyono, 2013).

Semi-Structured Interview

By talking face to face with the target, many information can be acquired in short time. By definition, an interview is a conversation for gathering information. A research interview involves an interviewer, who coordinates the process of the conversation and asks questions, and an interviewee, who responds to those questions. The internet is also emerging as a tool for interviewing (Easwaramoorthy, 2006). The interview protocol used as the guideline throughout the interview process is shown in the following table.

Table 1 Interview Protocol (Users)

User Profiling	
1.	Occupation
2.	Age
3	Regular visited co-working space
User's Need of Co-Working Space	
1.	Why use co-working space?
2.	Activities done in co-working space.
User Opinion of Co-Working Space	
1.	Why choose this particular co-working space?
2.	The differences with other co-working spaces.
User Preferences	
1.	Important factors considered to choose a co-working space.
2.	User's opinion of the ideal co-working space.

Since the interviews are executed to the users and management, interview to management should also has its own protocol. The protocol is listed in the table below:

Table 2 Interview Protocol (Management)

Short Questions
1. Pricing
2. Users age and occupation (profiling)
3 User activities
4. Co-working space facilities
Open Questions
1. Co-working space user trends.
2. The effect of 'events' to co-working space business.
3. The effect of 'location' to co-working space business.
4. Users' opinion of the co-working space.
5. Co-working space advantages and disadvantages compared to other co-working spaces.
6. What factors make users choose your co-working space?
7. Co-working space improvement.

PESTLE Analysis

Political

Triawan Munaf, Head of the Creative Economy Agency (BEKRAF) stated that the existence of co-working space 'Ruang & Tempo' could trigger young people to be more creative. Due to this reason, Triawan expressed his support for co-working space. He also said that one of the co-working space provider, UnionSPACE, must participate in helping local start-ups to develop. This established ecosystem must be able to help local entrepreneurs to expand their network abroad.

Economic

The number of co-working spaces worldwide in 2018 doubled from 2015's total. Co-working space became a widespread phenomenon in 2010. Indonesia has a tremendous opportunity in developing this industry, based on the industry's activity. The increasing number of co-working spaces also happens in Indonesia. According to the secretary of Asosiasi Coworking Space Indonesia, Felencia Hutabarat, in 2016 there were only 45 co-working spaces in Indonesia, but now there are more than 200 co-working spaces. Sharing economy is often associated with co-working space. This concept is used when both companies have established platforms that can be used by both people offering services and those who are looking for similar services.

Socio-cultural

In Indonesia, the primary concern of using co-working space is about comparing the profit and loss cost of using co-working space. When Indonesians think about co-working space, most of them interpret it as a place to work, not as a place to collaborate. The word “co” itself refers to “collaborative.” It is essential to understand the essence of co-working space so that people can take more advantage. Workspace is not the only thing offered by a co-working space. An environment that can create a business development is needed by the creative industry. There must be a community, collaboration, and connectivity.

Technology

Along with the increasing number of co-working spaces in the world, some IT developers are interested in creating special software to manage co-working space. Some available software is Cobot, Happy Desk, and Desktime. This leading industry service includes good quality internet access. Therefore, the players should always consider the development and enhancement of user experience with increasing speed and access. By providing a good experience, co-working space can transform the customer user experience in the industry.

Legal

According to Felencia Hutabarat, a secretary of Jenderal Asosiasi Coworking Space Indonesia, the co-working space industry is facing some legal challenges, such as taxes and licensing. Some of the co-working space employees find it hard to fulfilling tax obligation because there are no rules that explain this industry tax calculation. On the other hand, this business can also be called as an office because it rents out working space. There is also co-working space which taxes are equated with internet café (warnet) because both of them provide workplaces and internet facilities.

Environment

The design of co-working space requires collaboration and networking. However, in practice, not all of the member is willing to interact or communicate with the other members. On the other hand, co-working space also makes it uncomfortable, especially for communities that prefer to apply certain levels of focus and seriousness. The demand for co-working space and technology-based companies over the past year reached 33% of the total absorption of office space.

Table 3 PESTLE Summary, Opportunities, and Threats

PESTLE Components	Situation	Opportunities	Threats
Political	Supported by BEKRAF	Economy growth	
Economy	2 years 400% growth in Indonesia Projected 89,000 market	Economy growth	
Socio-cultural	Flexible working hours trend Cost efficiency Unexplored "collaboration" function	Economy growth Trend accommodation	Create uncomfortable situation because of noise and less private situation
Technology	Software management in development	Management breakthrough	

Legal	No concrete regulation especially in tax and licensing		Undefined net profit Operational hindrance
Environment	Lack of collaboration Different users' preferences		Uncomfortable situation

Source: Author's Analysis, 2019

Porter's Five Forces Analysis

Rivalry among competitors

Recent research found that many co-working spaces in a city have a net positive effect on their financial profitability, versus a co-working space without a direct competitor. More spaces help them to increase industry exposure and help educate people about the benefit of using co-working space services. The demand for co-working space in Indonesia is increasing. However, customers cost to switch brands is low to moderate because the service price of co-working spaces in Bandung is not widely varied. The service is weakly differentiated. Therefore, it can be said that the rivalry in this industry is moderate.

Threat of new entrants

Bandung city has a lot of architecture firms and interior design service, so it is not difficult to renovate or build a space then equip it with workstations and office equipment. The challenge is to create a vibrant community of professionals who can co-work greatly in a shared space. Therefore, it can be concluded that the threat of new entrants of this industry is moderate to low.

Threat of substitutes

Co-working industry adopts a different business concept that makes it difficult to compare. When a co-working space is compared to home, co-working space won in term of office facilities. Customers have low switching cost because the products they are buying is not an expensive one. A Deskwanted analyst conducted research, resulting in that the average cost of renting a co-working space is approximately the same as buying two cups of coffee per day at a café. There are substitutes, but none of them gives the same benefit and value. Therefore, it can be concluded that the threat of substitutes is low.

Bargaining power of suppliers

The suppliers of co-working space are the attractiveness of the space, in the form of expertise, circumstance, and the community. A good co-working space can provide an exclusive place where customers can value from the community of experts and from the members that are involved in the space. There are many substitutes for these two things, the switching cost is low, and the products are not differentiated. Overall, the bargaining power of suppliers is moderate.

Bargaining power of buyers

Buyers are critical because they are directly involved in defining the community and space. They are also well informed about the quality, cost, and price of the co-working spaces because before renting a space, they must conduct a little research first about which place which is more suitable for them. Some buyers may consider doing backward integration and establish their own co-working space. Still the fact is customers have low brand loyalty. Increase in price, defect in facility will lead to decrease in users. By this, the buyers' bargain power is high.

Table 4 Porter's Five Forces Summary

Force	Remarks	Level
Rivalry among competitors	Weakly differentiated services	Moderate
	Companies in the industry encouraging each other's' growth	
Threat of new entrants	Loose regulations	Moderate to low
	Weak brand loyalty	
	High initial financial capital	
Force	**Remarks**	**Level**
Threat of substitutes	Specific but diverse advantage compared to substitutes	Low
	Unrivaled value and benefit	
Bargaining power of suppliers	Facilities suppliers can be easily changed	Moderate
	Low switching cost	
Bargaining power of buyers	Weakly differentiated	High
	Low brand loyalty	
	Low switching cost	

Source: Author's Analysis, 2019

4. Results and discussions

Interview was conducted to eight co-working space users; the user characteristics are listed below:

Co-working space used

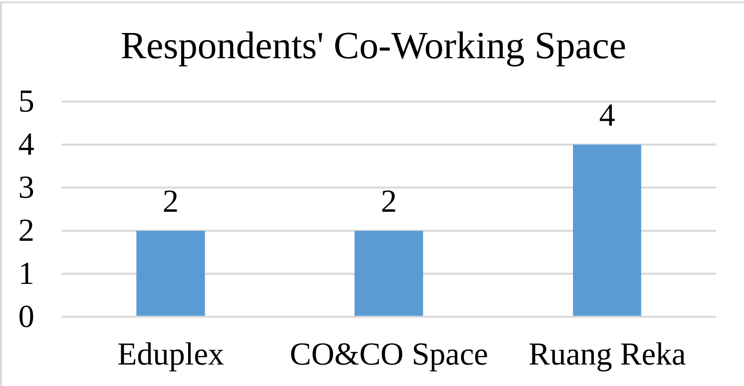

Figure 2 Respondents' Co-Working Space

Source: Interview Results

Users' occupation (a respondent can have 2 occupations)

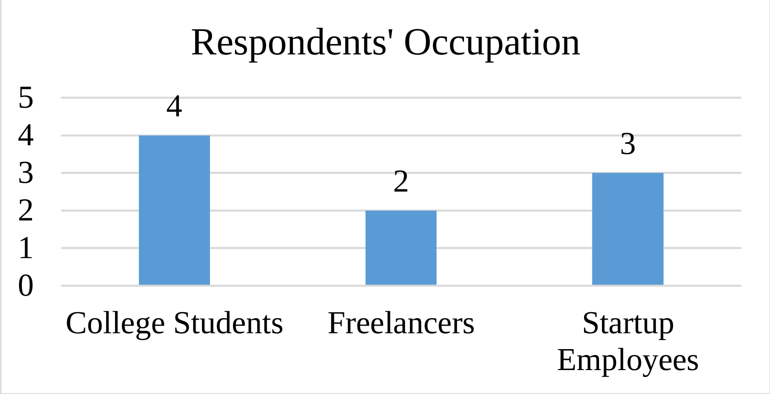

Figure 3 Respondents' Occupation

Source: Interview Results

All of the respondents are on 20-30 years old range (except one 19 years old respondent).

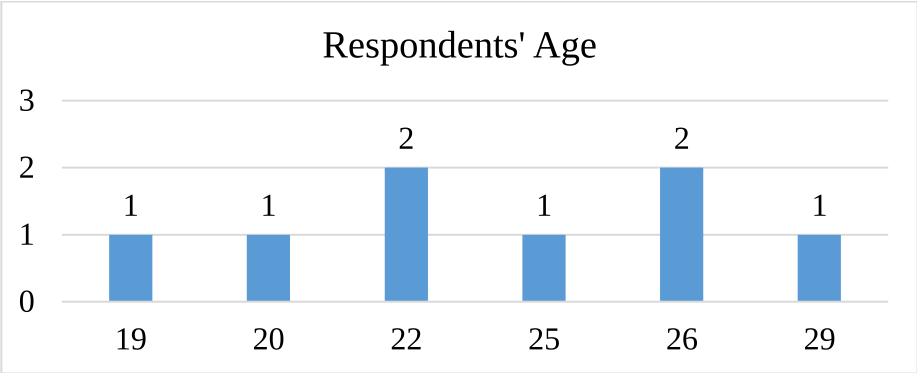

Figure 4 Respondents' Age

Source: Interview Results

The characteristics confirm the claim that most of co-working space users come from millennials generation. Millennials generation is a generation born in 1981-1996-year range (Pew Research, 2019). This fact about age range also confirmed by CO&CO Space and Ruang Reka management. Reflecting from Daily Social's research, the interview interpretation focus on users' preferences, which are what needed in a co-working space and consideration of choosing a co-working space. First, it is important to do fact check to Daily Social's research using the interview results from this research.

What Needed in Co-Working Space

Back to the research conducted by Daily Social, it shows that internet connection, workroom, and meeting room are needed by approximately 50% of co-working space users, food and beverages also networking mentioned by quarter to half of respondents, while virtual office, events, and locker facility factors are less considered. Checking the interview results, the outcome is relatively same, where 100% of interviewees mentioned internet as a must have facility in co-working space. Food and beverages factor surprisingly only mentioned by 3 interviewees (38%) as a significant factor in a co-working space. While food and beverages factor is optional, interviewees are mentioning another facility such as electric socket, clean toilet, comfortable furniture, and air conditioner, in accordance of internet connection.

Consideration of Choosing a Co-Working Space

Reflecting again to Daily Social's research, facilities, and cost are the most factors being considered by users to choose a co-working space. On the other hand, ambient and networking also considered by a quarter until half of respondents, while other factor does not really matter. The interview results of this research confirmed Daily Social's research, 100% of interviewees agree with the importance of location, facilities, and cost or price. Ambient or environment is also considered by 5 interviewees (63%).

Factors Definitions

Location

Referring to interview results, the importance location itself has many comprehensions. Some of the interviewees said that they choose a specific co-working space because it near their house, other said it near their campus, and another else said it near other place where they usually go or hang out. Co-working space can also located in a shopping mall, it does not need to be built in a personal building, and it can be combined with other function building. For example CoHive co-working space in Hartono Mall Yogyakarta. By having a co-working space in a shopping mall, a family can go to shopping mall with different need. From this result, the optimal location for a co-working space is near or in a high activity area. By located in a high activity area, co-working users do not require additional effort to come to a co-working space and it will reduce their transportation cost. The high activity area examples are campus, schools, malls, or central business district.

Facilities

Earlier, it is mentioned that facilities itself has many variation and different level of importance. The facilities that discussed in this research are internet connection, workroom and meeting room, electric socket, clean toilet, comfortable furniture.

Internet connection

Exchanging information in real time is extremely important in this age, remembering most of start-ups (who is one of co-working space user segment) use internet in their business. To do that, a sufficient internet connection is needed. Speed is important but for place like co-working space, connection coverage is more important. The wireless router, well known as Wi-Fi need to be strong enough to cover the co-working space area with numerous users.

Workroom and meeting room

Providing many types of room is also important for co-working space. There are times for users when they feel like they comfortable to work in an open space with tolerable noise, times when they need to focus on work individually with no disturbance, and times when they need to have a deep discussion with small group of people.

Electric socket

Using internet connection means there are gadgets to capture and use the connection. It is common things to see people working on their gadgets such as laptops, notebook, tablets, or smartphones. Paper and pen today are only used for taking a fast note about idea or discussion result, which later it will be rewritten on the gadgets to make it easily accessible and understood for everyone. Sufficient amount of electric sockets are needed, but it is uncommon for a room to have many number of electric socket. To tackle this issue, usually electric terminal is used to make sure every table can plug their gadgets to have the sufficient electric power.

Clean toilet

One aspect that important but usually forgotten is about toilet hygiene. Toilet in a co-working space can be considered as public toilet since it used by every co-working space user. Keeping the cleanliness of the toilet can make users feel more comfortable.

Comfortable furniture

Furniture aspect is a bit subjective considering people have different height, which means every individual has different comfortable height differences between chair and table. In this case, the height should use the office standard. Comfortable furniture explained before still acceptable for casual meeting but if user need it for work on gadgets it will not be comfortable and it can backfire productivity. Standard office chairs and tables are suggested for workroom to make users comfortable when working with their gadgets.

Cost and Price

The term of cost comes from the start-up employees. They said that subscribing to co-working space is more cost efficient compared to have their own office space or working at home. Having their own office space means they also need to pay for lifelines (electricity, water, telephone) and other facilities such as internet provider, they also need to pay more taxes. Regarding to pricing of co-working space subscription, co-working spaces in Bandung City have relatively same price. Based on the interview, majority of interviewee said that the price could not be easily marked as cheap or expensively. The price should be compared with facilities provided by co-working space itself.

Performance Consistency

Having great facilities are good, nobody will complain about a fast internet connection or clean toilet. The issue here is how long can those great facilities can be maintained. To make sure all of the facilities always on the optimal performance, the management need to monitor the facilities and do some maintenance. This action will keep the facilities performance and keep the users' expectation. A good co-working space maintenance also can be seen as management dedication in the business and can lead to higher customers' satisfaction.

Staff Friendliness

This factor refer deeper to co-working space management. Co-working space business is not just about renting space for work, it should be a services business where customers' satisfaction should be fully considered. Friendly staff who can communicate smoothly with the users is valuable.

Ambient or Environment

Creating environment where users can comfortably doing their work in conducive situation, discussing things, and communicate clearly without disturbing each other is substantial.

Having that kind of environment make users can work and communicate effectively and minimize potential conflict between users. The other aspect is interior design. Creating the right atmosphere by configuring the location and gap between tables, setting the appropriate lighting intensity, using harmonious wallpaper and furniture theme also play a significant role to create the right environment.

Networking Opportunity

Since co-working space is a shared space, where people from different background and industries come and use the same space, the opportunity to collaborate in order to expand knowledge and business is widely opened. Ironically, utilization of this networking opportunity factor is back to users themselves. How willing a user to spread his or her network is depends on his or herself. Co-working space already provide necessary shared space to do work and communicate with other, while networking opportunity comes from users themselves.

5. Conclusion

In Indonesia, the co-working space trend also happened. For example, in Bandung City today there are already about 20 co-working spaces starting from Bandung Digital Valley in 2011. This growth trend shows that co-working space is being demanded. Considering that co-working space is majorly used by start-ups, co-working space business also encouraged by Indonesia Digital Creative Industry Society (BEKRAF) and Ministry of Research, Technology and High Education, since they target Indonesia to have about a thousand start-ups in this year, 2019. Using this co-working space phenomenon, real estate industry should try to accommodate this phenomenon by providing necessary co-working spaces. However, before proceeding to co-working space provision, the industry itself should understand about demanded co-working space, which means what factors in co-working space that make them demanded.

The interview results then undergo a coding process to obtain significant keywords related to the topic and to understand about users' preferences regarding to an ideal co-working space. The results show that there are several factors considered as important in a co-working space according to users, which are:

1. Location: co-working space should located near or on a high (intense) activity location such as: campus/college, shopping mall, or central business district
2. Facilities: co-working space has facilities that support its users' activities or work. Considering most of the users are start-ups who do work on their gadgets in a long period, the most important facilities are as follow.
   a. Internet connection:
   b. Workroom and meeting room
   c. Electric socket
   d. Clean toilet
   e. Comfortable furniture
   f. Air conditioner
3. Cost and price: start-ups claimed that using co-working space is more cost efficient than own a working place, especially regarding to lifelines and taxes. The subscription price in co-working space is up to the management but should be backed up by its facilities worth.
4. Performance consistency: co-working space should do periodic maintenance to its facilities to make sure they operates in their optimum capacity. This should be done in

order to satisfy users' expectation and make them feel it is worth to subscribe to the co-working space.

5. Staff friendliness: having friendly staffs that can communicate with users is important in order to understand co-working space condition from users' point of view. By doing this, management can develop the co-working space to be more user focused.
6. Ambient or environment: configuring a proper interior design such as table placement, gap or space between tables, harmonious wallpaper and furniture, and lighting intensity will help to create comfortable and conducive environment for the user. It also helps to stimulate users' interaction in order to make them collaborate with each other.
7. Networking opportunity: users come from different background and industries, they also come with different goals. Networking with each other can open another business opportunity. Providing shared space and other optional factors such as café (food and beverages) and events can help to stimulate interaction and communication between users. However, it is back to the users themselves to be willing to seize the opportunity.

Recommendation

If there is a plan to open a new co-working space in Bandung, then some advice can be recommended based on the demanded factors. The recommendations are as follow:

1. Physical factors:
   a. Location
   Selecting a right location for business is important. Based on the explanation in earlier chapter, it is recommended to open a co-working space in a location with high activities such as college, shopping mall, or office space. Later, the co-working space can be managed by developer itself or lease it to other provider. The following factors are recommended for anyone who interested to run co-working space business.
   b. Facilities
   The most important facilities to support users' work are internet connection and electric socket. Selecting the right internet provider is necessary. Other facilities such as furniture, toilet, and air conditioner should also available in the co-working space. Furniture configuration should follow office standard for the workroom while in room for leisure can use café-like furniture. For air conditioner and toilet are depend on the location.
   c. Price
   d. Setting the right price for subscription is also a notable issue. Co-working space provider should study other co-working spaces pricing and offering. Price should be backed by facilities.
   e. Environment
   Creating the right environment, using interior design and configure the right table placement, lighting, wallpaper, and furniture are important to create a conducive working environment. With right environment, users will feel more comfortable and interaction between users can happened.
2. Management factors:
   a. Consistency
   Maintaining services and facilities optimal performance will lead to higher users' satisfaction. The management should consider maintenance for facilities

to make sure everything work well, can easily detect defects in facilities, and can instantly solve the defect.

b. Staff

In this sector, having friendly staffs who can communicate with users are substantial. To create a co-working space that user-centric, management should understand who their customers are and what they want. By having staffs that can communicate with customers, management can get sufficient data and input from customers to furtherly develop the business.

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PATH ANALYSIS OF GREENHOUSE GAS EMISSION REDUCTION TO INFLUENCE TOURISM

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Abstract

The problem of global warming is becoming more and more serious, which has become a common crisis and challenge for all countries in the world. Energy saving and emission reduction is one of the best models to reduce greenhouse gas emissions, deal with global warming and achieve sustainable economic and social development.There are some problems in energy saving and emission reduction in China, such as the difficult transfer of advanced core technology, the high cost of technology development, and the difficult change of energy consumption ratio, while the five main drivers of the peak carbon emission in China (including economic development, urbanization, energy-related problems, foreign direct technology investment/ FDI and transportation) have the problem of seeking one another. Therefore, in order to study the international energy saving and emission reduction technology innovation, policy incentives and energy economic structure, it is necessary to carry out a comprehensive analysis of the annual report of the major developed countries in combination with the actual situation of the national economic system, so as to obtain the practical enlightenment of China in energy saving and emission reduction. This has an impact on increasing tourism in the two countries.

Keywords*: Energy Conservation, Emission Reduction, Tourism*

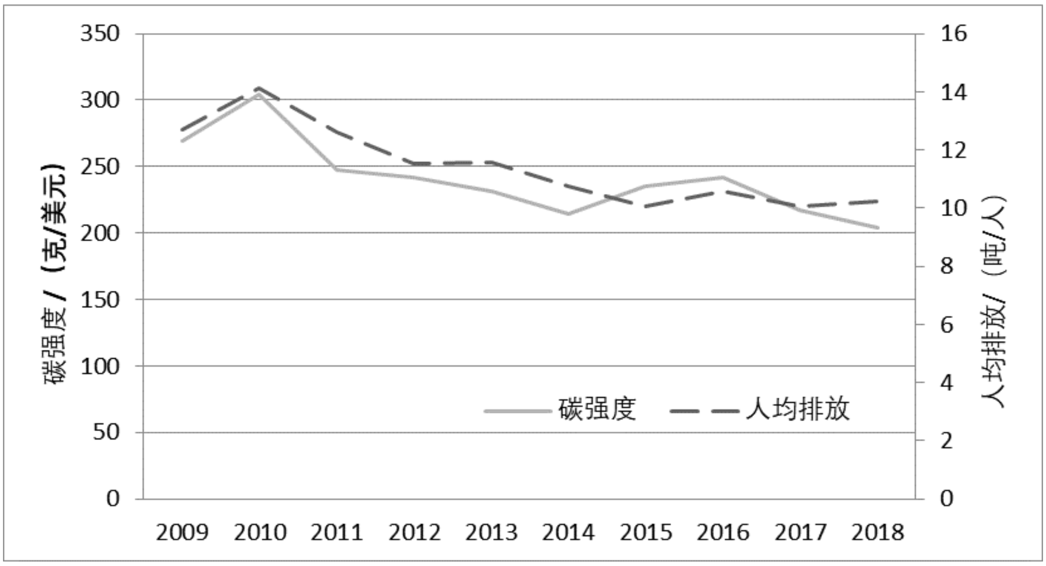
1. Introduction

As a member of the European Union (EU), Finland's ecological environment protection and construction content is one of the important conditions for the proportion of government funding, so as to guide and promote the protection of ecological environment and landscape by land consolidation. For the land consolidation related policies with clear ecological and environmental protection policy guidance issued by the EU, such as the "EU land consolidation guidance manual (2014-2020)", the EU will focus on the protection of rural areas and traditions, promote rural economic diversification and narrow the gap between urban and rural areas, as well as climate change and scientific and technological innovation projects Financial support; for collective services such as road construction, water area improvement, real estate survey and evaluation, 70% - 90% of the total government funding; 70% of the total funding for soil improvement; the cost of land remediation for ecological environment and landscape protection is borne by the government to encourage land consolidation participants to pay more attention to ecological environment and landscape protection; land consolidation in Finland is no longer simple The farmland landscape construction is regarded as the content of land consolidation, but from the perspective of system to protect the ecological environment, not only to protect the quality of cultivated land and agricultural products, but also to protect the value of rural environment. In order to expand the impact of land consolidation and promote the scale management of cultivated land, the Finnish government has also applied for the EU agricultural fund and set up a non-profit land bank (Land Fund), which uses the funds of the land bank to purchase idle agricultural land in the hands of farmers and sell them to farmers in need to promote agricultural scale operation

2. Current Situation of Geenhouse Gas Emission Reduction

2.1 Variation characteristics of total greenhouse gases

Finland's greenhouse gas emission in 2018 was 56.4 million tons of CO2 equivalent, which was 16.94% compared with the base year. Among them, the greenhouse gas emissions increased from 2009 to 2010, reaching 75.7 million tons of CO2 equivalent in 2010. From 2010 to 2015, the emission showed a downward trend, with a slight increase in 2015-2016 and 2017-2018, which basically remained around 55-58 million tons of CO2 equivalent. Since 2010, greenhouse gas emissions have decreased rapidly, with the lowest emission in 2015, reaching 55.1 million tons of CO2 equivalent. The three years with the largest annual emission reduction rate were 2012, 2014 and 2015.

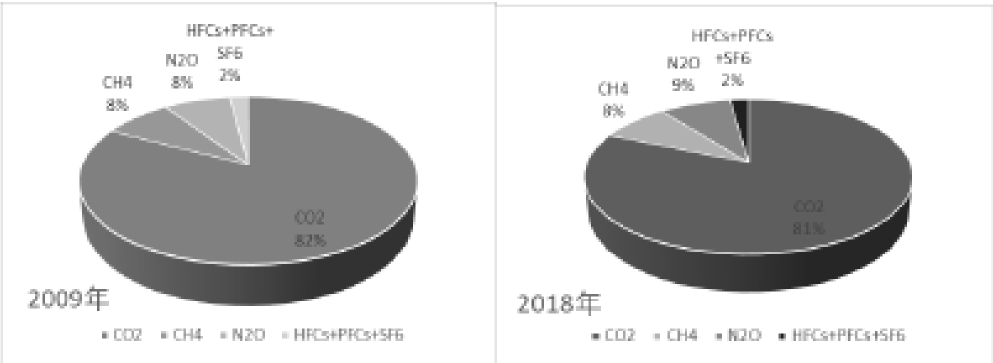


Changes in Finland's greenhouse gas emissions, GDP, per capita emissions and emission intensity

In the past 10 years, Finland's per capita emissions remained at 10-12 tons of CO2 equivalent per person, and the changes in per capita emissions were basically consistent with the total greenhouse gas emissions, and the per capita emissions were mainly affected by the changes in the total amount of greenhouse gases. Among them, 2009-2010 is in the recovery period of industrial accumulation after the global financial crisis, with per capita emissions rising to 14.11 tons of CO2 equivalent per person. In 2014 and 2015, affected by the European sovereign debt crisis, the per capita emissions were as low as 10.8-10.0 tons of CO2 equivalent per person. The overall fluctuation of carbon emissions per unit of GDP decreased, with a decrease of 23.98% in 2018 compared with that in 2009, and a decrease of 32.7% compared with the peak value (2010). The rising peak mainly occurred in 2008-2010 and 2014-2016. From 2009 to 2018, carbon emissions per unit of GDP decreased by 23.98%, and the main period of decline was in 2010-2014.

2.2 Change characteristics of gas classification

In 2018, CH4 and N2O accounted for 8% and 9% respectively, and the high warming potential gases (HFCS, PFCs, SF6) accounted for 2.1%. The share of N2O increased by 1.2 percentage points in this decade. In the trend of overall emission decreasing, N2O emission increased. In 2018, Finland's CO2 emission was 45.9 million tons of CO2 equivalent, accounting for 81% of the total greenhouse gas emissions, followed by N2O, accounting for 9%, CH4, accounting for 8%, and high warming potential gases (HFCS, PFCs, SF6) accounted for 2%. From 2009 to 2018, CO2 emissions were reduced by 10.1 million tons of CO2 equivalent, with a reduction rate of 18.04%. The total emission reduction of non-CO2 greenhouse gases is 1.6 million tons of CO2 equivalent, and the reduction rate is 12.06%. In terms of the structural changes of major greenhouse gases, the share of various greenhouse gases has not changed much. Compared with 2009, the share of CO2 in total greenhouse gas emissions decreased by 1 percentage point, the share of N2O also increased (1 percentage point), and the share of other greenhouse gases remained basically unchanged.



Data source: UNFCCC database

In terms of the changes of greenhouse gas emissions, Finland's CO2, HFCS, PFCs, CH4, N2O and SF6 emissions have all decreased. The emission reduction of CO2 is the largest, followed by CH4, N2O and high warming gas. In terms of emission reduction rate, the emission reduction rates of CH4, N2O and hgwp in 2008-2018 were 14.34%, 8.27% and 14.76%, respectively. The emission reduction rate of non-CO2 gas is 11.74%, which shows that CH4 and hgwp play an important role in non-CO2 gas emission reduction.

2. Path analysis of greenhouse gas emission reduction

2.1.Characteristics of emission reduction in different fields

In terms of emission source structure, energy sector is the largest emission sector in Finland. In 2018, energy sector accounted for 79.6% of total emissions, followed by industrial processes, accounting for 8.5%, agriculture ranked third, accounting for 7.6%, and waste accounted for only 1.9%. Emissions from the energy sector mainly come from transportation, manufacturing, construction and energy industries. Taking 2018 as an example, the energy industry (1.A.1) accounted for 46.6% of the total emissions in the energy sector, followed by manufacturing and construction (1.A.2), accounting for 32.7% of the total emissions in the energy sector; the emission of transport (1.A.3) only accounted for 9.1%. Other sectors (1.A.4) accounted for 10.7%. The important sources of greenhouse gas emissions in Finland are industrial energy use and production process emissions. In 2008, compared with 2018, the proportion of energy sector continued to increase, increased by 1.6 percentage points, the proportion of agriculture increased by 1.9 percentage points, and the relative waste area and industrial process decreased by 2.4 percentage points and 1.0 percentage points respectively.

a. Total emission reduction of greenhouse gases
b. Relative emission reduction of greenhouse gases
c. Emission reduction of nonCO2 sub sectors

2.2.Characteristics of emission reduction by industry

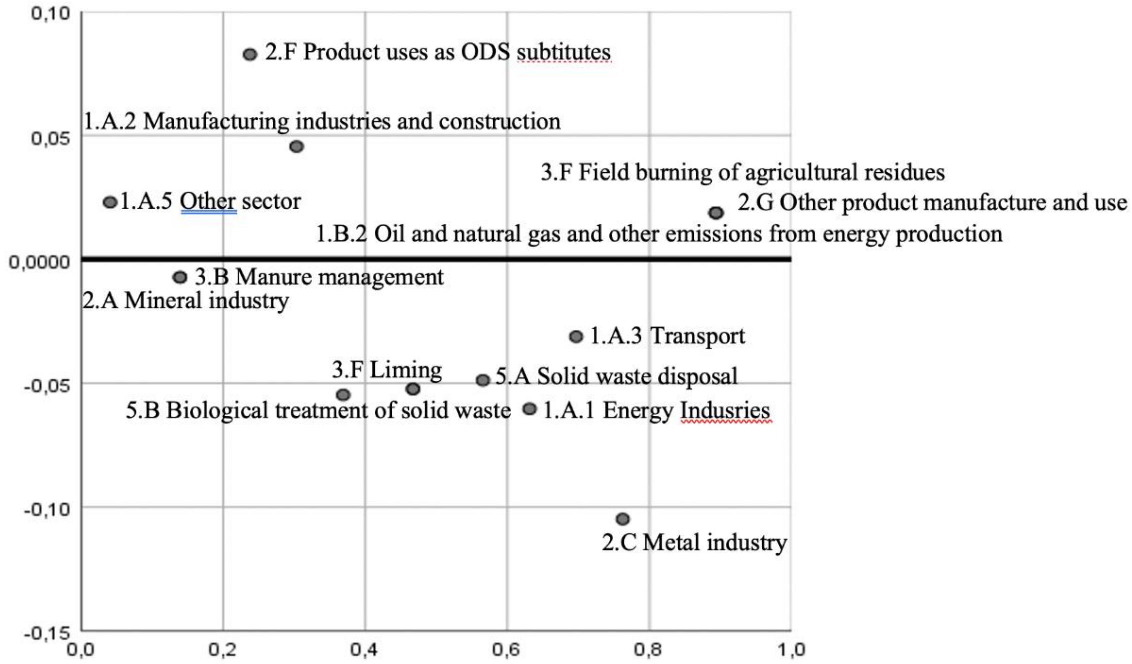
In terms of emission source structure, energy sector is the largest emission sector in Finland. In 2018, energy sector accounted for 79.6% of total emissions, followed by industrial processes, accounting for 8.5%, agriculture ranked third, accounting for 7.6%, and waste accounted for only 1.9%. Emissions from the energy sector mainly come from transportation, manufacturing, construction and energy industries.

a. Industry differences of total emission change

According to the ranking results of greenhouse gas emission reduction by industry in Finland, four of the top five industries in terms of absolute emission reduction from 2008 to 2018 belong to the energy sector and one industry sector. The sectors in the energy sector are public power and thermal production, oil refining, pulp, paper and printing (1. A.2. D) and steel (1. A.2. A). The industry in the field of industrial processes is steel (2. C.1.1). In addition, energy sector transport sector (1. A.3), other sectors (1. A.4), food processing, beverage and tobacco (1. AA. 2. E), and land solid waste treatment (6. A) of waste also had large emission reductions. from industrial Among the top five industries ranked by the growth of greenhouse gas emissions, one belongs to the energy sector, two processes and two from agriculture.

They are non-metallic processing in the energy sector (1. A.2. B), others in the chemical industry (2. B.5) and others in metal production (2. C.5), and intestinal fermentation (4. A) and manure management (4. B) in agriculture. Finland's public power and thermal power production industry has a significant impact on greenhouse gas emissions. It is analyzed that it is located in the Arctic Circle and needs heating in the cold climate all year round.

===== Appendix 1 =====



芬兰2010–2018年温室气体减排量和减排率标准化

数据来源：UNFCCC数据库http://unfccc.int/ghg_data/ghg_data_unfccc/items/4146.php

_b._ Industry differences in relative change rate of emissions

According to the order of emission reduction rate, Finland has the highest emission reduction rate of the five industries, three belong to the energy field, one belongs to the industrial process, and one belongs to the waste field. They are oil refining (1. AA. 1. B), steel (1. A.2. A) and unclassified manufacturing and construction (1. A.2. F), nitric acid production in industrial processes (2. B.2), and land solid waste treatment (6. A) in the waste field. Their emission reduction rate ranges from 35.50% to 86.07%. The absolute emission reduction of these industries with high emission reduction rate is also very large, mainly concentrated in the energy sector. 2.2) the absolute emission reduction rate of nitric acid production is the largest in recent ten years.

Among the top five industries in the growth rate of greenhouse gas emissions, two belong to the field of energy, two belong to the field of industrial process, and one belongs to the field of agriculture, with relatively average distribution. Their emission growth rate ranges from 2.28% to 34.48%. Among them, the emission growth rate of chemical industry and metal production process related departments is higher, both above 30%.

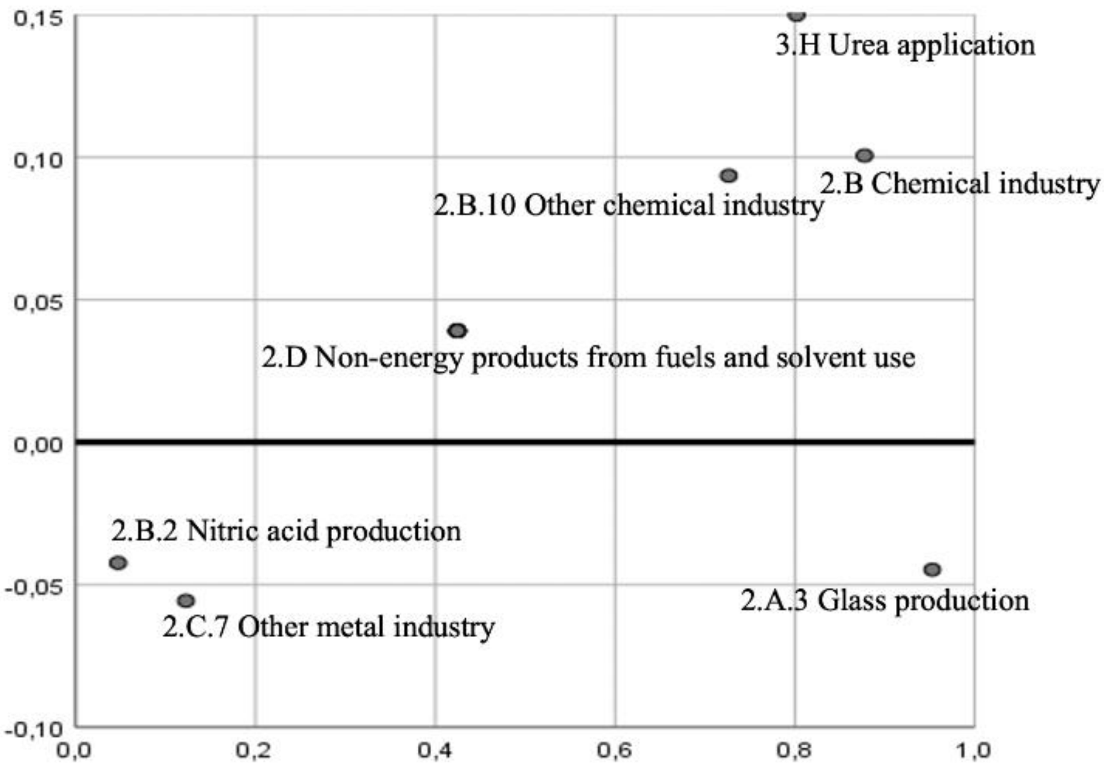


图3.2.2 芬兰2010–2018年温室气体增排量和增排率标准化

数据来源：UNFCCC数据库http://unfccc.int/ghg_data/ghg_data_unfccc/items/4146.php

c. Comprehensive analysis

In general, Finland's non carbon dioxide emission reduction is mainly affected by the fuel combustion and waste disposal sectors, while the increased emissions are mainly concentrated in the non energy sector. There were increases in emissions from the glass industry and chemical industry. Considering that Finland's food self-sufficiency is highly dependent on imports and its international status as a neutral Nordic country that is not a member of NATO, it is speculated that the increase in emissions in this sector is related to its food production strategy. According to the two ranking results of emission reduction and emission reduction rate, the industries with significant emission reduction effect in Finland are mainly the manufacturing industry in the energy sector, construction and refined oil. The industrial process emission reduction effect of nitric acid production is also very prominent.

3. Main Factors Affecting the Change of Greenhouse Gas Emissions In Finland

3.1. Contribution of woodland to emission reduction in Finland

Finland is one of the countries with the highest utilization rate of wood in the world. For example, after the trees are cut, the thicker part can be transported to the factory to produce sawn timber and plywood; the thinner part and the treetops and branches are transported to the paper mill for pulping and papermaking or as energy materials to the combustion plant for heating the local residents; the roots can also be dug out for use by machinery.

After pulping, the bark and pulp residue can also be burned, about 95% of which is used as energy for papermaking; the sawdust from wood processing and plywood production can be used as raw materials for pulp mills. Finland has reduced the consumption of forest resources by maximizing the use of wood.

4.2 Emission increase and emission reduction of CH4 in different fields

Although the emission of CH4 in Finland is generally stable, the performance of different industries is different. Agriculture is the largest source of CH4 and N2O emissions, mainly from the intestinal fermentation process of animals and the application of manure and fertilizer. From 2008 to 2018, CH4 emissions from intestinal fermentation in agriculture increased by 2.28%. Moreover, the emission reduction of CH4 mainly depended on landfill optimization in waste field (CH4 emission reduction in waste field was 32.83%). Therefore, N2O emission from agriculture (mainly animal husbandry) had a rising trend from 2008 to 2018.

4.3.The impact of Finnish policy on emissions

Sweden has achieved a lot of emission reduction in the field of waste and agriculture. Land waste treatment management (6. A.1) and agricultural soil (4. D) are the top five emission reduction industries in the industry, and are the main industries for CH4 and N2O emission reduction. The emission reduction rates of CH4 and N2O in Sweden from 1990 to 2007 were 20.9% and 18.6%, respectively, higher than that of CO2 (8.6%). CH4 emission reduction in the waste field is mainly due to the decrease of domestic waste landfill, and the collection and treatment of landfill gas are strengthened for energy.

The results of CH4 and N2O emission reduction in agriculture are mainly due to the decrease of livestock production and the decrease of farm manure and chemical fertilizer. Sweden has implemented mandatory measures in the field of waste. Since 1990s, municipal units and introduced producers have been required to participate in waste management. In 2000, landfill tax was introduced. In 2002 and 2005, bans on the landfill of separated combined and organic wastes were successively promulgated From 2007 to 2007, only 4% of the total domestic waste was landfilled.

There is no specific greenhouse gas emission reduction policy in the agricultural sector. The development of Swedish animal husbandry is mainly affected by the European common agricultural policy, which is the emission reduction brought by the development of the industry itself.

5. Conclusion/Summary

51. Enlightenment of Finnish experience to China

There are several similarities between Finland and the central and northern regions of China: the climate is cold in winter and the heating energy consumption is large; the energy shortage requires the import of energy to meet the domestic demand, so it is urgent to improve the energy efficiency ratio: both have high energy consumption industries such as papermaking and steel, which account for a relatively high proportion.

a. Strengthen the systematic protection of cultivated land and strengthen the landscape ecological construction of land consolidation
b. Legislation of environmental damage liability
c. Environmental tax incentive policy

5.2 Recommendation

Finland so far has been good enough in dealing with reducing GHG emissions, but to achieve the planned goal of reducing GHG emissions even more for 2030 and 2045, it is hoped that Finland can be more disciplined in implementing any plans made and policies that have been made. has been done strictly. So that it can become one of the countries to be piloted by other countries in order to strictly reduce carbon emissions and make environmental conditions better. China is also increasing efforts to reduce carbon emissions, it can be seen in several cities in China that have implemented an eco-city area. But to increase the maximum reduction in carbon emissions, China can imitate the steps that have been implemented by Finland, starting from what kind of policies they implement to implementing what should be the first step so that the ultimate goal is to become a carbon neutral-region.

5.3 Implication

It is hoped that with the implementation of carbon reduction plans both in Finland and in China can work together to create a low-carbon country. In addition, on policies that are formed in order to create a low-carbon region, environmentally friendly technologies can be formed and have healthy relations between countries not only in the environmental sector but also in the economic sector, which we know that China is a country that has rapid progress both in the economic and technological fields and in other fields. So, these two countries can become pilot countries for other countries and create carbon reductions throughout the country. This has an impact on increasing tourism in the two countries.

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Appendix 1

表 3.2 芬兰 2010 年和 2018 年温室气体排放情况比较（不计入 LULUCF） **单位：$TgCO_2$当量**

	2010		2018		减排量	减排率
	总 量	所占比例	总 量	所占比例		
GHGs（不计入 LULUCF）	75.65	100.00%	56.36	100.00%	-19.29	-25.50%
1 能源	60.26	79.65%	42.14	74.77%	-18.12	-30.07%
1.A 燃料燃烧	60.11	79.46%	42.02	74.55%	-18.09	-30.10%
1.A.1 能源工业	30.95	40.91%	18.68	33.14%	-12.27	-39.64%
1.AA.1.A 公共电力和热力生产	10.04	13.27%	6.86	12.17%	-3.18	-31.67%
1.AA.1.B 炼油	12.71	16.80%	11.66	20.69%	-1.05	-8.26%
1.AA.1.C 固体燃料生产及其它能源工业	5.21	6.89%	3.87	6.87%	-1.34	-25.72%
1.A.2 制造业和建筑	1.20	1.59%	0.95	1.69%	-0.25	-20.83%
1.AA.2.A 钢铁	0.14	0.19%	0.12	0.21%	-0.02	-14.29%
1.AA.2.B 非金属加工	0.14	0.19%	0.12	0.21%	-0.02	-14.29%
1.AA.2.C 化学工业	6.16	8.14%	5.84	10.36%	-0.32	-5.19%
1.AA.2.D 纸浆、造纸和印刷	1.17	1.55%	1.06	1.88%	-0.11	-9.40%
1.AA.2.E 食品加工、饮料和马铃薯	0.53	0.70%	0.60	1.06%	0.07	13.21%
1.AA.2.F 其他	0.42	0.56%	0.31	0.55%	-0.11	-26.19%
1.A.3 运输	0.002	0.003%	0.003	0.005%	0.001	50.00%
1.A.4 其他部门	0.22	0.29%	0.15	0.27%	-0.07	-31.82%
1.AA.4.A 商业/机构	1.02	1.35%	1.32	2.34%	0.30	29.41%
1.AA.4.B 住宅	0.16	0.21%	0.21	0.37%	0.05	31.25%
1.AA.4.C 农业/林业/渔业	0.86	1.14%	1.11	1.97%	0.25	29.07%
1.A.5 其他	2.44	3.23%	2.07	3.67%	-0.37	-15.16%
1.B 燃料无组织排放	2.42	3.20%	2.05	3.64%	-0.37	-15.29%
1.B.1 固体燃料	0.017	0.02%	0.022	0.04%	0.002	11.76%
1.B.2 石油和天然气	0.12	0.16%	0.16	0.28%	0.04	33.33%
2 工业过程	0.088	0.12%	0.122	0.22%	0.034	38.64%
2.A 矿产加工	0.024	0.03%	0.025	0.04%	0.001	4.17%
2.A.1 水泥生产	0.003	0.004%	0.012	0.02%	0.009	300.00%
2.A.2 石灰生产	1.36	1.80%	1.18	2.09%	-0.18	-13.24%
2.A.3 石灰岩和白云岩使用	0.04	0.05%	0.04	0.07%	0.00	0.00%
2.A.4 纯碱生产和使用	0.02	0.03%	0.01	0.02%	-0.01	-50.00%
2.A.7 其它	6.67	8.82%	6.56	11.64%	-0.11	-1.65%
2.B 化学工业	2.10	2.78%	2.08	3.69%	-0.02	-0.95%
2.B.2 硝酸生产	0.75	0.99%	0.73	1.30%	-0.02	-2.67%
2.B.4 碳化物生产	3.55	4.69%	3.54	6.28%	-0.01	-0.28%
2.B.5 其它	0.00	0.00%	0.00	0.00%	0.00	0.00%
2.C 金属生产	0.28	0.37%	0.21	0.37%	-0.07	-25.00%
2.C.1 钢铁生产	0.0016	0.02%	0.002	0.30%	4.00E-04	25.00%
2.C.1.1 钢	2.56	3.38%	1.82	3.23%	-0.74	-28.91%

2.C.1.2 粗钢	2.17	2.87%	1.47	2.61%	-0.70	-32.26%
2.C.1.3 烧结矿	0.14	0.19%	0.11	0.20%	-0.03	-21.43%
2.C.2 铁合金生产	0.25	0.33%	0.24	0.43%	-0.01	-4.00%
2.C.3 铝生产	75.65	100.00%	56.36	100.00%	-19.29	-25.50%
2.C.4 铝镁铸造	60.26	79.65%	42.14	74.77%	-18.12	-30.07%
2.C.5 其它	60.11	79.46%	42.02	74.55%	-18.09	-30.10%
2.D 其他生产	30.95	40.91%	18.68	33.14%	-12.27	-39.64%
2.E 卤化物和 SF6 生产	10.04	13.27%	6.86	12.17%	-3.18	-31.67%
2.F 卤化物和 SF6 消耗	12.71	16.80%	11.66	20.69%	-1.05	-8.26%
2.F.1 制冷和空调设备	5.21	6.89%	3.87	6.87%	-1.34	-25.72%
2.F.2 发泡剂	1.20	1.59%	0.95	1.69%	-0.25	-20.83%
2.F.3 灭火器	0.14	0.19%	0.12	0.21%	-0.02	-14.29%
2.F.4 气溶胶和计量吸入器	0.14	0.19%	0.12	0.21%	-0.02	-14.29%
2.F.8 电器设备	6.16	8.14%	5.84	10.36%	-0.32	-5.19%
2.F.9 其他	1.17	1.55%	1.06	1.88%	-0.11	-9.40%
3 溶剂和其他产品使用	0.53	0.70%	0.60	1.06%	0.07	13.21%
4 农业	0.42	0.56%	0.31	0.55%	-0.11	-26.19%
4.A 肠道发酵	0.002	0.003%	0.003	0.005%	0.001	50.00%
4.B 粪肥管理	0.22	0.29%	0.15	0.27%	-0.07	-31.82%
4.D 农业土壤	1.02	1.35%	1.32	2.34%	0.30	29.41%
6 废弃物	0.16	0.21%	0.21	0.37%	0.05	31.25%
6.A 陆地固废处理	0.86	1.14%	1.11	1.97%	0.25	29.07%
6.A.1 陆地废物处理管理	2.44	3.23%	2.07	3.67%	-0.37	-15.16%
6.B 废水处理	2.42	3.20%	2.05	3.64%	-0.37	-15.29%
6.B.1 工业废水	0.017	0.02%	0.022	0.04%	0.002	11.76%
6.B.2 住宅和商业废水	0.12	0.16%	0.16	0.28%	0.04	33.33%
6.C 废物焚烧	0.088	0.12%	0.122	0.22%	0.034	38.64%
6.D 其它	0.024	0.03%	0.025	0.04%	0.001	4.17%

数据来源：UNFCCC 数据库：http://unfccc.int/ghg_data/ghg_data_unfccc/items/4146.php

STRATEGY FOR SUSTAINABLE TOURISM DEVELOPMENT IN KELIMUTU NATIONAL PARK IN ENDE DISTRICT

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ABSTRACT

The tourism sector in Indonesia has currently been designated as a leading sector for development and is being boosted as a source of foreign exchange. The rapid development in the tourism sector can be seen from the policy of 10 priority tourist destinations which are then reduced to 5 super priority tourist destinations. Priority destination development must use sustainable tourism development. Kelimutu Lake Tourism Object is a lake tourism object located in Koanara Village, Ende Regency. This study aims to analyze how sustainable tourism has been carried out in the Kelimutu National Park in Ende Regency, East Nusa Tenggara. The research method used is qualitative with the approach used based on literature studies by looking for theories that are relevant to the problems found. The results of research on sustainable tourism development strategies in Kelimutu National Park that must be carried out are maintaining the national personality and culture, protecting the ownership of local community assets, and preserving the environment.

Keywords : Ecotourism, Kelimutu National Park, Natural Tourism, Sustainable Tourism Development, Tourism.

INTRODUCTION

The tourism sector in Indonesia has currently been designated as a leading sector development and is being boosted as a source of foreign exchange. The government is targeting 20 million foreign tourists to visit Indonesia in 2021. The rapid development in the tourism sector can be seen from the policy of 10 priority tourist destinations which are then reduced to 5 super priority tourist destinations. That the development of priority destinations must use sustainable tourism development. So there is no doubt from my environmental activist friends. Tourism development is directed towards sustainable tourism development with principles based on community-based empowerment.

Sustainable tourism is tourism that pays attention to the impact on the environment, society, culture, economy in the present and the future for local communities and tourists. Not only adapting the sub-definition of the United Nations World Tourism Organization (UNWTO), but also making the Global Sustainable Tourism Council (GSTC) indicator to standardize sustainable tourism.

Sustainable development is essentially aimed at seeking equitable development between present and future generations. Sustainable development aims to improve people's welfare, to meet human needs and aspirations (Salim, 1990) in (Sukma, 2014).

Regulation of the Minister of Tourism Number 14 of 2016 concerning guidelines for the development of sustainable tourist destinations. With the adaptation of Sustainable Development Goals (SDG) or the achievement of sustainable development until 2030, the ultimate goal of sustainable tourism at the Ministry of Tourism consists of the availability of decent work, sustainable production and consumption, and conservation of marine ecosystems. Everything is written in the 2016 tourism ministerial regulation.

There are four categories and 104 indicators that serve as guidelines for the development of sustainable tourist destinations in Indonesia, issued by the Ministry of Tourism. The four categories are sustainable tourism destination management, economic use of local communities, cultural preservation of communities and visitors, and environmental preservation.

Currently the tourism sector is faced with a new normal condition after the Covid-19 pandemic. Sustainable tourism will be an option and a consequence of the part of tourism development, after the COVID-19 pandemic. How is the development of tourism centered on people center tourism or community based tourism which includes increasing product diversification, services according to the needs of community behavior, service patterns and efforts to increase the power of local wisdom which eventually becomes a unique selling point. This must be maintained, maintained and managed with the support of quality human resources in the future. In addition, it is necessary to apply domestic sustainability values such as resilience and local wisdom, as well as balanced tourism.

One of the natural attractions in Ende Regency is the Kelimutu National Park. The Kelimutu National Park is one of the mainstays of tourist attractions in NTT. The Kelimutu National Park encompasses hills and mountains with Mount Kelimutu and its tricolor lakes. This lake is part of the crater of Mount Kelimutu (NTT Tourism Office, 2020). The lake or Tiwu Kelimutu is divided into three parts according to the colors in the lake. The blue lake or "Tiwu Nuwa Muri Koo Fai" is a gathering place for the souls of young people who have died. The red lake or "Tiwu Ata Polo" is a gathering place for the souls of people who have died and as long as they are alive they have always committed evil / divination. While the white lake or "Tiwu Ata Mbupu" is a gathering place for the souls of parents who have died.

Kelimutu Lake Tourism Object is a lake tourism object in Ende Regency, located in Koanara Village, Kelimutu District, which is + 55 Km from Ende City. Kelimutu Lake is also known as the Three Colors Lake. This tourist attraction is being developed by the Ende Regency Government, which was built around 1997, and for now its existence is managed by the Kelimutu National Park Office. Kelimutu Lake Tourism Object consists of three lakes. Its uniqueness is the color of the water, which changes every year, from red to dark green to light green, and dark brown and to sky blue.

In this National Park area, there are many activities that can be done a stunning natural panorama. Various species of flora and fauna also inhabit and are scattered throughout this national park. In addition, this tourist attraction is also equipped with various tourist facilities and facilities to support them, namely parking areas, public toilets, photo spots, souvenir and culinary sales places, management offices and so on. This tourist attraction can be an alternative trip for bicycle or sightseeing tours because it has a long enough road, even though it is a bit climbing, and it is steep.

Based on the description above, this study aims to analyze how sustainable tourism has been carried out in the Kelimutu National Park in Ende Regency, East Nusa Tenggara.

LITERATURE REVIEW

Sustainable Tourism

Sustainable Tourism is a tourism that is growing very rapidly, including the increasing flow of accommodation capacity, local population and the environment, where the development of tourism and new investments in the tourism sector should not have a bad impact and can integrate with the environment, if we maximize the positive impact and minimize the negative impact. So several initiatives have been taken by the public sector to regulate tourism growth for the better and put the problem of sustainable tourism as a priority because good businesses or businesses can protect resources or assets that are important to tourism not only now but in the future.

World Tourism Organization (WTO) (2005) states that sustainable tourism is "tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment, and host communities". This explanation can be defined that sustainable tourism is a tourism development / development concept that fully takes into account the current and future economic, social and environmental impacts. UNESCO defines sustainable tourism as tourism that respects local communities and travelers, as well as the cultural and environmental heritage that exists in these locations.

Sustainable tourism can implement :

a. Eco-tourism : is a tourism development that brings in tourists, but still limits the number of tourists who come and care about the surrounding tourism environment. Balance tourism, economic development with the conservation and protection of natural areas and traditional cultures.
b. Eco-cultural : Eco-cultural tourism is presented here as a concept where ecological and cultural aspects are combined to create a site for tourists. It is proposed as a way for communities whose resources are expressed as cultural or ecological to develop. Sustainability and participation are both essential to the long term future of this form of tourism.
c. Tourism Village : is a rural area that has unique and special characteristics to become a tourist destination, including: natural environment, tradition and culture still held by the community, special food, agricultural systems and kinship systems. A tourist village as a tourist destination, certainly needs to be supported by adequate facilities for tourists. These facilities include: homestay, so that tourists can really feel the daily atmosphere of the countryside with what it is, restaurants / food stalls, outdoor activity arenas / outbound facilities and various conveniences for tourists.

Sustainable Tourism Destinations

According to the WTO (2005) there are at least 12 main objectives of sustainable tourism development, which are as follows :

1. Economic Viability ; ensure the sustainability and competitiveness of tourist destinations so that they can receive long-term economic benefits.
2. Local Prosperity ; Maximize the contribution of tourism to the economy of local communities in the destination environment.
3. Employment Quality ; Improve the quality of human resources assigned / involved in tourism activities, including in terms of wage income, gender and racial equality.
4. Social Equity ; Provide a broad and equitable distribution of economic and social benefits, including increasing opportunities for engagement, income and services.
5. Visitor Fulfillment ; To provide a satisfying experience for visitors, including the exchange of knowledge in tourism activities.
6. Local Control ; Involve and empower local communities in planning and making decisions regarding tourism management or development.
7. Community Wellbeing ; Maintain and strengthen the quality of life of local communities, including social structures and access to resources, facilities and life support systems.
8. Cultural Richness ; Respect and raise awareness of the historical heritage, authentic culture, traditions and characteristics of the host community in tourist destinations.
9. Physical Integrity ; Maintain and improve the quality of destination landscapes, both urban and rural.
10. Biological Diversity ; Support all forms of conservation systems for natural areas, habitats and wildlife.
11. Resource Efficiency ; Minimize the use of scarce and non-renewable resources in the development and operation of tourism facilities.
12. Environmental Purity ; Minimize air, water and soil pollution as well as landfill by tourist destinations and tourists.

Meanwhile, in the Minister of Tourism Regulation No. 14 of 2016 concerning Guidelines for Sustainable Tourism Destinations, there are 4 (four) main pillars in tourism development. This pillar is also the criteria formulated by the Global Sustainable Tourism Council, which includes:

1. Management of sustainable tourism destinations
2. Economic use for local communities
3. Cultural preservation for the community and visitors
4. Environmental preservation

The four pillars above have been clearly stated in our Tourism Law, where the performance of tourism development is not only measured and evaluated based on its contribution to economic growth, but also for its contribution to improving people's welfare, reducing unemployment and poverty, preserving resources. Nature / environment, cultural development, improvement of the nation's image and national identity so as to strengthen unity.

Principles of Sustainable Tourism

In essence, sustainable tourism development is related to ensuring that natural, social and cultural resources used for tourism development in this generation can be enjoyed for future generations.

"Tourism development must be based on sustainability criteria which means that development can be supported ecologically in the long term as well as be economically viable, ethically and socially just society" (Charter for Sustainable Tourism, 1995).

Sustainable tourism development, as stated in the Sustainable Tourism Charter (1995) is developed that can be supported both ecologically and economically feasible, as well as ethically and socially just society. This means that sustainable development is an integrated and organized effort to develop the quality of life by regulating the provision, development, utilization and maintenance of resources in a sustainable manner.

This can only be done with a good governance system that involves active and balanced participation between the government, the private sector and the community. Thus, sustainable development is not only related to environmental issues, but also issues of democracy, human rights and other broader issues.

These principles include: (a). Participation; (b). Participation of Actors / Stakeholder Involvement; (c). Local Ownership; (d). Sustainable Use of Resources; (e). Fulfilling Community Goals; (f). Carrying capacity; (g). Monitor and Evaluation; (h). Accountability; (i). Training; (j). Promotion.

LITERATURE REVIEW

The results of the study (Gaol, 2014) revealed that the tourism object of Moni Koanara Village as a buffer zone for the three-color lake destination of Mount Kelimutu, the potential for tourist attractions has not been optimally empowered, the weak human resource capacity in the tourism sector, and not many people who concentrate on industrial business.

According to the research results of Susani et al., (2019) the role of the government / institution in the development of the Kelimutu National Park tourism object, in this case the Kelimutu National Park Office, has been quite successful. Because, before developing tourism, his party first plans a tourism promotion by conducting a SWOT analysis and then making improvements. After the area improvement is carried out, a promotion is carried out by taking advantage of the development of science and technology in supporting its duties and functions. This is certainly more effective and efficient in promoting so that it can be recognized by the wider community. In addition, the Kelimutu National Park Office also carries out education and training for employees who do not yet have a foundation in tourism, this gives them the opportunity to take part in the training. Another tourism development plan is to follow up on tourism development accompanied by regional culture and arts so that it can attract tourist visits.

The results of research conducted by (Hermawan et al., (2019) reveal the most appropriate strategy in developing ecotourism in Kelimutu National Park, namely offensive strategies (taking advantage of opportunities and strengths), as well as the ecotourism area which has the first priority to be developed, namely the Moni area, the second is the Wologai area, the third is the Sokoria area, and the fourth is the Niowula area.

The tourism potential and culture of an area is an asset that must be maintained and developed. Various ways have been done by both the government and the community to continue to develop tourism potential and cultural wealth, one of which is by holding tourism events. For this, of course, there is a need for an appropriate marketing strategy so that this event can be known by the general public and attract tourists, both domestic and foreign (Pascaliany, n.d,2014).

RESEARCH METHOD

This research is a qualitative research with the approach used based on literature studies looking for theories that are relevant to the problems found. Data collection is carried out to obtain primary data and secondary data. Primary data collection techniques were carried out in two ways, namely field observations and interviews. The data analysis technique used was descriptive qualitative analysis.

RESULT AND DISCUSSIONS

The Kelimutu National Park (TNK) is located in the Ende Regency, East Nusa Tenggara Province. Kelimutu National Park was designated as a National Park Area based on the Decree of the Minister of Forestry, SK No. 675 / Kpts-II / 97 with an area of ± 5,356.5 hectares. The area of the Kelimutu National Park is 5,356.5 ha with a total boundary line of 48,423.44 m consisting of 241 palms of forest boundaries that border the National Park with 24 villages in 5 sub-districts in Ende Regency (Regional Forest Stabilization Agency VIII Denpasar, 2006).

The vision of the Kelimutu National Park is the Kelimutu National Park as a conservation area based on cultural ecotourism that is useful for the community. The missions carried out by the Kelimutu National Park Office are: 1) Developing ecotourism with a cultural theme parallel to its nature ; 2) Empower indigenous peoples and buffer villages ; and 3) Restoring ecosystem from foreign invasive species.

One of the ways to develop Sustainable Tourism in Kelimutu National Park is through ecotourism. Ecotourism in the Kelimutu National Park is quite well managed. Both in preparing the human resources (HR) of tourism actors and in helping to overcome environmental problems caused by tourism activities.

To develop sustainable tourism in the Kelimutu National Park area requires efforts that do not only consider the economic side. However, the ecological side of tourist destinations and the social side of the community need to be considered so that tourism development in Kelimutu National Park can be sustainable. One form of ecotourism that has been developed is through Community Based Tourism (CBT).

The form of CBT Ecotourism embodied in the Kelimutu National Park has shown an increase, although in general it does not reflect a form of ecotourism that is in line with the principles of ecotourism. The concept of ecotourism and trekking can be an effort to encourage the attractiveness that can be offered to tourists. As a form of innovation in the development of tour packages, Kelimutu National Park and local villagers have opened three trekking routes to Lake Kelimutu. Two routes were built in the Detusosko sub - district, namely from a Wologai village in the north and Niowula in the west. The other is the route from the village of Sokoria to the south of Lake Kelimutu. To support the program, the government, in this case the Ende District Tourism Office, held trekking and guide training for local communities, especially young people.

In addition to developing ecotourism, Kelimutu National Park in order to increase tourist visits, in order to develop sustainable tourism has a program for the empowerment of indigenous communities around the Kelimutu National Park area. With this program, it is expected to become a package visit to Kelimutu. Not only to the Kelimutu National Park, but also to cultural tourism spots in interesting traditional villages.

The program to increase the economic empowerment of communities around the area has started to grow as evidenced by the number of natural and cultural tourism packages being offered around the Kelimutu National Park area. The Government of Ende Regency, in this case the Culture and Tourism Office, strongly supports the existence of sustainable tourism, because sustainable tourism is very dependent on the role of the community and benefits for the community. Kelimutu National Park and all the richness and uniqueness of nature and culture is a form of sustainable tourism development efforts. People are slowly starting to realize and make tourism their main livelihood besides farming, gardening and weaving and starting to apply “Sapta Pesona” so that nature is well preserved, local culture is more sustainable and community welfare increases.

Since 2014 there have been many destinations developed by the community, managed by the community and the results have been enjoyed by the community. Apart from the Kelimutu National Park as the main potential, the Ende district government continues to strengthen the empowerment of villages around the Kelimutu National Park area as supporting tourism in the Kelimutu National Park.

A number of villages around the Kelimutu National Park area are the focus of empowerment. Of the 9 villages, there are around 7 villages that have started to show positive changes, including Koanara, Waturaka, Pemo, Woloara, Saga, Detusoko Barat, and Wologai villages.

Based on interviews with the Head of the Ende Regency Tourism Office, tourism villages that have the potential are strengthened by providing outreach and training. With the main potential of natural tourism and cultural tourism such as horticulture, hot springs, waterfalls, rice fields and traditional houses, the government also facilitates the construction of homestays so that tourists can stay and see the daily behavior and habits of the community such as farming and gardening, processing coffee beans to coffee ready for consumption. , traditional dances and other attractions. The development of local villages is also carried out by forming a Tourism Awareness Group (Kopdarwis) in each village.

Through various outreach, training and infrastructure development carried out by the Ende district government through the Tourism Office, slowly community participation has begun to increase, the perspective of the community has begun to change where it has begun to depend on the tourism sector by making tourism a livelihood other than farming and gardening. The district government of Ende continues to increase cooperation with various parties, including cooperating with universities, NGO's and tourism actors. It is hoped that in the future these tourist villages can grow on their own without always being given stimuli. The community is directed to be able to take advantage of the village-owned component, in this case BUMDes, as an economic force in rural areas that manages the village potential collectively for tourism development so as to improve the welfare of the village community.

Based on the results of these studies, to achieve sustainable results in the creation of sustainable tourism requires an approach various aspects of life, such as ecological, economic, sociocultural, securing sustainability which can be realized through the cooperation of various parties involved in the tourism sector.

CONCLUSION

Sustainable tourism development strategies in Kelimutu National Park that must be carried out are maintaining the national personality and culture, protecting local community asset ownership, and preserving the environment.

SUGGESTION

1. Strengthening the principles of ecotourism, Community Based Tourism and sustainable development, especially for additional facilities, attractions and cleanliness around the Kelimutu National Park.
2. Increase the involvement of local communities in planning and management of ecotourism as well as the care and maintenance of attractions.
3. Improve training, especially for young people around the Kelimutu National Park area, especially training related to information technology.
4. Provide easy access to public transportation that serves regularly from the city of the End to Kelimutu National Park.
5. Increase the partnership between the local government, the KNP Hall and the communities around the area.

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COVID AND ITS IMPACT ON TOURISM SECTOR : A CASE STUDY ON REVIVAL STRATEGIES OF TOURISM SECTOR IN INDIA

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Abstract

Covid virus resulted in global slowdown and all economic activities were badly effected due to this virus. Though some industries remain unaffected, others adopted by imbibing new technologies and many others revived as the lockdown was eased. It is believed that tourism is one of the sector w hich will be last one to come out of this crisis. Toursim is one of the major industry across all countries that not only contribute in foreign exchange earning for the nation but also provides employment to large section of the society. This case study is an attempt to analyse revival strategies of Government across several nations and in India as well

Keywords : Covid, tourism, revival strategies,

Introduction

Over the years services have become one of the most dynamic and fastest growing sectors of world trade. Factors like consumption, liberalization, investment and technological advancements have made trading of services much easier. Services that were once difficult to trade have become easiest to trade, because of the digital transformation which has made delivery of these services very fast.

Trade in services also create welfare gains for countries by promoting efficient allocation of resources and greater economies of scale. This also helps businesses to expand their markets and provide consumers with a wide variety of services. Commercial Services have undoubtedly helped economies achieve rapid growth, enhance the domestic competitiveness and also promote inclusivity in terms of skills and gender equality.

Commercial services are vital for running developing economies like India, with contribution from sectors like healthcare, entertainment, education, logistics, finance, informatics, tourism etc. They also generate more than two thirds of economic output and attract over two-thirds of foreign direct investments.

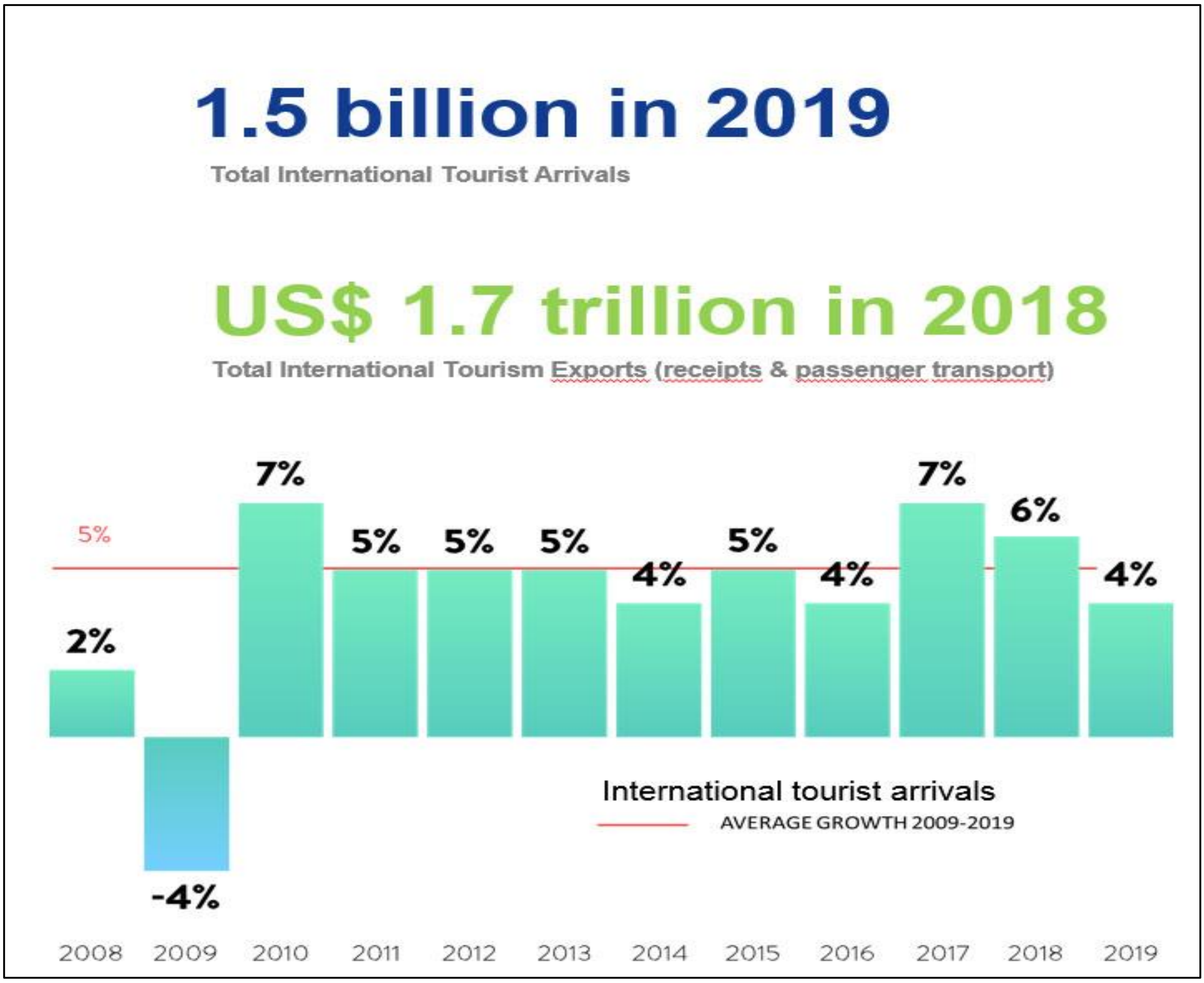
Tourism sector : Global and Indian perspective

Unlike other industries, the travel and tourism industry incorporate many other industries within its purview making it a have a fast and dynamic social foot print. These include sectors like hospitality, aviation, transport and logistics, tourist attractions, travel companies, and more. It contributed around 8.9 trillion US$ to the global Gross Domestic Product in the year 2019. This sector grew by 3.5% in the year 2019 and contributed 1.7 trillion US$ exports which is 6.8% of the total global exports and 28.3% of the global services exports. This industry has been growing continuously and acts as a potential tool for economic development. It not only generates foreign exchange earnings but also helps in employment generation.

Tourism is one of the major segment of the commercial services that has been contributing to economic development for last many centuries. In the current scenario, where consumers have more disposable income and faster modes of travel and available there has been significant contribution of tourism in services export of countries.

According to the UNWTO reports, the number of international tourist arrivals worldwide reached 1.5 billion in 2019 and tourism sector contributed 1.7 th US$ to global services exports.. Seeing this rapid pace of growth it is predicted that International Tourist arrivals will reach to 1.8 billion by 2030.   (Fig 1)

Figure 1 : International tourist Arrival 2019



Source: UNWTO

In India, commercial services contribute around 55% of the total Gross Value-Added growth. It constitutes 38% of the total exports and two- third of the total FDI inflows. This is one of the most dominant sectors in India's GDP and ranks 7th in its overall contribution in the year 2018 (India Brand Equity Foundation, 2020). It also provides large-scale employment opportunities and covers a wide range of areas such as healthcare, legal, financial, hotel & tourism, accounting & auditing services, educational and entertainment services.

India has evolved as one of the fastest growing nations in the global trade of commercial services which is also a major driver of exports over the past two decades. It has not only attracted significant foreign direct investment but also contributed in large-scale employment. It covers a wide range of areas such as healthcare, legal, financial, hotel & tourism, accounting & auditing services, educational, consulting and entertainment services. It has contributed 54.17% of India's GVA at current prices in the year 2018-19 (India Brand Equity Foundation, 2019). From Table 1, we can see that India's export of services has continuously increased from 2014- 2018 though there was a slight decline in 2015. Imports on the other hand have shown a continuous increase from 2014 – 2018.

Table 1: India's Trade in Services 2014 - 2019

Year	Export Value US Billion$	Import Value US Billion$
2014	157.20	128.36
2015	156.28	123.57
2016	161.82	133.53
2017	185.29	154.6
2018	205.11	176.58

Source: ITC Trade Map

As of 2019, **42 mn crore jobs** were created in the tourism sector in India which was 8.1 per cent of total employment in the country. India is a large market for travel and tourism. It offers a diverse portfolio of niche tourism products - cruises, adventure, medical, wellness, sports, MICE, eco-tourism, film, rural and religious tourism

Tourism is one of the largest service industries of India having huge potential because of the country's rich flora and fauna, ancient civilizations, historical monuments, diverse cultural heritages and a number of unexplored destinations across the length and breadth of the nation. In 2019 the foreign exchange earnings were 29.96 billion US dollars resulting in a growth of 4.8%. This amount grew to 5.40 billion during January to February 2020. International tourist arrival is also expected to reach 30.5 billion by the year 2028. Medical tourism in India has also increased significantly from 2016-17. Despite the economic slowdown and currency fluctuations, this industry has not shown any signs of decline instead has emerged as an important source of foreign exchange for the country.

India stood 3rd among 185 countries in terms of travel & tourism's total contribution to Gross Domestic Product in 2018 as per the reports published by the World Travel and Tourism Council. It stood 34th in the Travel & Tourism Competitiveness Report 2019 as per the world economic forum (World Economic Forum, 2019). India has a vast tourism market with diverse portfolios like cruises, adventure, medical, wellness, sports, MICE, eco-tourism, film, rural or regional and religious tourism. It has been recognized as one of the most diverse destinations for spiritual and wellness tourism. It has been creating huge number of direct and indirect employment opportunities for a large part of the population.

India is one of the fastest growing tourist destinations which has plenty to offer to international as well as domestic tourists. It is the 8th largest tourism economy in the world (India, 2020) and the 9th largest country in terms of cultural resources and business travel across the world. Domestic tourism also continues to be an important contributor to this sector as per the state governments (Foundation, 2020). Tourism is also salient part of the **MAKE IN INDIA** project which also plays a critical role as an economic multiplier for the country. According to the WTTC this industry constituted 9.2% of India's GDP in 2018 and supported 42.67 million jobs.

Table 4 and graph indicates the month wise foreign exchange earnings in India from tourism for the years 2017, 2018 and 2019 along with their growth rates.

Table 2: Month Wise FEE's from Tourism in India (US$ Billion)

MONTHS	2019	2018	2017	Growth Rate 2018-19	Growth Rate 2017-18
January	2.557	2.791	2.37	-8.38%	17.76%
February	2.515	2.76	2.354	-8.88%	17.25%
March	2.318	2.648	2.224	-12.46%	19.06%
April	2.456	2.379	2.211	3.24%	7.60%
May	1.968	1.889	1.924	4.18%	-1.82%
June	2.299	2.124	2.013	8.24%	5.51%
July	2.644	2.468	2.295	7.13%	7.54%
August	2.497	2.37	2.158	5.36%	9.82%
September	2.355	2.101	2.149	12.09%	-2.23%
October	2.399	1.998	2.183	20.07%	-8.47%
November	2.776	2.302	2.549	20.59%	-9.69%
December	3.177	2.755	3.018	15.32%	-8.71%
Total	29.961	28.585	27.448		

SOURCE: MINISTRY OF TOURISM

The below given table 5 denotes the top 10 source counties of foreign tourist arrivals in India along with their percentage shares.

In India tourists majorly come from countries like Bangladesh, United States, United Kingdom, Sri Lanka, Canada etc. (Table 3)

Table 3: The Top 10 source markets for FTA's in India

Rank	Country	2017	2018
1	Bangladesh	21.29%	2.37%
2	United States	13.72%	13.80%
3	United Kingdom	9.83%	9.75%
4	Sri Lanka	3.03%	3.35%
5	Canada	3.34%	3.32%
6	Australia	3.23%	3.28%
7	Malaysia	3.21%	3.02%
8	China	2.46%	2.67%
9	Germany	2.68%	2.60%
10	Russian Federation	2.78%	2.48%
11	France	2.49%	2.48%
12	Japan	2.22%	2.24%
13	Singapore	1.75%	1.74%
14	Nepal	1.63%	1.65%
15	Thailand	1.40%	1.58%

Source: Ministry of Tourism

Impact of Coronavirus on the Tourism Industry

The outbreak of COVID 19 exposed both the developed and developing nations of the world with an evolving challenge like never before. All the developed nations are witnessing unprecedented collapse of their public healthcare systems and institutions. Pandemic had its impact only both manufacturing and services, though there are few sectors like IT, ITES, education, healthcare which witnessed boom, while other sectors including tourism were badly hit.

Countries across the globe implemented severe travel restrictions to stop this virus from spreading, bringing all tourism activities to a complete halt. It is estimated that the global revenue for this industry will fall by 17% in 2020 and Asia will face the highest downfall in both revenue and employment. This could also lead to a massive loss of 300- 4000 US billion dollars in tourism exports which constitutes around 1/3rd of the total revenue generated worldwide in 2019 (World Travel and Tourism Council, 2019).

During the pre-COVID 19 period, UNWTO had predicted a positive growth rate of 3.0 to 4.0% for international tourism however, this was revised to a 1.0 to 3.0% negative growth rate in the first week of March. This showed a 4.0 to 7.0% decrease in the growth rate from the original prediction. In the wake of extended lockdown throughout the world, the recent estimates suggest that the global tourism industry will plunge by 30% or even more. (World Tourism Organization, 2020) (Figure 2 and 3)

Figure 2 : International Tourist Arrivals Global Forecast– 2020

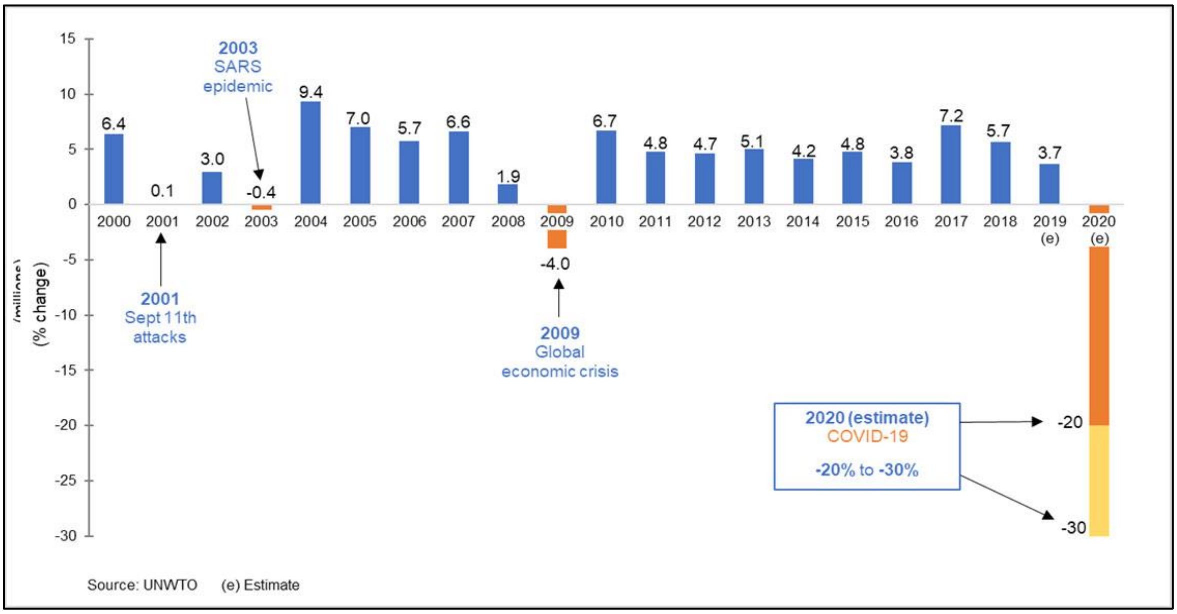
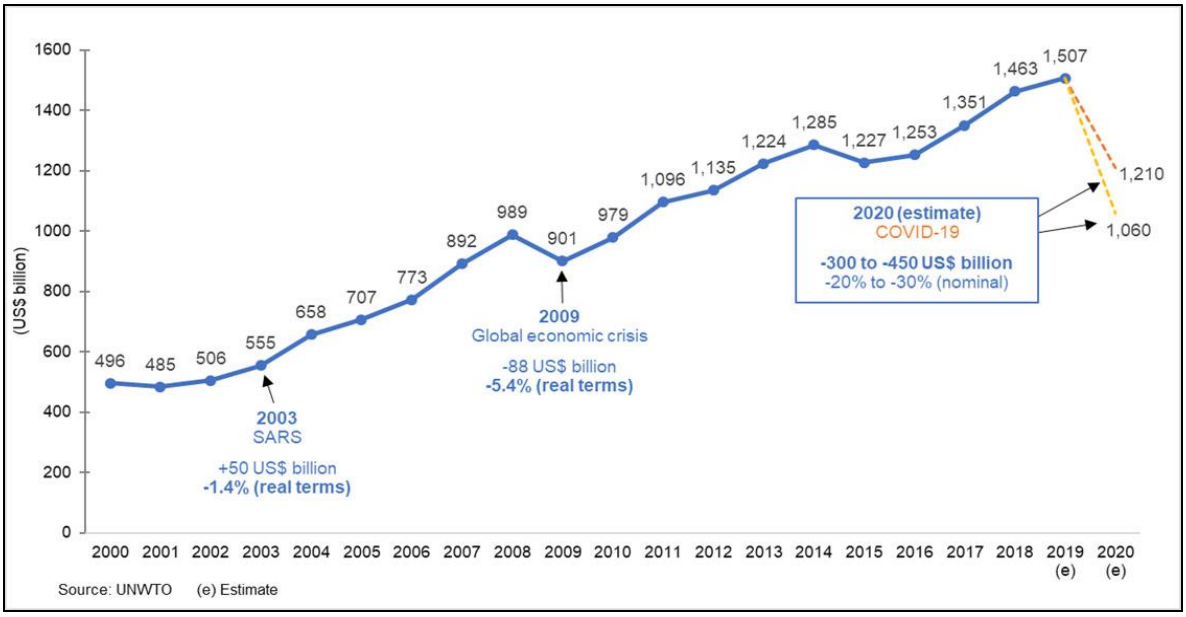


Figure 3 : Global International Tourism Receipts 2020 Forecast



The tourism industry has always been vulnerable to socio-economic changes, for example, the 2003 SARS, 9/11 attacks and tsunamis in Asia. Though confined in their respective regions, these incidents had adversely impacted and caused heavy economic losses to this industry.

Therefore, it can be said that this sector is highly vulnerable and crisis management can no longer can be ignored. This pandemic has also presented the tourism sector with a major and evolving challenge which was not previously thought of.

In the case of COVID 19, the panic and concerns have increased manifold and therefore more comprehensive and multi-targeted approach is required for its survival and revival in the long run. At the global level, the United Nations World Tourism Organization and World Health Organization are working closely on various measures which needs to be implemented so that it minimizes the unnecessary impact on international travel and trade. The tourism industry cannot work in isolation, considering its unique nature and vast footprint across various other sectors. Therefore, the beauty of a destination, the safety of the tourists from all kind of disasters man made or natural, healthcare facilities and public infrastructure should all be strengthened. And there should be greater coordination and collaboration within institutions for the revival of this industry. One major trend that travel agencies and the tourism industry will have to adapt in the future is to rely more on eco-friendly travel solutions (Lock, 2020).

Strategies for survival & revival of tourism sector

The current situation of economic slowdown has hugely impacted India's tourism industry, with all the players trying to figure out ways to survive this crisis. As per the Federation of Associations in Indian Tourism and Hospitality approximately 70% of the total workforce suffered from unemployment.

Recovery Models of tourism sector

For this industry to bounce back there should be focus on innovations, giving priority to health and hygiene, sanitation practices, public healthcare facilities, travel insurance, and other marketing techniques. The aviation industry will also have to think out-of-the-box to survive the upcoming imminent challenges. Most travellers are already looking up into the internet for quick getaway trips with experienced partners who can guarantee their safety and have rigorous health checks which are a great opportunity for the industry to focus on for its instant revival.

Global Tourism Revival Initiatives

Shanghai Disneyland (The Economic Times, 2020)

The Disneyland has taken 7 major steps in its tourism revival model. They are as follows:

1. Visitors have to wear face masks while entering into the park.
2. They have limited number of visitors and kept a check on their body temperature.
3. Parks are an important revenue generator for Disney but the government has cut its capacity to about 30%. The total capacity of the park is 80,000 visitors which has been cut down to 24,000.

4. Social distancing is being maintained and the rides have also been limited to 1 group at a time.
5. Advance reservations will be required and visitors are being assigned timings to enter.
6. Visitors are supposed to show government-issued identification mark along with an application developed by the Shanghai city government that tracks each one of their health's. It also keeps a track of all the contacts of anyone who have been exposed to the virus by any chance.

Mediamatic ETEN

This is a vegan Dutch restaurant in Amsterdam, Netherlands which has set up greenhouses to allow diners to sit outside and enjoy their meals while following social distancing measures. The project is called Serres Séparées, which mean separate greenhouses in French.

It aims to minimize contact between waiters and diners. Waiters are wearing face shields and gloves and using a long wooden board to serve the people seated inside the greenhouses (World Economic Forum, 2020).

Travel Bubble

Three countries Latvia, Estonia and Lithuania have created a bubble-like situation by opening their borders for each other's citizen and how they are allowed to move within this confined region. It is the first common travel area within the EU. Visitors from any of these 3 countries will be permitted to travel withing this region but anyone coming from elsewhere have to self - quarantine for 14 days.

According to Zydre Gaveliene, Head of a tourism lobby group in Lithuania, this is a very crucial measure for the regional tourism businesses. Even though they will not help them to get back to normal immediately yet many jobs will be saved (Andrius Sytus, 2020).

Poland and Finland are also planning to join this travel bloc provided the number of Covid-19 cases are minimal.

Remote Tourism – Faroe Islands

Faroe Islands have created a the first ever remote tourism tool which allows tourists to explore the Faroes' through on mobile, tablet, personal computer or laptop. One can experience the Rocky Mountains, see its pouring waterfalls and spot their traditional grass-roofed houses by interacting with the locals in real time on a one to one basis. Locals are equipped with a live video camera, allowing the tourists to not only see views from a real eye perspective, but also to control where and how they move and explore the complete island using a joypad through which one can turn, walk, run and jump.

Just like a real-life computer game, main player is the tourist who will be controlling the moves. These locals will not only explore all the locations on foot, but also give the visitors a bird's eye view of this spectacular island. (World Traveller Magazine, 2020).

Spanish Beaches & Rope off Zones

The Sanxenxo municipality of Pontevedra, Galicia, have demonstrated as to how social distancing measures will be followed in the beaches by dividing them into small patches called the **rope off zones** for the tourist during this summer season. They have also mentioned that only half of the people will be getting a lounger at the beach and a 3- by- 3-meter square of sand should be used by each group of visitors this year. (Chris Jewers, 2020)

Figure 4 : Spanish Beached

Photograph: Concello de Sanxenxo

Sri Lanka – Tourism Guidelines

The Sri Lankan Tourism Development Authority has issued some of the major operational guidelines in response of the Covid- 19 outbreak (Ministry of Tourism & Aviation, 2020).

Pre- Entry Requirement- Tourists have to book their tours through registered agencies via online medium and book their stays in Covid-19 certified hotels only. Visitors have to submit a copy of their health insurance and Negative PCR reports along with the visa applications. Also, no Visa's will be issued on arrival.

Tourist Entry at the Airport – Rapid test will be done on arrival at the Sri Lankan airport. Tourists and airport staff need to maintain a minimum distance of 1 meter all the time. Everyone has to use face masks and hand sanitizers frequently. In the Duty-free Shops there needs to be limited number of customers at a time to maintain social distancing and encourage self-checkouts along with cashless or contactless payments.

Transportation – Airport transfers and travelling within the country will be allowed only through registered taxies or pre- arranged shuttle buses and pick-ups by certifies hotels.

Accommodation Providers- Will be provided with a document which will give detailed instructions and guidelines and need to be followed. It will be important to educate the staff about these guidelines and procedures to make operations at the hotel safe for them and the guests.

Tourist Facilities & Services –Have to focus on providing the highest quality hygiene to the visitors, protecting staff from the risk of getting infected and maintaining physical distance while dealing with large numbers of customers.

Tour Agencies & operators and Tour guides - The travel agents will be responsible to obtain the travel plans before tourist arrive. They have to regularly check temperatures and look out for tourists with respiratory symptoms such as cough or shortness of breath frequently during the tour. They have to implement appropriate distancing measures for tourists like queue management, seating arrangements and clear communication for all to avoid any kind of confusion.

Relief Measures- The annual guide licenses fee for all the 4 categories - National, Chauffeur, Area and Site guides have been exempted for the year 2021 (Sri Lanka Tourism, 2020).They have also taken actions to provide a 6-month debt moratorium to support the overall tourism sector (PWC, 2020).

Government Policies & Initiatives to promote tourism in India

Travel and Tourism acts like a mirror across the world reflecting the economic, social and environmental scenario of a country. It clearly depicts how fast nations are advancing and becoming the members of a global community. Tourism is a vast sector with a dynamic footprint which requires constant monitoring in such an evolving landscape. Over the year's tourism has turned out to become the economic powerhouse for India with various schemes all of which have helped in giving exceptional traveller experience and promoting India as **365 days, must visit and revisit destination** across the globe. Some of the major initiatives are as follows:

1. **Swadesh Darshan** – is an integrated tourist circuit based on various themes developed on specific areas. These circuits were identified on the basis of high tourist footfall, destination competitiveness and its sustainability factors. This includes 77 projects currently and include circuits like Buddhist, Himalayan, Tribal, North-East, Eco, Beaches, Culture, Heritage, wildlife and more.
2. **Pilgrimage Rejuvenation and Spiritual Heritage Augmentation Drive-** This scheme was developed for improvement of historical places and heritage sites and currently includes 51 sites present in 28 states.
3. **Incredible India 2.0 Campaign**- This campaign aims to promote India globally. The government has launched an '**Incredible India Mobile App**' along with this scheme to help foreigners and domestic tourist throughout their journey. It also has a 24x7 Toll Free Multi-Lingual Tourist Helpline number which can speak in 12 international languages including Hindi and English.
4. **Adopt a Heritage: Apni Dharohar, Apni Pehchan** – This scheme was developed for individuals, private and public sector firms to develop and take care of selected monuments and heritage sites with the help of their CSR Funds.
5. **E-Visa** –There are 5 major categories of e-Visa namely (e- Tourist Visa, e- Medical Visa, e- Medical Attendant Visa, e-Business Visa and e-Conference Visa) which can be used at 28 designated airports and 5 major seaports. This e-Visa facility has been extended to 169 countries recently.

6. **100% Foreign Direct Investment-** 100% FDI through the automated route is allowed for the development of projects like hotels, Ayurveda centres, resorts and recreational areas.
7. **Swachhta Action Plan–** has been implemented in 34 States and Union Territories to create awareness about the importance of cleanliness and hygiene across all the tourist destinations. The Ministry have also come up with awards titled "Swachhta Award" and "Best Civic Management of a tourist destination in India Award"
8. **Project UDAN** – The objective of this project is to provide domestic air connectivity for all through various allowances given by the government at all levels and the airport operators. This will help airline companies to reduce their operational cost and thereby reduce the ticket prices.
9. **Statue of Unity** – is the statue of Sardar Vallabhbhai Patel, which was inaugurated in the year 2018. This is the tallest statue in the world at a height of 182 metre. Over 29 lakh tourists have visited this statue since then.
10. **Dekho Apna Desh Webinar Series** - The Ministry of Tourism recently launched their webinar series called "Dekho Apna Desh" from 14th April where it is offering tourism virtually. The main objective of this series is to provide an in-depth knowledge on several destinations across India. On the first day itself the webinar saw 5,546 people registering and attending.

Tourism Revival Initiatives in India

In line with trends in global market, few strategies and initiatives which Government of India has taken to revive the tourism sector in India are :

Figure 5 Revival Strategies for Tourism Sector in India

1. More initiatives like 'Dekho Apna Desh' should be brought up to encourage citizens to explore the country more. According to this scheme the travelling expenses will be covered by the Ministry of Tourism for any person who is able to visit 15 domestic tourist destinations within a year and document them as well.
2. Domestic tourism has always been the driving force for growth of this industry. Currently, India has over 125 functional airports with many low-cost airline operators which gives travel companies a potential to tap on the target audience by offering them low air fares and budget-friendly tour packages.
3. With demand likely to remain low for quite some time now, the luxury hospitality segment may have no choice but to reduce tariffs and charge lower room rates making hotel stays cheaper.
4. Families and youngsters are likely to indulge in more drive-outs and road trips specifically on long weekends and such vacationers are more likely to be budget friendly travellers. They will be looking for cleanliness, comfort and hygiene rather than luxury which will be a good opportunity for players like homestays, hostels, serviced apartments, Airbnb and OYO Rooms.
5. The prolonged lockdown has made people stay indoors and pursue passions that were long forgotten. Activities like cycling, sailing, walking tours, hiking, fishing, nature

villages and spas are simple pleasures that may become prime reasons to holiday but in a different manner. All of these activities will act as newer opportunities for businesses.

6. Aggressive Incredible India marketing strategies need to be followed to encourage tourists to explore various destinations. India has a number of unexplored destinations which can be showcased on digital platforms with the help of great content marketing. All of which will help destinations to strike a fine balance between inclusivity and exclusivity and communicate their uniqueness to the niche audience thereby promoting regional tourism.
7. Destinations should also try to focus their efforts around smaller events which occur throughout the year like music, art or cultural festivals to attract tourists.
8. India is known to be a land of shopaholics. The reason why Bangkok, Dubai are among the most travelled destinations by Indians is not just because of the sight-seeing, but also because they are great shopping destinations. With travel coming to a halt shops at the airports will also need to reduce their commodity prices considerably.
9. The Tax Refund for Tourists (TRT) scheme which was introduced in the Union Budget of 2019-20 should be marketed aggressively which will encourage tourists to spend more.
10. The international tourists should be allowed to pay the same amount as Indians for visiting various monuments and heritage sites.
11. Service providers have to become more flexible and accommodating. They have to give customers with more choices and freebies. Airlines and hotels have to accept early check-ins and late check-outs, last minute cancellations and postponements without charging any penalties specially for the loyal customers.
12. Companies will have to leverage more on technology for their operations to ensure an enhanced customer experience post this pandemic.

Post Covid- 19 scenario will provide new set of export opportunities through trends like sustainable and green tourism, wellness and medical tourism. Countries like Brazil, Saudi Arabia, United Arab Emirates, Qatar, Bahrain, Iran, Iraq, Vietnam, Philippines, Netherlands, Belgium, Myanmar, Bhutan, and Afghanistan could be a potential market to tap for India.

Medical Tourism –

High quality healthcare facilities at low costs make India a popular destination for medical tourism. However, collaboration of travel agencies, five-star hotels and other hospitality service providers will help to ensure the overall comfort for international tourists in every aspect by taking care of their end-to-end requirements.

Max Healthcare treated around 50,000 foreign patients in the year 2018 traveling mostly from Africa, the Middle East and Central Asia (Suri, 2019). Medical e-Visa is a very good measure to increase the number of medical tourists in India. India provides patients with state of art medical facilities at reputed healthcare centres with experienced professionals at a very cheap rate. There is lesser waiting time for going through major surgeries. Also, therapies like Yoga are combined with allopathic medicines which provide tourists with a more holistic treatment. Today power yoga is gaining importance worldwide which acts as a great opportunity for Indian Tourism Sector for its further aggressive promotion.

Wellness or Ayurveda Tourism –

When we think or even talk about Ayurveda, Kerala is the only state that comes to mind. This is because it is the only state which uses Ayurveda as a mainstream medicine to treat patients. Even when it is the oldest form of healthcare systems in the world not everyone or everywhere follows it.

Developing more such Ayurveda Centres and Resorts can bring about a new definition for vacationing it India itself. It can turn India into an important Ayurvedic Tourism hub compared to other countries across the world.

Sustainable Tourism –

UNWTO defines *sustainable tourism development as the balance established between the 3 dimensions that is environment, economic and socio-cultural all of which guarantee tourisms longevity*. However, in the past few decades tourism has certainly been one of the biggest industries to leave massive carbon footprints (hotels, restaurants, etc.), to have damaged several mesmerising landscapes through improper garbage disposal and littering. There has been more pollution and an increased urbanization which cater to the requirement of the tourists more than the locals.

Responsible tourism practices by the various partners and stakeholders can help in making India a Sustainable destination. This can be done by supporting **travel plans** that go hand in hand with the local culture and help in reducing carbon footprints. Support **healthy work environments** along with activities that are kind to the animals and flora and fauna of various destinations.i

Eco Tourism –

India is a very diverse nation which has a number of zoological parks, wildlife sanctuaries, the Himalayan mountain range, tea plantation sites, and dense forests. It is also popular for its tribal population. Therefore, promoting ecotourism in India will lead to long term benefits for the tourism industry as well as the country at large:

Preservation of wildlife and create awareness about environmental wealth across the country

MICE – Meetings, Incentives, Conferences & Exhibitions

MICE is the fastest growing segment which overcomes the challenge of seasonality of the tourism industry. Globally it has taken over the traditional form of business trips and conferences or meetings are being replaced by trade shows and exhibitions. High end convention centres and hotels are attracting large pool of tourists. The government is also trying to attract huge group of tourists with new set of policies and initiatives to promote this sector.

CONCLUSION

Travel and Tourism have huge potential in the export markets that India can explore. The Incredible India 2.0 is one of the most successful initiatives of the government that has made India a very travel friendly destination. This is also an excellent way to project a very creative and positive perception about India as a destination. With a growing middle class and young population in India and rising tier II and III cities, the country has all the ingredients to remain as a major player in outbound tourism market. There are only 6% of Indians holding passports at present which makes it clear that there is still a huge potential waiting to be tapped.

Any impact on this sector will lead to a snowball effect on the global economy however, due to its uniqueness, it will also help the global economy to get back on its feet once this pandemic period gets over. As the world goes back on a reset mode, wellness travel will become the new normal which acts as the silver lining in the post crisis period for the Indian tourism industry. People are already keen to travel as soon as the restrictions are eased out a little bit which acts as a driving force to induce demand for many unexplored destinations across the country. It will not only increase the footfall in those areas but also start generating revenues, along with a new dimension of health and sanitation for the travellers.

In the upcoming recovery period, all the pillars of the travel ecosystem like the travel agents, tour operators, hospitality and aviation partners need to work together towards a common cause of stimulation of the industry. They have to gain the consumers' confidence back by promoting hygiene factors. This is where technology will play a major role to drive demand. Companies can have constant communication with customers through digital platforms and keep them updated about all the new travel trends ensuring that health and safety will be given the first priority. Travellers from across the world will ensure that all the touchpoints during their journey from a visa application centre, an airplane, to sightseeing at a destination have adopted the health and hygiene aspect or not.

In the post-COVID 19, successful crisis management techniques cannot be at the periphery and should occupy a front seat if the tourism industry wants a resilient growth. All of this, requires efforts not only at the global level but also from national to local levels. For tourism to revive, there should be efforts to work on its survival for which the industry will require a huge amount of cashflows which will keep the various institutions going. It will also be critical to understand the role of related industries like the aviation industry, hospitality industry, transportation and logistics, handicrafts, supply chain management and health sectors for future prosperity.

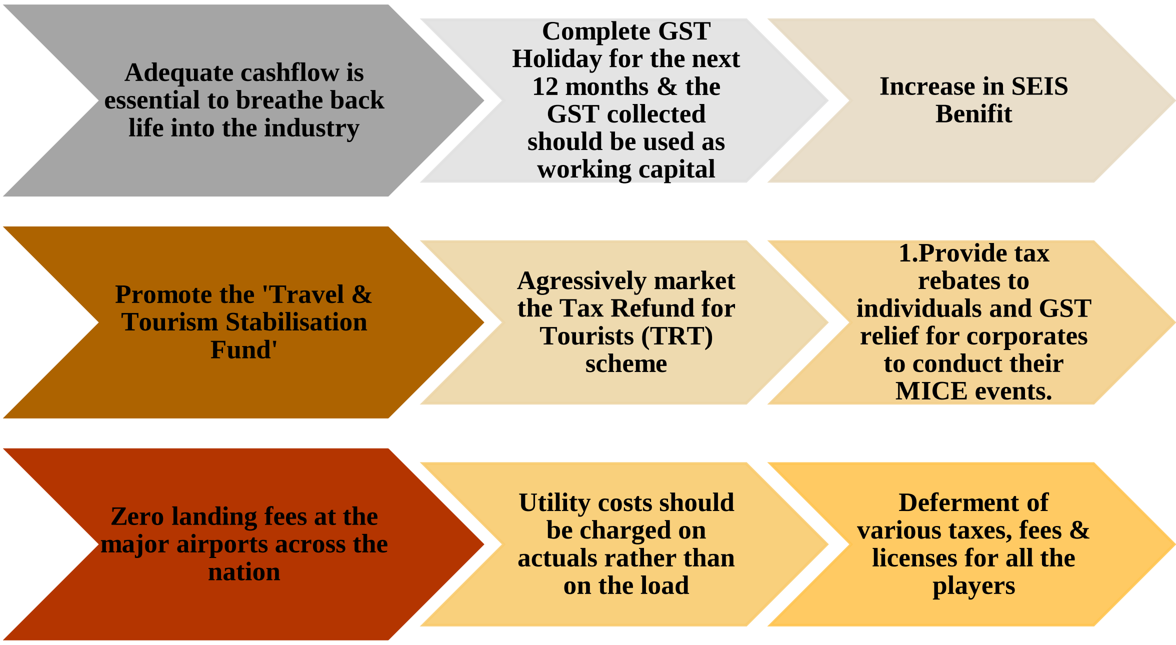


Figure 6 : Revival Strategies for tourism sector in India

1. Adequate cashflow is essential to breathe back life into the industry. However, unlike other industries, this industry functions without any collaterals therefore cashflow could be made possible through banks and other financial institutions by increasing the credit limit.
2. Extended time period for the repayment of term loans from 3 to 6 months as most of the business are going through zero billing at the moment.
3. A complete GST holiday for the next 12 months and GST already collected could be used as working capital for the next 6 months.
4. The percentage of Services Exports from India Scheme (SEIS) could be increased and operational cost optimization measures should be practiced as much as possible.
5. Initiatives like the 'Travel & Tourism Stabilisation Fund' recommended by the Indian Chamber of Commerce will also act as a good scheme to prevent some major financial and job loss.
6. India should highlight and promote its hygiene factor as a major protocol to be followed in various destinations which will instil a sense of confidence among the tourists.
7. There could be zero landing fees at the major airports across the nation which will help in boosting the local tourism of that area. Provide financial support and funding to the ventures in distress
8. More emphasis should be given on domestic tourism by means of tax rebates to individuals and GST relief for corporates to conduct their MICE events.

9. Deferment of various taxes, fees, licenses and payments for all the small and large players in the tourism landscape like tour operators, travel agents, adventure tour operators, tourist transport operators and private companies like Make my trip, Yatra and Cleartrip etc.
10. All entities like hospitality and aviation partners should be given rental benefits on an immediate basis for a considerable period of time.
11. Utility costs such as electricity could be charged on actual or average basis rather than on the load.
12. Healthcare and Insurance incentives should be promoted.
13. More and more Public Private Partnership Models should be developed with all the players within the tourism and hospitality industry for the overall growth of the industry.

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DESTINATION IMAGE PERCEPTIONS OF GENERATION Y: CASE OF KAHRAMANMARAŞ

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Abstract

Purpose: The purpose of this study is to determine the destination image perceptions of the Generation Y participants living in Kahramanmaraş, a small city located in Southeast of Turkey.

Methodology: The questionnaire developed by the researchers was applied between 1 May and 10 July 2019 in Kahramanmaraş using convenience sampling method.

Findings: It is found that the most important perception factor of Generation Y participants towards the Kahramanmaraş destination image is “easy access to the city center from the airport and terminal”. According to factor analysis, a five-factor structure was formed and it was determined that the factors explained 65% of the total variance. In the study, it was determined that Y Generation participants identify Kahramanmaraş with "ice cream", "tarhana" and "tomato paste" and that "culture", "plateau" and winter tourism can be developed in Kahramanmaraş. On the other hand, according to the t-test and ANOVA there was no significant difference in the factors obtained regarding Kahramanmaraş destination image perceptions according to gender and profession of the Y Generation participants.

Limitation: This study is limited with the determination of the perception of the Kahramanmaraş destination image of the Generation Y local people.

Contribution: Findings can help authorities to develop new strategies to improve image of the city. New and improved image can have a positive effect on the local people, as well as on the domestic and foreign tourists visiting the city.

Keywords: Generation Y, Destination Image, Kahramanmaraş.

1.Introduction

Increasing competition among tourism destinations also affects destinations to reach a better position in the international tourism market. On the other hand, creating a destination image and managing this image to attract tourists is one of the main sources of competitive advantage and one of the most important elements in the destination selection process (Puh, 2014). Therefore, destinations concentrate on branding efforts and try to create a positive image for the destinations (Görkemli, Tekin & Baypınar, 2013: 151). Studies consistently show that destinations with a positive image are visited by more tourists. In addition, it has been supported by studies that positive and / or negative destination image affects tourists' satisfaction.

Destination image can strongly affect tourist behavior and this situation plays a very important role in the success of touristic destinations (Beerli & Martín, 2004; Scherrer, Alonso & Sheridan, 2009: 455). Business organizations, local people, local governments and non-governmental organizations should act together to increase the awareness of the destinations by the local people and target audiences and to improve the image towards the destination positively. This study carries the purpose of exploring the perceptions of the Generation Y local people living in Kahramanmaraş towards the destination image.

2. Destination Image

It is known that the first studies on the destination image were made in the 1970s (Hosany, Ekinci & Uysal, 2006: 638-642). The first study on the image of the destination was Hunt's (1975) study, and he tried to determine what kind of role the image has in the development of tourism. Echtner & Ritchie (1991) defined the destination image as a holistic perception created by the destination or impressions towards a place. According to Crompton (1979), the destination image perception is "the sum of beliefs, ideas and impressions about a place". Destination image can be expressed as the knowledge, impressions and imaginations that tourists gain during their experiences towards the destination (Sungkatavat, 2013: 7). On the other hand, the image of the destination is one of the most important factors affecting the decisions of tourists during their holiday destination (Baloğlu & McCleary, 1999: 868).

The purpose of Puh's (2014) study is to determine the factors affecting the destination image and to determine the relationship between destination image and tourism satisfaction. In the study, data were collected from 705 tourists who visited Dubrovnik-Croatia. Factors affecting the image of the destination were fount to be; (1) natural resources and natural environment, (2) general and touristic infrastructure (3) touristic leisure and recreation (4) culture, history and art (5) economic factors and social environment and (6) space. It was also determined in the study that the destination image has a positive effect on tourist satisfaction.

Aydınlıoğlu (2014) tried to determine the city image of Kahramanmaraş from the perspective of students. In the study, nine factors were obtained for city image. No significant difference was found between the nine factors obtained in the study and gender. On the other hand, Kırmızıgül's (2019) study aimed to determine the perceptions of Elazığ and Tunceli cities in Turkey towards both destinations by potential visitors. The data were collected through a survey from visitors who attended the Emitt Tourism Fair in 2018 in Istanbul. As a result, it was found that the destination image perceptions of the participants towards both cities had an average value which indicates stronger efforts to improve their city images for both cities.

In the study conducted by Fettahlıoğlu, Yıldız & Göksu (2017) in order to determine the perception of the people of Kahramanmaraş towards the marketing of the city, 275 people were reached through a questionnaire. In the study, it was determined that the strengths of Kahramanmaraş are "local cuisine", "environmental cleanliness" and "climate", whereas its weaknesses are "insufficient cultural activities", "unplanned urbanization" and "lack of publicity". In the study conducted by Sert and Şalvarcı (2019), it was tried to determine how the Istanbul destination image is perceived by tourists through tourist photos with content analysis. In the study, it has been determined that the destination image perceptions of tourists towards Istanbul are identified with historical-religious photographs. In the works of Görkemli, Tekin & Baypınar (2013: 150-170) aiming to determine the effects of the Mevlana ceremonies on the city image of Konya, they tried to determine the image in the minds of the 252 visitors who attended the Şebi-i Aruz ceremonies. In the study, it was determined that the Mevlana Museum has an important effect on the recognition and image of Konya.

3. Methodology

3.1. Purpose of the research

The study deals with the measurement of the perception of the local people of Generation Y living in Kahramanmaraş as the destination image towards the city. Studies on the image of the destination are available in the literature (Denli, 2018; Alacalı, 2017; Günal, 2008; Hosany, Ekinci & Uysal, 2006), however, studies on the destination image for the city of Kahramanmaraş (Gül, 2013; Aydınlıoğlu, 2014; Sahilli Birdir & Eban, 2019) has been limited. In the study, it was also aimed to determine whether the destination image perceptions of the Generation Y people differ according to demographic variables.

3.2. Sampling and Data Collection

The universe of the research is the Y Generation indigenous people living in Kahramanmaraş. However, due to the time and material resource constraints to reach the entire universe, a sample mass that is capable of representing the universe was selected. For this, official sources have been used. According to the population directorate data, the number of people living in Kahramanmaraş in 2017 was 1,126.623 and in 2018, 1,144.851 people. Simple random sampling method formula (n = t2.p.q / d2) was used for the sample mass that could represent the universe (Yazıcıoğlu & Erdoğan, 2004: 48). The sample size was determined as n = (1.96) 2x (0.5) x (0.5) / (0.05) 2 = 384 persons at 95% confidence level and ± 0.05 deviation interval. In the study, one of the non-random sampling methods, convenience sampling (Nakip, 2003; Yükselen, 2000) was preferred.

Questionnaire was used for the study. The questionnaire consists of two parts, and the first part includes the destination image perception scale consisting of 33 items, which includes the perception evaluations of Kahramanmaraş's destination image. The studies of Öksüz (2017), Aydınlıoğlu (2014), Çerçi (2013), Kocaman (2012) and Beerli & Martin (2004) were used in the development of the scale. In the second part of the questionnaire, demographic characteristics and open-ended questions are included. In the adaptation of the questions in this section, the studies of Ertaş (2014), Özdemir & Karaca (2009), Kuvvetli (2014) and Çetin (2014) were taken into consideration.

The pre-test was conducted on 22-26 April 2019 and 30 questionnaires were collected. It was determined that the reliability (Cronbach alpha) coefficient (0.948) of the destination image perception scale was highly reliable, therefore, decided to collect the data. In the research, the questionnaires were collected face-to-face between 01 May and 10 July 2019. A total of 94 usable questionnaires were obtained and a reliability (Cronbach alpha) coefficient for the destination image perception scale was found to be (0.924). Arithmetic mean, t-test, ANOVA and factor analysis were used to analyze the data.

3.3. Research Questions

RQ$_1$: What are the perception factors of Kahramanmaraş destination image of Generation Y local people?

RQ$_2$: What are the dimensions of Kahramanmaraş destination image perception of Generation Y local people?

RQ3: Do the dimensions of Kahramanmaraş destination image perception of Generation Y local people differ according to demographic characteristics?

4. Findings

Demographic information of Generation Y participants participating in the study is given in Table 1. According to the table, 35.1% of the participants are "female" and 64.9% "male". 31.9% of the participants are "single" and 68.1% are "married" participants. 31.9% of Generation Y participants are "primary education", 33% "high school" and 35.1% "university" graduates. However, it was determined that 63.8% of the participants were in the "middle" income group, and the rate of Generation Y participants in the "lower- middle" income group was 36.2%. When the occupations of Generation Y participants were examined, it was determined that 31.9% were "office workers", 31.9% were "self-employed" and 36.2% were in "other" occupations.

Table 1.Distribution of Generation Y Participants by Demographic Characteristics

	F	%		F	%
Gender			**Education Status**		
Woman	33	35,1	Primary education	30	31,9
Man	61	64,9	High school	31	33,0
Total	**94**	**100**	University	33	35,1
			Postgraduate	-	-
Marital status			**Total**	**94**	**100**
Single	30	31,9			
Married	64	68,1	**Income Group**		
Total	**94**	**100**	Low	-	-
			Lower - middle	34	36,2
Occupation			Middle	60	63,8
Officer	30	31,9	Higher - middle	-	-
Self-employment	30	31,9	High	-	-
Other	34	36,2	**Total**	**94**	**100**
Total	**94**	**100**			

The responses to the open-ended questions directed to Generation Y participants are as follows: It was determined that the highest rate taken to the question of “what are the first three words that come to mind when Kahramanmaraş” is mentioned belongs to “ice cream (88%)”. This was followed by "tarhana (82%)" (a traditional soup) and "tomato paste (71%)", respectively. Another question addressed to Generation Y participants was "Which types of tourism can be developed in Kahramanmaraş in your opinion?" According to Generation Y participants, the first three types of tourism are foreseen to develop "culture" tourism with a rate of 48%, "highland tourism" at a rate of 40% and "winter tourism" at a rate of 39%.

The first research question addressed in the study was "What are the perception elements of the Kahramanmaraş destination image of the Generation Y local people?" The most important five perception factors of Generation Y participants towards the Kahramanmaraş destination image are (1) “easy access from the airport and terminal to the city center (4,1915)”, (2) “local foods are diverse (4,1489)”, (3) “it has a good climate (3,9894)”, (4)“ Kahramanmaraş is an easy-to-reach city (3,9787)” and (5) “has winter tourism (ski center) facilities (3,9255)”. On the other hand, the lowest five perception factors of Generation Y participants towards Kahramanmaraş destination image (1) "Kahramanmaraş is more attractive than other places (2,9362)", (2) “Most of my friends prefer Kahramanmaraş to other places (2,8723)”, (3) “Kahramanmaraş is a city with good hotels (2,8298)”, (4) “Kahramanmaraş is a city with developed infrastructure (2,6702)” and (5) “Kahramanmaraş is an exciting city (2,5106).”

The second research question addressed in the study was "How many dimensions does the Kahramanmaraş destination image perception of Generation Y local people have?” Factor analysis was carried out to see in how many groups the destination image perceptions of Kahramanmaraş of the participants could be collected. Factor analysis reduces the data in summary form to a significant number by converting the numbers into manageable and operable forms (Nakip, 2003: 403; Neuman, 1994: 164). In factor analysis, attention is paid to high correlation between variables (Nakip, 2003: 408). The test that shows the validity of the factor analysis is the KMO (Kaiser-Meyer-Olkin) test. KMO is shown as the rate and rates above 60% are taken into account (Nakip, 2003: 409). KMO sampling adequacy rate of this study is 82%. Factor analysis was carried out by addressing a total of 33 items in the scale. In factor analysis, factors with an eigenvalue greater than 1 were taken into account and it was sought to have at least .500 correlation level. Items that were not loaded on any factor (7, 10, 11, 14, 15, 19, 27, 28, 32,) and loaded on more than one factor (9, 12, 24, 25) were not analyzed. The remaining 20 items produced five factors and it was seen that they explained 65% of the total variance. Table 2 presents the factor analysis results.

Table 2. Factor Analysis Results of Generation Y Participants' Perceptions of Kahramanmaraş Destination Image

	Factor loadings	Eigen-values	Explained variance %	Composite mean	Cronbach alpha
I. Social Attractiveness (7 mad.)		6,684	33,418	3,266	.831
13- I can say positive things about Kahramanmaraş to others	.789				
3- Kahramanmaraş is an exciting city	.682				
17- Kahramanmaraş is a pleasant city	.654				
22- Kahramanmaraş is a good city for enjoyable leisure activities	.649				
18- I recommend others to visit Kahramanmaraş	.646				
5-The people pf Kaahramanmaraş are hospitable and friendly	.565				
8- Kahramanmaraş is a city with enough shopping opportunities	.532				
II. General Infrastructure and Climate (4 mad.)		2,049	10,245	3,758	.777
1- Kahramanmaraş is an easy city to reach	.791				
2- Kahramanmaraş has a good climate	.752				
4- Kahramanmaraş is a city with recreational areas	.708				
6- Kahramanmaraş is a city with historical and cultural areas	.632				
III. Locality and Social Environment (3 mad.)		1,959	9,796	3,936	.770
26- Local foods are diverse	.852				
30- There are enough parks, fairs and recreation areas	.656				
23- It has winter tourism (ski center) opportunities	.628				
IV. Atmosphere of the Region (3 mad.)		1,267	6,336	3,493	.681
21- Kahramanmaraş is a city with beautiful scenery	.717				
29- It is a green city	.676				
20- Most of my friends prefer Kahramanmaraş to other places	.610				
V. Trade Opportunities (3 mad.)		1,050	5,248	3,777	.666

33- Kahramanmaraş is an agricultural city	.620				
31- Kahramanmaraş has many health institutions	.610				
16- Kahramanmaraş is a clean city	.589				

Principal component analysis with Varimax rotation.
The total variance explained: 65,043%. **KMO sampling adequacy**: 82%; **Bartlett test of sphericity**: X^2: 830,852, **s.d** .: 190, **p** <0.000; **Overall average**: 3,526; **Alpha**: .924; **Response categories**: 1: Strongly disagree….. 5: Strongly agree.

According to Table 2, the first factor, consisting of seven agents is named "Social attractiveness". When the items assigned to the factor are examined, it is observed that the this factor explained 33,418% of the total variance of how much the Generation Y participants attach importance to the "social attractiveness" that affect the destination image perception of Kahramanmaraş. However, it was determined that the first factor has a "medium" (3,266) level of destination image perception. Four items were loaded into the second factor called "General Infrastructure and Climate" and it explains 10,245% of the total variance explained. The contribution of the items loaded on this factor to the destination image perceptions is above the middle and has the third largest average (3,758). The third factor has been named as "Locality and Social Environment". It is seen that this factor has the highest average (3,936). The expressions attributed to this factor are "local foods are diverse", "there are enough parks, fairs and recreation areas" and "it has winter tourism (ski center) opportunities". The fourth factor, named "Atmosphere of the Region", consists of the expressions "Kahramanmaraş is a city with beautiful scenery", "it is a green city" and "most of my friends prefer Kahramanmaraş to other places" and has a moderate average (3,493). The last factor is called "Trade Opportunities". It was determined that this factor has the second largest average (3,777)". Items loaded on this factor are "it is an agricultural city", "it has many health institutions" and "Kahramanmaraş is a clean city". According to the Generation Y participants, these items were found to be opportunities that contribute positively to the city's destination image perception.

The third research question for which an answer was sought in the study was "Does the Kahramanmaraş destination image perception dimensions of the Generation Y local people differ according to demographic characteristics?" A t-test was conducted to find out whether Kahramanmaraş destination image perception dimensions differ significantly according to the gender and marital status of Generation Y participants. According to the t-test performed, it was determined that there was no significant difference in Kahramanmaraş destination image perception dimensions according to gender (Table 3).

Table 3. Distribution of Factors by Gender of Generation Y Participants

Factors	Gender	N	Mean	Std. dev.	t value	P
I. Social Attractiveness	Female	33	3,2511	,76100	,126	,724
	Male	61	3,2740	,83352		
II. General Infrastructure and Climate	Female	33	3,5455	,89586	,305	,582
	Male	61	3,8730	,83119		
III. Locality and Social Environment	Female	33	3,9293	,85699	,000	,987
	Male	61	3,9399	,80854		
IV. Atmosphere of the Region	Female	33	3,6768	,92227	1,833	,179
	Male	61	3,8361	,76889		
V. Trade Opportunities	Female	33	3,8081	,84996	,519	,473
	Male	61	3,7596	,68619		

Note: *:p<.05; ** p<.01; ***p<.001

According to the results of the t-test conducted to see whether Kahramanmaraş destination image perception dimensions differ significantly according to the marital status of the Generation Y participants, a significant difference was found in a single factor (Table 4). It was determined that the significant difference found in the "Localness and Social Environment" factor and the difference is that "married" Generation Y participants participated to this statement more than "single" Generation Y participants.

Table 4. Distribution of Factors by Marital Status of Generation Y Participants

Factors	Marital status	N	Mean	Std. dev.	t value	P
I. Social Attractiveness	Single	30	3,1190	,83559	,817	,369
	Married	64	3,3348	,78709		
II. General Infrastructure and Climate	Single	30	3,6083	,86024	,744	,391
	Married	64	3,8281	,86359		
III. Locality and Social Environment	Single	30	3,6556	1,10201	6,963	,010
	Married	64	4,0677	,61773		
IV. Atmosphere of the Region	Single	30	3,3778	,86540	1,440	,233
	Married	64	3,9688	,73875		
V. Trade Opportunities	Single	30	3,4222	,83475	1,799	,183
	Married	64	3,9427	,63844		

Note: *:p<.05; ** p<.01; ***p<.001

According to the results of variance analysis performed to determine whether Kahramanmaraş destination image perception dimensions differ significantly according to the education level, occupational ownership and income levels of the Generation Y participants. The differences found are presented in the Tables 5, 6 and 7. According to the results of ANOVA (Table 5) conducted to determine whether there is a significant difference between the education levels of the Generation Y participants and their destination image perception dimensions, a significant difference was found in three factors. Factors with significant differences are "Locality and Social Environment", "Atmosphere of the Region" and "Trade Opportunities". Post Hoc Scheffe test was conducted to determine the educational level of the significant difference. According to the Scheffe test, it was found that there is a significant difference between the "Primary Education" and "High School" graduates in the "Localization and Social Environment" factor, and Generation Y participants who are "primary education" graduates participate more than "high school" graduates to the perception factors that constitute the third factor. In the "Atmosphere of the Region" factor, it has been determined that there is a significant difference between "primary education" and "university" graduates, and Generation Y graduates who are "primary education" graduates are more likely to participate in this factor than "university" graduates. On the other hand, the significant difference in the factor of "Trade Opportunities" is found amongst Generation Y graduates of "primary education", "high school" and "university" according to the Scheffe test.

Table 5. Distribution of the Factors by the Educational Status of Generation Y Participants

Factors	**Education level**	**N**	**Mean**	**Std. dev.**	**F value**	**P**
I. Social Attractiveness	Primary	30	3,4952	,65059	2,109	,127
	High school	31	3,2350	,95586		
	University	33	3,0866	,74739		
II. General Infrastructure and Climate	Primary	30	3,8583	,94842	,319	,728
	High school	31	3,6855	,91051		
	University	33	3,7348	,74984		
III. Locality and Social Environment	Primary	30	4,2778	,43842	4,372	,015
	High school	31	3,6989	,94812		
	University	33	3,8485	,87833		
	Primary	30	4,1556	,65935	5,437	,006

IV. Atmosphere of the Region	High school	31	3,6989	,75206		
	University	33	3,5152	,91701		
V. Trade Opportunities	Primary	30	4,1889	,56517	8,269	,001
	High school	31	3,6667	,63246		
	University	33	3,5051	,83384		

Note: *:p<.05; ** p<.01; ***p<.001

According to the results of the variance analysis conducted to find out whether Kahramanmaraş destination image perception dimensions differ significantly according to the professions of the Generation Y participants, no significant difference was found between the Kahramanmaraş destination image perception dimensions and the profession ownership of the Generation Y participants (Table 6).

Table 6. Distribution of Factors by Professions of Generation Y Participants

Factors	Profession	N	Mean	Std. dev.	F value	P
I. Social Attractiveness	Self-employement	30	3,2952	,90889	,029	,972
	Officer	30	3,2524	,72328		
	Other	34	3,2521	,79893		
II. General Infrastructure and Climate	Self-employement	30	3,6500	1,11919	1,103	,336
	Officer	30	3,9500	,75544		
	Other	34	3,6838	,67226		
III. Locality and Social Environment	Self-employement	30	3,9778	,95466	,209	,812
	Officer	30	3,9778	,63084		
	Other	34	3,8627	,86112		
IV. Atmosphere of the Region	Self-employement	30	3,9444	,86695	,875	,420
	Officer	30	3,7111	,74655		
	Other	34	3,6961	,85425		
V. Trade Opportunities	Self-employement	30	3,7444	,94963	1,152	,321
	Officer	30	3,6444	,66628		
	Other	34	3,9216	,58060		

Note: *:p<.05; ** p<.01; ***p<.001

According to the ANOVA result (Table 7) conducted to see whether there is a significant difference between the income levels of the Generation Y participants and their destination image perception dimensions, a significant difference was determined in one factor. The factor with significant differences is the "Atmosphere of the Region". In order to determine the income level of the significant difference obtained, the averages were examined and it was determined that Generation Y participants with an income level of "lower - middle (4.0098)" were more likely to participate in this factor than the "middle (3.6500)" income generation Y participants.

Table 7. Distribution of Factors by Income of Generation Y Participants

Factors	Income rate	N	Mean	Std. dev.	F value	P
I. Social Attractiveness	Lower in the middle	34	3,4706	,63648	3,538	,063
	Middle	60	3,1500	,86973		
II. General Infrastructure and Climate	Lower in the middle	34	3,9853	,65407	3,798	,054
	Middle	60	3,6292	,94386		
III. Locality and Social Environment	Lower in the middle	34	3,9510	,83739	,017	,896
	Middle	60	3,9278	,81901		
IV. Atmosphere of the Region	Lower in the middle	34	4,0098	,74979	4,278	,041
	Middle	60	3,6500	,84244		
V. Trade Opportunities	Lower in the middle	34	3,9412	,64860	2,656	,107
	Middle	60	3,6833	,78216		

Note: *:p<.05; ** p<.01; ***p<.001

5. Results and Discussion

This study is conducted to examine the destination image perceptions of the Generation Y participants living in Kahramanmaraş, a small city located in Southeast of Turkey. It has been determined that the most important perception factor regarding the Kahramanmaraş destination image perceptions of Generation Y participants is that “it is easy to reach the city center from the airport and the terminal”. It was determined that the findings obtained in the similar studies of Birdir & Toksöz (2017) and Coşkun, Yıldız & Çatı (2014) were similar to the findings obtained in this study. It was determined that the three words that Generation Y participants identified with Kahramanmaraş were "ice cream", "tarhana" and "tomato paste". Ertaş's (2014) study, results similar to this finding were obtained. On the other hand, according to the Generation Y participants, it has been determined that "culture", "plateau" and “winter tourism” are the types of tourism that need to be developed in Kahramanmaraş. In a similar study by Öksüz (2017), it was determined that the three most important tourism types that should be developed by local tourists in Gaziantep are "culture", "gastronomy" and "congress tourism".

In the study, it was determined that the Kahramanmaraş destination image perception of the Generation Y local people consists five dimensions. The dimensions of the perception obtained are named as "Social Attractiveness", "General Infrastructure and Climate", "Regionalism and Social Environment", "Atmosphere of the Region" and "Trade Opportunities". This finding is similar to three of the four factors in Öksüz's (2017) similar study. While the factors obtained in this study are similar to the three factors obtained in Ertaş's (2014) study, they are similar to the two factors in the study of Unur & Çetin (2017).

According to the results of the t-test conducted to determine whether there is a significant difference between the gender of Generation Y local people and Kahramanmaraş destination image perception dimensions, there was no significant difference between gender and destination image perception dimensions. This finding coincides with the findings of Yamaç & Zengin's (2015) and Kuvvetli's (2014) studies. As a result of the t-test performed according to the marital status of the Kahramanmaraş destination image perception dimensions of the Generation Y participants, it was determined that there was a significant difference in the "Localness and Social Environment" factor, and this significant difference was in favor of the "married" Generation Y participants.

According to the results of the variance analysis conducted to see whether there is a significant difference between the education levels of the Generation Y participants and their destination image perception dimensions, significant differences were detected in the dimensions of "Localization and Social Environment", "Atmosphere of the Region" and "Trade Opportunities". The results show that Generation Y graduates of "primary education" are more likely to participate in these dimensions than Generation Y participants with other education levels in all three factors. This finding has similar results with the "Atmosphere of the Region" and "Locality" factors in the study of Sahilli Birdir & Eban (2019). However, in the study of Unur & Çetin (2017), it was determined that the significant difference found in the infrastructure elements of Kızkalesi according to the education the participants received was in favor of "associate degree" graduates. On the other hand, according to the ANOVA test conducted to determine whether there is a significant difference in Kahramanmaraş destination image perception factors according to the professions of the Generation Y participants, no significant difference was found according to "profession". On the other hand, according to the ANOVA test conducted to determine whether there is a significant difference between the dimensions of Kahramanmaraş destination image perception and income ownership of Generation Y local people, a significant difference was found only in the "Atmosphere of the

Region" dimension. It has been determined that the significant difference found belongs to Generation Y participants with an income level of "below the middle" and that Generation Y participants with an income level of "lower in the middle" are more likely to participate in this factor than the other Generation Y participants at the other income level. This finding contrasts with the finding that there is no significant difference between the dimensions and "income" in a similar study by Öksüz (2017).

Determination of the Kahramanmaraş destination image perception and the development of this perception positively will have a positive effect on the local people, as well as on the domestic and foreign tourists visiting the city. Therefore, it is very important for the sector, non-governmental organizations, and local people to act together and to develop the right marketing strategies in order to reveal the perceptions and expectations of the domestic and foreign tourists who will visit the city, and the strong perception of the image towards the destination by tourists. This study, which is limited with the determination of the perception of the Kahramanmaraş destination image of the Generation Y local people, is aimed at the local and foreign tourists visiting Kahramanmaraş. The perception of the Kahramanmaraş destination image of the local and foreign tourists can be determined and it can be tried to reach different tourist market sections. In addition, a new study can be done by collecting data with qualitative research method. The study can also be carried out in different provinces.

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STRATEGIC CSR PERSPECTIVES HOLD KEY TO SUSTAINABLE TOURISM DEVELOPMENT IN THE SOCIETY 5.0

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Abstract

The purpose of this paper is to report about research how Society 5.0 balances Industry 4.0, responsible economic development and resolution of social problems by advancement of perspective corporate social responsibility (CSR) in organizations. Drawing from organisation, sustainable tourism development and social functionalism theories, the author designed an integral model of CSR in the line with goals of a forward looking and socially responsible society. This study includes analysing of present governing principles. The findings of this research paper suggest technology models of Corporate Social Responsibility, a regionally grounded solving of individuals social problems and changing of CSRs environmental, social and economic dimensions according to the circumstances of Society 5.0. Because there is a limit to what people can do, the task of finding s the necessary information from overflowing data and analysing it was a burden and scope of action were restricted due to age factor and degrees of ability. The study was created guidance for improvement of CSR practice in organisations through its responsible operation and behaviour grounded on the governing environmental and social circumstances in modern society. It proposes an integral technology-based model for sustainable economic growth.

1.INTRODUCTION:

Sustainable tourism means tourism which is economically viable but does not destroy the resources on which the future of tourism will depend, notably the physical environment and the social fabric of the host community. In 2016, the Keidanren launched the Society 5.0 as a sustainable vision of a new society that incorporates several new technologies in all industries and social activities and achieves both economic developments primarily based on sustainable development goals established by the United Nations and solutions to significant social problems in the present society (Keidanren, 2016).Society 5.0 is based on recognition of leading circumstances of modern society to suggest a new understanding and changing of CSR operating and behavior in organizations.In 2016, Keidanren (Keidanren, 2016) published declaration “Toward realization of the new economy and society - Reform of the economy and society,” which established Society 5.0 as a new vision for further responsible development of society. Keidanren defined Society 5.0 as “A human-centred society that balances economic advancement with the resolution of social problems by a system that highly integrates cyberspace and physical space” (Keidanren, 2016, p. 5). The relationship between sustainability and tourism is particularly interesting due to the considerable role of tourism in the global economy.

Tourism is considered as one of the largest industries reference to volume of the business and employment generation globally. Yet, the eras of post-World War II led the world to seek tourism as a strategic tool for development. Sustainable development recognizes tourism as a driving force and proclaims sustainability as a basic requirement of tourism planning and development. The needs of sustainable tourism development well documented. However, still the rural development process is unable to incorporate sustainable tourism successfully. The major objective of the study is to identify the gap in existing literature and the obstruction for rural community to understand the sustainable tourism development comprehensively. A wide amount of published and unpublished documents either in the forms of printed or electronic versions was ac-companied as sources for this study and they were critically reviewed. This enabled the researcher to encounter the problem and hypothesized it as: 'there is no sufficient accessible literature or informative guidance for rural communities to incorporate appropriate sustainable tourism development process.' Keywords: Rural Resources, Rural Development, Sustainable Tourism, Alternative Tourism.

Since the evolution of the concept in the 1980s, the terms "sustainable development" and "sustainability" have come out in a great many papers. Yet, such obscure ideas add little to academic conceptual understanding. Indeed, given the breadth of the topic, it is difficult to find papers that do not contribute to sustainable development and sustainability. However, even after over thirty years of research, many papers still regularly feature the terms "sustainable development" and "sustainability" within their titles. Sustainable development and longer-term sustainability remain the overarching paradigm of the United Nations. Agenda 2030 provides an illustration of their continued commitment. This agenda is underpinned by 17 sustainable development goals covering the diverse elements involved (United Nations 2018). Given the flexibility in the definition of sustainable development, and how the emphasis on different aspects varies between stakeholders, the perspective within JEPM has clearly focused on environmental issues.

IMAGE: MODEL OF SUSTAINABLE TORISM DEVELOPMENT

2.THEORITICAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT IN SOCIETY 5.0

In this section, the author reviewed the theoretical framework of Society 5.0 and Corporate Social Responsibility as the interesting variables that guided the development of research hypothesis in my study. The next section focusses on integration of framework for further advance of CSR in Society 5.0 through consideration of technological development, innovations and innovativeness which is followed by analyzation of directions for future consideration of environmental, social and economic dimensions of CSR.

Idea of social responsibility of organizations has become more widespread in 1960s, and since then, studies about responsibility of organizations for environmental, social and economic issues have been growing (Carroll, 1999; Dahlsrud, 2008; Wang et al., 2016).

In 2016, Keidanren (Keidanren, 2016) published declaration “Toward realization of the new economy and society - Reform of the economy and society,” which established Society 5.0 as a new vision for further responsible development of society. Keidanren defined Society 5.0 as “A human-centred society that balances economic advancement with the resolution of social problems by a system that highly integrates cyberspace and physical space” (Keidanren, 2016). Although this new vision exposed policies and actions on society’s level, such initiative is founded and decisively dependent on organizations as the most influential institutions of the modern society.

Society 5.0 followed the previous development visions with consideration of responsible economic development (Reinhardt et al., 2008; Crifo and Forget, 2015) and solving of sustainability issues (Lins et al., 2012; Rego et al., 2017). More importantly, Keidanren (2019) completed knowledge of sustainability with humans-centered society (Higashihara, 2018; SCTI, 2019), regionally planned and realized solving of sustainability issues (Metaxas and Tsavdaridou, 2014; Rego et al., 2017) and established prevailing situational circumstances as origins for advancement of sustainability in society (Higashihara, 2018; Shiroishi et al., 2019). Researchers characterized humans-centered society as providing goods and services that granularly address manifolds latent needs without disparity but balancing economic development with the resolution of social problems of individuals and one advancing fusion of cyberspace and physical space to ensure suitable infrastructures and preconditions for sustainable living of individuals in modern society (Higashihara, 2018; Keidanren, 2019).

The concept Society 5.0 radically changes solving of social sustainability problems with regional orientation of solving and implementation of bottom-up created solutions (Keidanren, 2016; Nakanishi, 2019). That enables organizations to provide goods that people need and at the time they are needed, thereby optimizing the entire process of sustainable living in the local environment (SCTI, 2019). Keidanren (2019) aims at balancing expectations about sustainability in society and lag of organizations’ interest in responsible production of sustainable goods in contentment of humans’ unsatisfied sustainable needs in local environment (Higashihara, 2018; Shiroishi et al., 2019). More detailed overview of human-centered and regionally oriented implementation of Society 5.0 in organizations is beyond the scope of this paper.

For purpose of this study, the author has outlined circumstances of Society 5.0, whose characteristics importantly govern the CSR operating and behavior in organizations (Higashihara, 2018; SCTI, 2019). Researchers of Society 5.0 focused their attention on circumstances related to knowledge and information, humans' work, attributes of work places, solving of social problems and limitations in humans' work abilities (Higashihara, 2018; SCTI, 2019; Nakanishi, 2019).

In the present information society – also named Society 4.0 – knowledge and information are insufficiently shared; members of cross-sector teams did not adopt the same values, and this limited the potential results of cooperation in society (Lee et al., 2015; Palazzeschi et al., 2018). Society 5.0 suggests the use of advanced technologies and products for connection of people and things and sharing of all sorts of knowledge and information in creation of new social and business chains and values in society (Shiroishi et al., 2018; Nakanishi, 2019).

Employees work in conditions characterized by overflow of information, and consequently, finding and analyzing of information is difficult and not appropriately supported by available technological solutions (Palazzeschi et al., 2018; Savaget et al., 2019). Society 5.0 foresees usage of modern information technologies and solutions to free humans from exhausting routine work and improve using of available information (Higashihara, 2018; Shiroishi et al., 2019).

Social problems of the modern society created many constrains among humans, originating in aging society, regional depopulations and stagnation of participation of individuals in social living (Shen and Benson, 2016; Kassin et al., 2017). Society 5.0 applies technological solutions, innovative organizing of social system and modeling of locally centered activities to overcome social issues by proactively working on liberation from various types of social constraints (Higashihara, 2018; Nakanishi, 2019).

Society 5.0 tries to eliminate big lots of work of employees, limitation of employees' physical abilities on job and physical constrains related to extended routine and exhausting work (Keidanren, 2016; SCTI, 2019; Shiroishi et al., 2019). Use of automata, robots, new approaches to organization of work and working place, advanced work conditions and enrichment of work operations enables employees to use their resources and potentials for creative and interesting works (Lee et al., 2015; Wang et al., 2016).

Finally, researchers of Society 5.0 are modeling new cyber-physical environment through implementation of Industry 4.0 and Industry 5.0, which improves connections between people, things, humans' subjects and technologies in advanced cyberspace environment (Keidanren, 2019; Shiroishi et al., 2018; Nakanishi, 2019). Advanced technological solutions form high-value-added information infrastructures; this enables responsible cooperating of people, things and technologies in the modern society (Ruttan, 1997; Higashihara, 2018; Shiroishi et al., 2019). At the same time, technological development offers useful technological solutions for several products and services, which can match responsible demands in society (Lee et al., 2015; Shiroishi et al., 2018). For instance, new technologies such as Internet of Things, robotics, artificial intelligence and big data in all industries and social activities provide goods and services that address manifold needs in more responsible ways (Foray and Grubler, 1996; Lee et al., 2015; Nakanishi, 2019).

2.1 Social responsibility of organizations

Interest of organizations in their social responsibility beyond making profits for shareholders has become more widespread from 1960s onwards (Dunlap et al., 1993; Aguilera et al., 2007; Wang et al., 2016).

Conceptualizations of CSR in organizations established multidisciplinary and multifunctional meaning of CSR (Aguilera et al., 2007; Rego et al., 2017). The multidisciplinary nature of CSR resulted through interdependent studies of environmentalism, which established the basic theory for building of CSR (Elkington, 2004; Glavas, 2016) management, which conducted solutions for operationalization of CSR in organizations (Aguinis, 2011; Wang et al., 2016), and behavior theories, which reveal mechanisms for impact of stakeholders' behavior on organizational CSR (Wang et al., 2016; Mulej and Dyck, 2015; Gelfand et al., 2017). Results of these studies introduced conceptual and methodological frameworks for addressing the challenges in usage of CSR in organizations (Glavas, 2016; Wang et al., 2016).

Dunlap et al. (1993), Carroll (1999) and Elkington (2004) broadened CSR with multifunctional modeling and consideration of organizations' care for environmental, social and economic environment. Environmental care expressed actions and initiatives to preserve the ecological environment for future generations (Elkington, 2004; Rego et al., 2017). Social care draws on the relative importance placed by organizations on the social roles and norms expected by the internal and external societies (Windsor, 2006; Petrenko et al., 2016). Economic care defines relative importance that organizations ascribe to the achievement of the economic results and economic prosperity of themselves, other people, groups, organization and society (Waddock and Graves, 1997; Kitzmueller and Shimshack, 2012). These content-related studies established “guidance for conceptual frameworks and methods for addressing the management, organization, and societal challenges in CSR practices” (Wang et al., 2016, p. 535). For example, Carroll and Shabana (2010) explored the arguments why the business community should accept and advance the CSR; Campbell (2007) revealed multidimensional research of CSR for integration of various CSR initiatives and arguments in organizations. Methodological studies revealed the variety of methodological approaches focused on broader understanding of CSR by reviews of CSR in academic literature, constructs of CSR’s models in theoretical reasoning and conducting interviews (Carroll and Shabana, 2010; Crifo and Forget, 2015).

To avoid confusion owing to the available conceptualizations of CSR (Carroll, 1999; Dahlsrud, 2008), we followed Aguinis’s (2011, p. 855) definition of CSR as “context-specific organizational actions and policies that take into account stakeholders’ expectations and the triple bottom line of economic, social, and environmental performance”.

More fragmented are results of organizations’ conceptualizations of CSR in specific situations and under diverse circumstances (Aguinis, 2011; Gelfand et al., 2017). These indicate differences and contradictories in institutional conditions (Wood, 1991; Hofman et al., 2017), organizational characteristics (Elkington, 2004; Petrenko et al., 2016), cultural-cognitive preconditions (Glavas, 2016; Nedelko et al., 2017) and used qualitative and quantitative approaches such as ISO 26000 (Mulej, 2011; Balzarova and Castka, 2012; Hahn, 2013) and solutions for implementation of CSR in rapidly changing social environment.

In the past decade, large attention among scholars was paid to studies which discovered correlations between changing of situational circumstances and CSR conceptualization (Wang et al., 2016; Rego et al., 2017). Following these studies (Aguinis, 2011; Elkington, 2004; Kish-Gephart et al., 2019) and theories about cause-and-effects relationships between circumstances and phenomena in social reality (Macionis, 2012; Long, 2013; Glavas, 2016), we research advancement of CSR under circumstances of Society 5.0. We therefore, hypothesize that:

-Prevailing situations and circumstances of Society 5.0 decisively define content-related consideration of CSR in organizations.

2.2 Integral frameworks for consideration of corporate social responsibility in Society 5.0 reality

Beyond discussion about responsible economic development (Crifo and Forget, 2015), solving social issues (Glavas, 2016), humans-centered society (SCTI, 2019), regional grounding of sustainable development (Rego et al., 2017) and definition of governing situational circumstances of modern society (Higashihara, 2018), Society 5.0 exposed decisive importance of technological development and innovative changing of society for creation of integral framework of sustainable development (Shiroishi et al., 2018; Nakanishi, 2019). Inclusion of technology, innovations and innovativeness in sustainability enables improvement of organizations’ diffusion of available sustainable solutions, creation of infrastructure and capacities for sustainable operating and behavior and supports advancement of priority sustainable areas of Society 5.0 (Keidanren, 2016; SCTI, 2019).

2.3 Technological development and corporate social responsibility

Despite efforts and capacity of organizations regarding their CSR, managers face certain limitations in adaptation of mechanisms and processes by which technological development and corresponding advanced technologies can be conceptualized into CSR in organizations (Cooper and Foster, 1971; Windsor, 2006; Crifo and Forget, 2015).

Technology was traditionally considered separately from social issues in humankind's history (Ruttan, 1997; Lasi et al., 2014; Savaget et al., 2019). Idea about interdependences of technology and social issues appears first in the sociotechnical theory developed in Second World War era (Cooper and Foster, 1971; Zwaan, 1975; Wang et al., 2016), and systems theories developed in 1960s (Mulej, 2011; Glavas, 2016; Kish-Gephart et al., 2019). Recently, broader views of technology indicate several short- and long-term technological alternatives, incremental technological changes and searching for technological solutions which can enable responsible development of society (Rego et al., 2017; Savaget et al., 2019).

The recent technological visions such as the European Industry 4.0 – published in German "High-Tech Strategy" in 2010 (Federal Ministry of Education and Research [BMBF], 2010; European commission [EC], 2017); the USA's "Industrial Internet" scheme – proposed by General Electric in 2012 (Annunziata and Evans, 2013); and China's vision of "Made in China 2025" (State council of People's republic of China [SC], 2015) established modern understanding of relations between technological and humankind's development. The related studies confirmed the leading role of technology in development from information society to a super smart society in the frame of the 5th phase of industrial revolution (Lee et al., 2015; Savaget et al., 2019).

Several theorists and practitioners exposed deficiency of information sharing, humans-based collection of information in physical space, storage of data in traditional databases and limited capabilities of humans for analyzing the overflowing information in the present society (Pasmore et al., 1982; Lasi et al., 2014; Brunswicker and Chesbrough, 2018). Other studies reported that people access the partially connected cloud databases in cyberspace via the internet and access, retrieve and analyze data or information congruent with their physical and psychical possibilities (Foray and Grubler, 1996; Palazzeschi et al., 2018). Consequently, people are burdened, and their labor and scope of action are restricted owing to age and varying degrees of their ability (Shen and Benson, 2016; Gelfand et al., 2017).

Society 5.0 concept goes beyond these visions with interdisciplinary consideration of technology in modern society based on proposed "5th Science and Technological Basic plan" that complements the previously divided technological and social studies (Keidanren, 2019; SCTI, 2019). Modern technological solutions support and enable further development of responsibility in operating and behavior of society (Brunswicker and Chesbrough, 2018; Savaget et al., 2019). Higashihara (2018) summarized the new understanding of technology with his quotation that "Development of Industry 5.0 incorporates new technologies in all industries and several social activities in solving of problems related to economic development and social issues".

The newest technological visions (BMBF, 2010; Annunziata and Evans, 2013; SC, 2015) and Society 5.0 (Keidanren, 2016; SCTI, 2019) exposed importance of technology for interdisciplinary consideration of the phenomenon of society. In addition, studies of social–technological theory (Cooper and Foster, 1971; Savaget et al., 2019) and systems theories (Crifo and Forget, 2015; Glavas, 2016) discovered important effects of technology on responsible development of the modern society.

More biased are academics' presumptions about content-related inclusion of technology in CSR (Windsor, 2006; Wang et al., 2016; Palazzeschi et al., 2018). Individual studies established technology as an additional dimension of CSR and suggested completion of leading CSR models with technological dimensions (Windsor, 2006; Wang et al., 2016). Researches in social sciences mainly considered technologies only as preconditions for organizational development and not as a logical part of CSR (Lee et al., 2015; Shiroishi et al., 2018). For example, researches about impact of new technologies on organizational operating and behavior (Ruttan, 1997; Foray and Grubler, 1996) and needs for technological solutions which can match the newest demands of society (Brunswicker and Chesbrough, 2018; Palazzeschi et al., 2018) still considered technology separately from sustainable development in organizations.

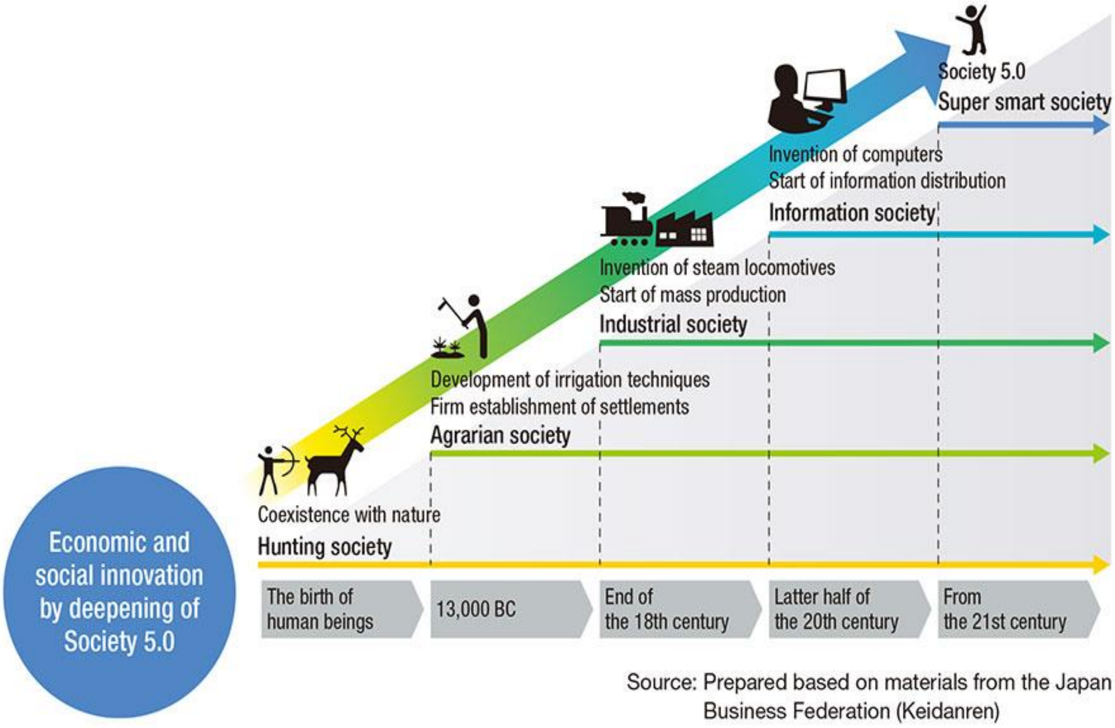
2.4 Innovations and innovativeness in Society 5.0

Society 5.0 established innovations and innovativeness as necessary preconditions and leading accelerators for solving of sustainability problems in society (Keidanren, 2016; SCTI, 2019).

Mainly, activities of organizations are dedicated to technological innovations (Armbruster et al., 2008; Afuah, 2019) which academics conceptualized as "developing of new services and products that fulfill unaddressed needs or enable solving of problems in internal and external environment of organizations" (Agarwal and Prasad, 1998; p. 205) and as "a new or improved or process whose technological characteristics are significantly different from before" (Organisation for Economic Co-operation and Development [OECD], 2005, p. 5).

Society 5.0 continues this research stream and broadens innovativeness with non-technological innovations, social innovations and innovativeness. It can enable organizations to prepare themselves and their stakeholders for sustainable development to qualify stakeholders for their active participation in it and forming of appropriate behavior for social acceptance and social adoption of the new technological environment (Shiroishi et al., 2018, 2018; SCTI, 2019).

Society 5.0 followed the 3rd edition of the Oslo Manual (OECD, 2005, p. 5) in analyzing of nontechnological innovations as "context-specific organizational actions and policies that take into account stakeholders' expectations and the triple bottom line of economic, social, and environmental performance." More about nontechnological innovations can be seen in Damanpour (1991), Brunswicker and Chesbrough (2018) and Afuah (2019). More differences exist between Keidanren (2016) and others leading definition (Damanpour, 1991; Brunswicker and Chesbrough, 2018) of social innovations. Literature reported about several conceptualization of social innovations characterized by definition of the criteria for social objectives, social interaction between participants, definition of social outputs and forming of innovativeness (Hubert, 2010; Brunswicker and Chesbrough, 2018; Afuah, 2019). So did European Union which defined them as innovations which are focusing on social needs that traditionally were not considered and tackled and changing of present social relations through empowerment of individual, groups and nongovernment organizations in society (OECD, 2005; Afuah, 2019; Savaget et al., 2019). Keidanren (2016; p. 8) define social innovations in more sustainable-oriented way as “a new social practices that aim to meet sustainable product social needs in a better way than the existing solutions, resulting from working conditions, education, community development or health”.



When engagements for innovations are in forefront of interests among organizations, less attention is dedicated to innovativeness as necessary precondition for diffusion of inventions or innovations (Damanpour, 1991; Afuah, 2019). Attention to innovativeness as the individuals’, organizations’ and societies’ inclination to engage in development and implementation of innovations gained currency in the 1970s (Agarwal and Prasad, 1998; Brunswicker and Chesbrough, 2018; Afuah, 2019). Initial studies were focused on building of fundamental theories and corresponding models for innovative

challenges in organizations (Agarwal and Prasad, 1998; Armbruster et al., 2008; Brunswicker and Chesbrough, 2018). Thus, Rogers (1962) presented an analytical model for adoption of innovations, Dahlsrud(2008) defined key dimensions and researched their relations to innovativeness, and Kassin et al. (2017) researched mechanism by which organizational behavior impacts innovativeness. Newest studies expanded previous models with situational, behavioral and values variables (Brunswicker and Chesbrough, 2018; Afuah, 2019; Savaget et al., 2019). For example, Kassin et al. (2017) researched mechanism by which organizations’ behavior impacts innovativeness, and Afuah (2019) reported about effects of situational variables on innovativeness in organizations.

Society 5.0 concept contributes to study of innovativeness by analyzing of precondition, solutions for acceleration of innovations and goals for realization of invention–innovation–diffusion process (Higashihara, 2018; Nakanishi, 2019). Studies of Shiroishi et al. (2018) about security and human well-being and of Shiroishi et al. (2019) about artificial intelligence and business polity continue situational and behavior studies of innovativeness in framework of Society 5.0.

In addition, a number of studies about influential factors and components of innovativeness issues in organizations – such as circumstances and conditions, factors, components, parts, internal and external relations and impacts of innovativeness on invention–innovation–diffusion process and results of organizations and society (Lee et al., 2015; Palazzeschi et al., 2018; Savaget et al., 2019) – presents promising directions for future inquiry of innovativeness in Society 5.0.

An overview of the theoretical cognitions about research of social phenomena (Whetten, 1989; Aguilera et al., 2007; Glavas, 2016; Gelfand et al., 2017) included suggestions and proposed solutions of Society 5.0 concept for sustainable development (Keidanren, 2016; SCTI, 2019); it also presented governing characteristics of the modern society (Higashihara, 2018; Nakanishi, 2019; Shiroishi et al., 2019), which defined framework for consideration of CSR grounded in circumstances of Society 5.0 (Figure 1).

2.5 Directions for future consideration of corporate social responsibility in Society 5.0

Origins, orientations and suggested solutions of Society 5.0 (Keidanren, 2016; SCTI, 2019) importantly change understanding and realization of CSR in organization regarding goals, approaches and expected results of sustainable development (Higashihara, 2018; Nakanishi, 2019; Shiroishi et al., 2019). The content-related changes among environmental, social and economic dimensions of CSR grounded in Society 5.0 was also analyzed.

Studies on environmental dimension of CSR expose the relative importance that organizations place on plants, animals, ecological environment and the entire Earth (Aupperle et al., 1985; Aguinis, 2011; Windsor, 2006). In modern society awareness about the crucial importance of nature protection is a generally accepted axiom (Shen and Benson, 2016; Rego et al., 2017), which originates in developed human values about protection of nature, legislations about nature and enforcement of sustainable development in society (Glavas, 2016; Petrenko et al., 2016; Nedelko et al., 2017). While inclination to nature protection among society stakeholder constantly grows, organizations' operating and results still do not match enough societal expectations and demands related to nature (Windsor, 2006; Kish-Gephart et al., 2019).

Society 5.0 supplements environment-related discussion with orientation of organizations for production, which can enable covering of existing environmental demands and tries to achieve a forward-looking expectation about environment (Waddock and Graves, 1997; Gelfand et al., 2017). Keidanren (2016) wants to supplement traditional moral and legal (Carroll and Shabana, 2010; Nedelko et al., 2017) obligations of organizations toward nature with their interests for contentment of market opportunities related with production of goods for natural protection (Aguinis, 2011; Wang et al., 2016). Society 5.0 presumes that reliable production of responsible goods enables long-range profitable results of organizations with their fulfillment of market-based demands related with care for nature (Nakanishi, 2019; Keidanren, 2016). Organization can realize this orientation with responsible production, responsible products and services, usage of leaning technologies and innovative use of advanced technological solutions (Glavas, 2016; Gelfand et al., 2017). For example, Dunlap et al. (1993), Aguilera et al. (2007)

and Aguinis (2011) exposed significant effects of advanced technologies and newest products for ecological activities such as recycling, conservation or managing wastes. In present market situation, each of these solutions enables organizations to improve their competitiveness and business results that consequently enlarge organizations' interest for further sustainable operating and behavior (Foray and Grubler, 1996; Wang et al., 2016).

Beyond the current market-related interests for natural care, there are also society's needs for advanced technologies and goods, which can substitute exploitation of limited natural resources and repair past natural damages (Aupperle et al., 1985; Savaget et al., 2019). A Society 5.0 applies a variety of technological and technical solutions and goods to enable substitution or replacement of natural resources designated to reduction of greenhouse gas emissions, increased responsible production, reduced loss of foodstuffs, sustainable industrialization, if we mentioned just some of them (Pasmore et al., 1982; Savaget et al., 2019).

This type of advancement is not possible without innovative longitudinal visions of organizations and large investment in necessary infrastructure for usage of advanced technologies (Lasi et al., 2014; Lee et al., 2015; Shiroishi et al., 2019). Several cases of new technologies – such as artificial intelligence, data mining and genetic engineering – proved correctness and economic rationality of advanced technologies in solving of resources issues (Kitzmueller and Shimshack, 2012; Palazzeschi et al., 2018; Savaget et al., 2019). In addition, management theory proved that development of responsible new product can generate new market for their trade; this is an additional argument which strengthens organizational interest in responsible operating in the prevailing sustainable orientation of the modern society (Agarwal and Prasad, 1998; Crifo and Forget, 2015; Afuah, 2019).

2.6 Social dimension of corporate social responsibility under circumstances of Society 5.0

Organizations with social orientation express their responses to social roles and norms expected from them by the internal and external societies (Aupperle et al., 1985; Rego et al., 2017). McWilliams and Siegel (2000; p. 605) explained organizational social operating and behavior through their support "to actions that appear to further some social good, beyond the interests of the firm and that which is required by law." Study of Glavas (2016) and Wang et al. (2016) additionally revealed that social actions and behavior of organizations can reduce social, business and legal risks of organizational operating on the base of adjustment of organizations' social characteristics to the expected social roles and norms of societies in which they participate.

Society 5.0 complements social orientation of CSR of organization with content-related and methodological frameworks for creation of innovative solutions and guidance designated for solving of urgent social problems in modern society (Minton and Khale, 2014; Wang et al., 2016; Kassin et al., 2017). The current level of development is characterized by complex social issues of constantly growing economy which cause increasing demands for energy and foodstuffs, longer lifespan and aging of population in societies around the world (Aguilera et al., 2007; Shen and Benson, 2016; Savaget et al., 2019). In addition, globalization opened several development issues related with its progressing, severe international competition, concentration of wealth in parts of the world globe and inequality of regional development, among others (Crifo and Forget, 2015; Glavas, 2016). Society 5.0 suggested integral framework for overcoming of the existing regional, age and gender gaps to enable production of goods tailored to satisfy diverse individual needs and latent needs (Keidanren, 2016; SCTI, 2019).

Content-wise, Society 5.0 broadened consideration of social issues with activities, which can solve the rising social problems and reduce consequences of social problems, such as promotion of social care, prevention programs and providing lively support to social care (Higashihara, 2018; SCTI, 2019). Methodologically, collections of integrated data about social issues, analyzing them with advanced solutions and usage of newest technological solutions for operating social activities created integrated framework, which can enable better governing of social issues in organizations and improvement of social care in society (Keidanren, 2016; Nakanishi, 2019). Guidance for solving of individual social problems is focusing on reduction of the social costs, solving the operational problems in social activities, strengthening competitiveness in social industries, enhancing responsiveness to dynamic demographics trends, dealing with diverse social needs and improving satisfaction of participants in social activities (Keidanren, 2019; SCTI, 2019).

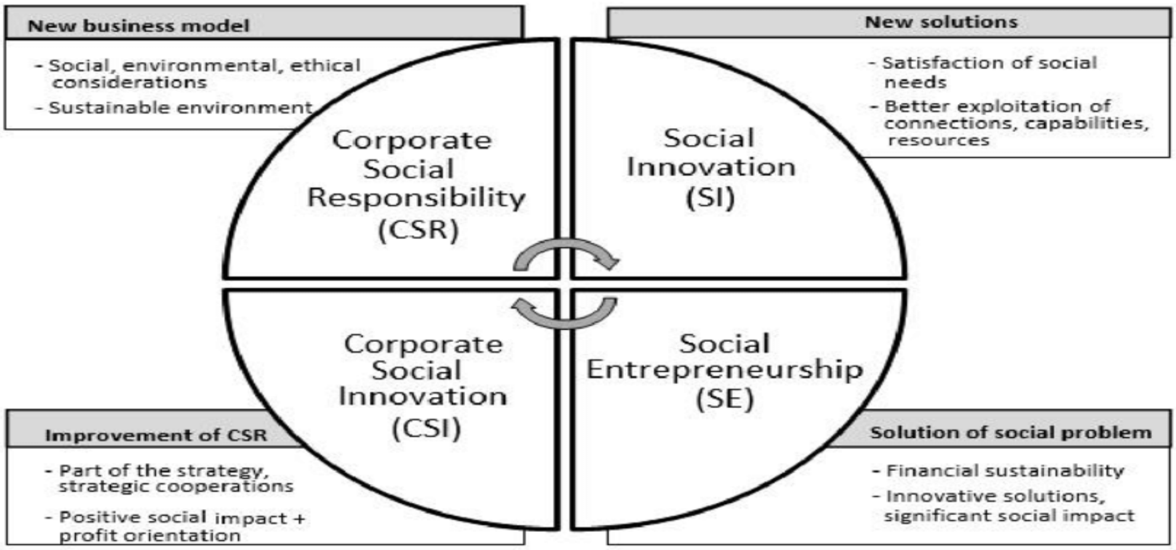
For purpose of this study, the author briefly outline only solving of health-care and caregiving social issues, while a detailed presentation of all important social issues in Society 5.0 exceeds the scope of this research (Petrenko et al., 2016; SCTI, 2019). Social systems of health care and caregiving are networks of basic elements – data and information collection, equipment, capacities and participants, their relations in social system and its relations with other systems in society (Higashihara, 2018; Keidanren, 2019). This typical structure remains fixed, but Society 5.0 innovatively redesigns processes, extent of flows and process goals in social systems in human effort for better use of available elements and sources (Keidanren, 2016; SCTI, 2019).

Thus, the newest technological solutions (such as artificial intelligence and big data) enable generation of accurate data on the present situation – including personal real-time physiological data, health-care site information, treatment/infection information and environmental information (Shiroishi et al., 2018). These data can be treated by technological tools for real-time analyzing that enables creation of feedback information and solutions for social issues which can be solved by participants of the system, or they can be automatically solved by automatized or robotized equipment (Keidanren, 2019; Savaget et al., 2019).

Society 5.0 focused its attention on (Keidanren, 2019; Nakanishi, 2019) reduction of humans' burn-out through support actions for comfortable living, extension of healthy life span with health promotions which include early detection of illnesses through real-time health check-ups, reduction of medical costs with optimal treatment through sharing of physiological and medical data and reduction of social costs with reduction of burden through mitigation of the on-site burden of health care and caregiving by automata and robots.

2.7 Integral model of corporate social responsibility in Society 5.0

Vision of Society 5.0 offered a new understanding of the role and importance of technological development for solving of current social problems in modern society, initiatives and actions for further development of the known social concepts of sustainable society and expose decisive importance of innovations for humankind's and society's survival (Keidanren, 2016; Higashihara, 2018; Keidanren, 2019).According to vision, policies and actions of Society 5.0 (Keidanren, 2016; Higashihara, 2018) and sustainable development (Aguinis, 2011; Wang et al., 2016) and in tradition of theories about social functionalism and organizational contingency (Myers, 2010; Long, 2013; Kassin et al., 2017), we designed an integral model of CSR founded on circumstances of Society 5.0 (Figure 2).



IMAGE; INTEGRATED MODEL OF CSR

The suggested model of CSR includes general and specific frameworks for broader or even potentially "holistic consideration." Model offers possible explanation of effects of modern society's circumstances on changing of CSR in accordance with several unadjusted issues of the general research framework (Carroll, 1999; Minton and Khale, 2014; Kassin et al., 2017). Literature reveals wide disparities in the research findings about theoretical framework for consideration of social phenomena in responsible development of society (Windsor, 2006; Glavas, 2016; Gelfand et al., 2017).

Several studies were focused on cognition, definition and application of a general research framework and defined the prevailing theoretical perspectives, driving forces, explaining theories and selected important domains for consideration (Dahlsrud, 2008; Potocan and Cruz-Cuhan, 2012; Kish-Gephart et al., 2019). In addition, application of general framework is decisively affected by individuals' decisions about chosen contents, values and weights of all criteria, which define their content and formulation of different outcomes inside the selected criteria and values for general definitions of the problem (Glavas, 2016; Gelfand et al., 2017). Owing to these subjective factors of decision-makers and other subjective impacts of personal behavior, no general framework for consideration can be fully unified. In our research, we follow tradition of social psychology (Minton and Khale, 2014; Kassin et al., 2017) for creation of research which includes methodological-, content- and situation-related frameworks for consideration of CSR according to previous studies of sustainable development and CSR theory (Dunlap et al., 1993; Campbell, 2007; Wang et al., 2016).

Inside the created general framework, we clarify differences between many insights in CSR with definition of specific framework focused on goals of forward-looking responsible society, circumstances of modern society and content of CSR's dimensions, which govern CSR in modern organizations. With each specific framework of the model, we presented contently similar solutions; frameworks follow the natural hierarchy of sequence and interdependence (Mulej and Dyck, 2014; Mulej and Cagran, 2015; Potocan et al., 2016).

A further framework revealed the main goals of forward-looking responsible society which effect the direction of present changing and future development of CSR in organizations. Following goals of Society 5.0 (Keidanren, 2019; SCTI, 2019) and demands of CSR in organizations (Elkington, 2004; Wang et al., 2016; Rego et al., 2017), the model exposed needs for inclusion of technological development in CSR consideration, realization of sustainable goals of economic development and solving of growing social problems in modern society.

The next framework presented circumstances of modern society which governs CSR in organizations and which are prerequisites for further achievement of sustainable and human-oriented society. Model exposed importance of technological, nontechnological innovations, development of innovativeness on all levels of human living and operating and regional focusing of further CSR development (Agarwal and Prasad, 1998; Brunswicker and Chesbrough, 2018). Society 5.0, for the first time, revealed importance of regional orientation of CSR, which enables more applicable CSR solutions, supports more human-oriented development and increases interest of individuals and organizations in applicable solutions of CSR.

The final framework determines content-viewpoint of modern CSR. The research followed previous idea about content characteristics and relations of CSR originated in triple bottom model which includes environmental, social and economic dimensions. Provision of goods and services granularly addresses manifold latent needs without disparities, balances the economic advancement with the resolution of social problems and advances fusion of technological and social advances to enable CSR in Society 5.0.

3. COURSE OF RESEARCH:

Methodologically, collections of integrated data about social issues, analysing them with advanced solutions and usage of newest technological solutions for operating social activities created integrated framework, which can enable better governing of social issues in organizations and improvement of social care in society (Keidanren, 2016; Nakanishi, 2019). Guidance for solving of individual social problems is focusing on reduction of the social costs, solving the operational problems in social activities, strengthening competitiveness in social industries, enhancing responsiveness to dynamic demographics trends, dealing with diverse social needs and improving satisfaction of participants in social activities (Keidanren, 2019; SCTI, 2019).

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3.1 Economic dimension of corporate social responsibility under circumstances of Society 5.0

Society 5.0 grounded new economic consideration of responsible development on society and organizations levels. On societal level, scholars of Society 5.0 followed the prevailing economic system in society (Altvater, 1993; Campbell, 2007; Kitzmueller and Shimshack, 2012).

Academics define economic system as entity of starting points, mechanism of impacts and conditions and expose its effects on economic operating and behavior of organizations as subjects on micro-economic level (Dahlsrud, 2008; Crifo and Forget, 2015). In the 19th and 20th centuries, idea of "market economy" leads humans' development through "economic system in which the decisions regarding investment, production, and distribution are guided by the price signals created by the forces of supply and demand" (Gregory and Stuart, 2004; p. 21). For instance, Altvater (1993; p. 237) has explained market economy through "three development phases, namely free market, laissez-faire system, and interventionism." Free market and laissez-faire systems are based on presumption about restricted states' activities in providing selected public goods and services and safeguarding private ownership and do not consider responsibility of organizations explicitly (Gregory and Stuart, 2004). Interventionism recognizes responsibility as a decisive goal of organizations through presumptions about government's active role in correcting market failures and promoting social welfare (Gregory and Stuart, 2004; Crifo and Forget, 2015). Society 5.0 accepts interventionism's responsibility as the prevailing starting point for establishing the newest "sustainable economic system" and corresponding business models, in consideration of economics orientation of organizations and their relations to other CSR dimensions (Altvater, 1993; Crifo and Forget, 2015; Wang et al., 2016).

On the organizational level, Society 5.0 follows the idea about "responsible economics of organizations" presented by Waddock and Graves (1997), Aguinis (2011) and Crifo and Forget (2015). In addition, Keidanren (2019) determines "responsible economics" as the main reason for implementation of CSR in organizations. Such understanding of economic dimension of CSR originates in presumptions that CSR's products and services present unexploited market opportunities which organizations can realize through their CSR operating and behavior as response to market imperfections to satisfy CSR preferences (Crifo and Forget, 2015; SCTI, 2019). Moreover, Society 5.0 established "responsible economics of organizations" as the decisive driver for market-based decision related with CSR in organizations and necessary criteria for evaluation of CSR in organizations and their parts (Higashihara, 2018; SCTI, 2019). Such understanding of economic dimension of CSR initiates changing of the traditional orientation on "profit maximization" to "responsible economics" in support of sustainable economic results of organizations and creation of responsible economics' justification of natural and social dimensions of CSR (Waddock and Graves, 1997; Windsor, 2006). The monopolies replacing the free market, under the label of no interventionism, are left aside (Windsor, 2006; Wang et al., 2016), unfortunately.

In addition, "responsible economics" enables organizations to balance achievement of economic goals understood as "discretionary and mandatory responsibility of enterprises" (Friedman, 1970, p. 123) and "prediction of strong long-term social benefits of relatively unfettered markets operated by self-interested actors" (Jensen, 2000, p. 41) and appropriate "ethics of organizations related to CSR" (Carroll, 1999; p. 274).

4.RESULTS AND DISCUSSION

Vision of Society 5.0 offered a new understanding of the role and importance of technological development for solving of current social problems in modern society, initiatives and actions for further development of the known social concepts of sustainable society and expose decisive importance of innovations for humankind's and society's survival (Keidanren, 2016; Higashihara, 2018; Keidanren, 2019).

According to vision, policies and actions of Society 5.0 (Keidanren, 2016; Higashihara, 2018) and sustainable development (Aguinis, 2011; Wang et al., 2016) and in tradition of theories about social functionalism and organizational contingency (Myers, 2010; Long, 2013; Kassin et al., 2017), we designed an integral model of CSR founded on circumstances of Society 5.0 (Figure 2).

The suggested model of CSR includes general and specific frameworks for broader or even potentially "holistic consideration." Model offers possible explanation of effects of modern society's circumstances on changing of CSR in accordance with several unadjusted issues of the general research framework (Carroll, 1999; Minton and Khale, 2014; Kassin et al., 2017). Literature reveals wide disparities in the research findings about theoretical framework for consideration of social phenomena in responsible development of society (Windsor, 2006; Glavas, 2016; Gelfand et al., 2017).

Several studies were focused on cognition, definition and application of a general research framework and defined the prevailing theoretical perspectives, driving forces, explaining theories and selected important domains for consideration (Dahlsrud, 2008; Potocan and Cruz-Cuhan, 2012; Kish-Gephart et al., 2019). In addition, application of general framework is decisively effected by individuals' decisions about chosen contents, values and weights of all criteria, which define their content and formulation of different outcomes inside the selected criteria and values for general definitions of the problem (Glavas, 2016; Gelfand et al., 2017). Owing to these subjective factors of decision-makers and other subjective impacts of personal behavior, no general framework for consideration can be fully unified. In our research, we follow tradition of social psychology (Minton and Khale, 2014; Kassin et al., 2017) for creation of research which includes methodological-, content- and situation-related frameworks for consideration of CSR according to previous studies of sustainable development and CSR theory (Dunlap et al., 1993; Campbell, 2007; Wang et al., 2016).

Inside the created general framework, we clarify differences between many insights in CSR with definition of specific framework focused on goals of forward-looking responsible society, circumstances of modern society and content of CSR's dimensions, which govern CSR in modern organizations. With each specific framework of the model, we presented contently similar solutions; frameworks follow the natural hierarchy of sequence and interdependence (Mulej and Dyck, 2014; Mulej and Cagran, 2015; Potocan et al., 2016).

A further framework revealed the main goals of forward-looking responsible society which effect the direction of present changing and future development of CSR in organizations. Following goals of Society 5.0 (Keidanren, 2019; SCTI, 2019) and demands of CSR in organizations (Elkington, 2004; Wang et al., 2016; Rego et al., 2017), the model exposed needs for inclusion of technological development in CSR consideration, realization of sustainable goals of economic development and solving of growing social problems in modern society. In view of the above discussion, as tourism is the largest rapidly growing industry and a significant tool for sustainable development, sustainable tour-ism development in rural areas is an inevitable re-quirement to rebuild the socio-economy, while pre-serving and conserving socio-culture, environments and economy for future. Nevertheless many authors argue that sustainable tourism is unrealistic and iso-lated from the practical development process. None of the forum or literature has contemplated or dis-cussed the complete process of rural sustainable tourism development as one rather different solution address different issue at different time.

5. CONCLUSION:

In 2016, the Keidanren launched the Society 5.0 as a sustainable vision of a new society that incorporates several new technologies in all industries and social activities and achieves both economic development primarily based on sustainable development goals established by the United Nations and solutions to significant social problems in the present society (Keidanren, 2016).

Society 5.0 is based on recognition of leading circumstances of modern society to suggest a new understanding and changing of CSR operating and behavior in organizations.Society 5.0 considers Industry 4.0 and belonging new technologies for sustainable development of society (Wang et al., 2016; Savaget et al., 2019) which enables solving of key social issues in present society (Zwaan, 1975; Foray and Grubler, 1996; Ruttan, 1997; Windsor, 2006). Scholars used Industry 4.0 for definition of initial technological circumstances in diverse technological situations and heterogeneous solutions of technological development in consideration of humankind's development (Higashihara, 2018).

In addition, Society 5.0 reevaluated interest in socially responsible development among stakeholders of society. Environmentalism theorists defined social responsibility primarily as aspiration for natural and social well-being, but in reality, interest of organizations for socially responsible development decisively depends on their economic interest in contentment of responsible demands of society (Glavas, 2016; Kassin et al., 2017). Thus, Society 5.0 recognized economic interests and goals of organizations as promising initiatives for further development of CSR in organizations operating in humans-centered society (SCTI, 2019). This pragmatic approach enables acceleration of CSR in current circumstances of market economy and supports CSR' advances in further sustainable economic systems.

Finally, Society 5.0 is created for solving of significant social problems in the present society, caused by longer lifespan, aging societies, concentration of wealth and regional inequality (Nakanishi, 2019; SCTI, 2019). The Keidanren (Keidanren, 2016) exposed organizations' ability for solving important social problem of individuals in local environment as central motive for further development of responsibility. Thus, Society 5.0 defines agenda on crucial social problems in modern society in local environment, possibilities for solving of individual social problems through organizational activities and creation of practical guidance for organizational advancement of social responsibility in organizations.

In practice, Society 5.0 can enable creation of new values through innovations focused on the provision of products and services adopted for diverse individual needs and latent needs. Achievement of promising results of 5.0 depends on infrastructure preconditions, human values and level of knowledge and capacities of society's stakeholders for connections of people, things, humans' subjects and technologies in advanced cyberspace environment (Higashihara, 2018; Nakanishi, 2019; SCTI, 2019). This process can enable creation of new values through innovations focused on the provision of products and services adopted for diverse individual needs and latent needs. In this framework, Society 5.0 recognized innovations, especially social innovations, and innovativeness of all stakeholders in society as necessary preconditions for development of information society into human-centered society based on CSR and socially responsible society composed of individuals and their organizations. In view of the above discussion, as tourism is the largest rapidly growing industry and a significant tool for sustainable development, sustainable tour-ism development in rural areas is an inevitable requirement to rebuild the socio-economy, while pre-serving and conserving socio-culture, environments and economy for future. Nevertheless many authors argue that sustainable tourism is unrealistic and isolated from the practical development process. None of the forum or literature has contemplated or dis-cussed the complete process of rural sustainable tourism development as one rather different solution address different issue at different time. Consequently, there is no single document which includes all the necessary aspects and dimensions of the rural sustainable tourism development process to direct and guide the rural mass comprehensively and sophisticatedly.

LIMITATIONS:

Despite the contributions of the paper there is a series of limitations that we must mention as the use of a single database instead of different sources to retrieve the information. The use of multiple databases always gives greater coverage to the subject although we believe that Scopus offers a large collection of documents that could be representative of the total. On the other hand, the use of the search algorithm only in the title also limits the search. The reasons for not using them in the Title-abstract-keywords option available in Scopus responds fundamentally to the fact that the database returned more than seven thousand entries, many of them not related to the tourism field. As it has been mentioned several times throughout this review, this is a cross-cutting topic and we did not want to lose the focus of the study by adding works not directly related to the field. The third limitation is regarding the type of documents analyzed. We excluded conference proceeding, doctoral theses, textbooks, and unpublished working papers in the sustainable tourism literature. Moreover, we considered only documents written in English which leads to underestimating research using other languages.

WAY FORWARD:

The sustainable tourism can uphold through (a) the promotion of national strategies for decentralization of sustainable tourism, (b) the exercise of both dogmatic approaches; (c) the hold up for deliberate and community inventiveness's; and (d) the promotion of sustainable tourism at the international level. It should be lucid by now that even ecotourism activities can cause adverse ecological impacts, particularly if they are not properly managed or if they involve tourist numbers beyond the local carrying capacity. The steps need to be followed in sustainable tourisms from tourism operators, local government, tourism organizations, community groups, parks managers, indigenous community or enterprise, regional development organizations, interpretations officers and everyone. Sustainable tourism initiatives that facilitate direct and protect key natural and cultural heritage assets. This will be used to develop new and existing tourism opportunities in an environmentally, economically and socially sustainable manner. 1. Environmental impact assessment for tourism should be carried out to know the present degradation of environment 2. Impact of tourism to the local community should be carried to assess the vulnerability of the surrounding community 3. Research on present status of species diversity in the tourism areas should be carried out to compare with other places and over time 4. Reasons for mangrove deforestation, land reclamations and siltation. Short-term economic gains from the development of these areas are obviously preferred over the long-term benefits of the conservation of ecology. 5. Water sports, beach driving, beach accommodation are also causing serious problem to the natural environment as well as for tourism and these should be stopped. 6. Beach wastes including plastics and other wastes are causing very serious problems; an urgent action plan is needed immediately to mimic the problems. 7. A systematic study of the environmental impacts of tourism, through perhaps, a life cycle analysis, and the valuation of the environment to enable its integration into decision-making. 8. A monitoring and management system to ensure the effectiveness of coastal and environmental regulations. The development of sustainability markers would be a way to ensure this.

Such markers will enable both the industry and government to identify the emerging issues and to facilitate

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ANALYSIS OF CONSUMPTION LEVELS (SANDANG, FOOD, BOARD) OF EAST NUSA TENGGARA COMMUNITY BEFORE AND AFTER COVID-19 PANDEMIC

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ABSTRACT

This study aims to determine and analyze how much the people of East Nusa Tenggara for consumption (clothing, food, shelter) before and after the Covid-19 pandemic and to find out three basic needs which are the biggest consumption needs. from the people of East Nusa Tenggara. The research method used is descriptive quantitative analysis method. From the research results: 1) Before and after the Covid-19 pandemic, the consumption (clothing, food, shelter) of the people of East Nusa Tenggara increased. 2) The largest consumption of the three basic needs (clothing, food, shelter) is board consumption, amounting to 16,219 rupiah. What affects board consumption after the Covid-19 pandemic is being able to live comfortably alone and reduce the risk of meeting and coming into contact with other people (strangers).

Keywords: Consumption, Clothing, Food, Shelter, COVID-19 pandemic.

PRELIMINARY

Background

Economics is divided into two parts (Raharja and Manurung, 2008), namely macroeconomics and microeconomics. There are many things macroeconomics related to society globally, including national income, inflation, poverty and unemployment, consumption, savings and government policies. Meanwhile, microeconomics studies the theory of production, theory of consumer behavior and elasticity.

Consumption can be used as a variable or factor to see the welfare that has been achieved by society. The Covid-19 pandemic that has been experienced in almost all countries has caused economic conditions to experience a quite grim decline. In less than a year, there were quite drastic changes. The impact of the pandemic is evenly felt throughout all levels of society. However, the most obvious impact was felt by the community.

The impact of the Covid-19 pandemic is a reduction in people's welfare and a decline in economic activity which also causes changes in people's consumption patterns caused by scarcity of goods, rising prices of goods and various other factors. One of the measuring tools to assess the economic development of a population is household expenditure (consumption). Household expenditures provide income to national income (M. Fikri, Amri Amir and Erni Achmad, 2014: 165).

Household expenditure consists of two groups, namely expenditure on food and non-food. In conditions of limited income, food needs take precedence, so that in low-income groups it will be seen that most of their income is used to buy food. In line with the increase in income, there will be a gradual shift in the pattern of expenditures, namely a decrease in the portion of income spent on food and an increase in the portion of income spent on non-food (BKP, 2010). This is in line with Maslow's (1943) theory which states that humans are motivated to make ends meet. These needs have levels ranging from the lowest physiological nature such as eating, to the highest in the form of self-actualization (Maslow, 1943).

Arsyad (1999) in Baginda Persaulian, Hasdi Aimon, Ali Anis (2013) states that community saving is determined by household saving behavior, because it is part of family income. If the amount of consumption increases, the amount saved (which is the unused residual income) decreases. This increase in the amount of consumption is a result of an increase in population, an increase in GDP per capita, changes in tastes and individual needs which always increase along with the development of economic conditions and the availability of various kinds of goods and services needed, both in quantity and quality.

Salvatore (2003) in Dian Ariani (2014) defines consumption as the use of goods and services to satisfy human needs (the use of goods and service in the satisfaction of human wants). Goods include household spending on perishable items, such as vehicles and equipment, and perishable items such as food and clothing. Services include goods that are not tangible, such as haircuts and health. Household spending on education is also included as service consumption (Mankiw, 2003). According to Kyrk (1993) in Wulandari (2013), there are three ways to describe the level of consumption, namely: (1) seen from the type or type and amount of goods and services consumed by households, (2) seen from the grouping of commodity use, and (3) according to value (expenditure) of commodities consumed.

One important component for assessing the development of the level of economic welfare of the population is the pattern of public consumption expenditure. Public consumption expenditure is expenditure made by households on final goods and services with the aim of meeting needs such as food, clothing and other necessities as well as various types of services. Goods that are produced for use by society to meet their needs are consumer goods. If the consumption expenditures of all people in a country are added up, the result is the consumption expenditures of the people of that country.

According to Keynes, the main factor that determines the economic performance of a country is aggregate expenditure, which is people's spending on goods and services. Household consumption decisions affect the overall behavior of the economy both in the long and short term. In the short term, fluctuations in consumption have a significant effect on economic fluctuations and in the long run household consumption decisions will affect other macroeconomic variables. In most countries, consumption expenditure is around 50-75% of Gross Domestic Product (GDP) so that household consumption has an impact in determining fluctuations in economic activity from one time to another where individual consumption is directly proportional to their income (Baginda Persaulian, Hasdi Aimon, Ali Anis. 2013: 2).

In Muhammad Rafiy, Pasrun Adam, Gamsir Bachmid and Zainuddin Saenong (2018: 754-755) said that consumption factors also affect economic growth. One important figure that can be used to assess the effect of consumption on a country's economic growth is national income or income (GDP) because it is the final value of goods and services produced in the territory of a country within one year. year. From these two economic sectors, it is known that economic growth is directly proportional to household consumption, which means that the decrease in consumption causes economic growth to also decline. So the expenses incurred by consumer households are used to buy various needs in a certain year.

Apart from changes in consumption, another factor that affects economic growth is investment (Sukirno, 2003). Furthermore, investment is one component of GDP so that the effect of investment on a country's economy can be seen from the GDP. Ainvestment is influenced by the rate of return on capital and the interest rate. Therefore, the owners of capital will invest if the rate of return on capital is greater than the interest rate and along with the decline in investment spending, the GDP also decreases (Mankiw, 2015).

Consumption made by the community is not limited to food (food) only, but there is also consumption for housing (housing) and clothing (clothing). This study aims to see and analyze the level of consumption carried out by the people of NTT before the Covid-19 pandemic and after Covid-19.

LITERATURE REVIEW

CONSUMPTION

In economics, consumption is defined as the use of goods and services to satisfy human needs (the use of goods and service in the satisfaction of human wans). According to Salvatore 2003; 84 in Ariani 2014 consumption is an activity that aims to spend the usefulness of an object, both in the form of goods and services, to meet needs and satisfaction directly. Consumption must be considered as an essential purpose and objective of production. Or in other words, production is a means for consumption. production is needed as long as consumption is also needed. However, this logic cannot apply otherwise, that is, it cannot be said that if production stops, consumption must also stop (Rosyidi 2005; 163 in Ariani, 2014).

Furthermore, consumption is the expenditure of goods and services by households. Goods include household spending on durable goods, such as vehicles and equipment, and perishable items such as food and clothing. Services include goods that are not tangible, such as haircuts and health. Household spending on education is also included as consumption of services (Mankiw 2003; 11).

Keynes explained that current consumption is greatly influenced by current disposable income. According to Keynes, there is a minimum consumption limit that does not depend on the level of income. That is, the level of consumption must be met, even though the level of income is equal to zero, that is what is called autonomous consumption. If disposable income increases, consumption will also increase. It's just that consumption income is not as big as the increase in disposable income.

$$C = c_0 + c_1 Y_d \qquad (1)$$

where c0 is the constant or household consumption when income is 0, c1 is the marginal propensity to consume (m a r g i n a l p r o p e n s i t y t o c o n s u m e = M P C) where 0 <C> 1, C is the level of consumption and Yd is the level of income after tax. There are two concepts to determine the nature of the relationship between disposable income and consumption and disposable income with savings, namely the concept of the tendency to consume and the tendency to save (Mankiw, 2003: 11).

The factors that affect the level of consumption can be summarized in Table 3 below:

Table 1
Factors affecting the level of consumption

Factor	Penjelasan
Economic Factors	
Household income	The higher the income, the higher the level of consumption. In macro aggregate public consumption expenditure is directly proportional to national income, the greater income, the greater the public consumption expenditure and vice versa
Household wealth	The higher the income, the higher the level of consumption
Interest Rate	The higher the interest rate, the lower the level of consumption. People are more interested in saving money when interest rates are high than it is for consumption
Household expectations of the future	When the economy is predicted to get better in the future, the consumption pattern will increase. Conversely, if economic conditions predicted to be more sluggish, the community reduces their current consumption.
Government policies reduce inequality income distribution	The government's desire to reduce inequality in income distribution will in fact cause it to increase overall public consumption expenditure
Pension programs	Individuals with relatively large pension plans will increase their I current consumption patterns. Conversely, for those who have a small retirement plan eating will reduce the pattern current consumption.
Non-Economic Factors	
Thrifty attitude	People who like to save have an APC (average propensity to consume) and lower MPC.

Source: Rahardja (2004: 34), Nanga (2005: 19), and Sukirno (2008; 119).

-CLOTHING

Clothing is clothing that is needed by humans as cultured creatures. At first humans made use of clothing made from bark and animals that are available in nature. Then humans developed the technology of cotton spinning into threads to be woven into clothing. Clothing serves as protection from heat and cold. Over time, the function of clothes changes, namely to provide comfort according to the types of needs such as work clothes, home clothes, for sleeping and so on (id.wikipedia.org).

FOOD

Food is the most important need for humans. Food is needed by humans quantitatively and qualitatively. Efforts to meet food needs in developing countries are carried out traditionally or by expanding agricultural land called extentification, while in developed countries, the agricultural system has been carried out by intensification, namely a way to cultivate agriculture in a better and modern way. This has resulted in more agricultural production in developed countries than developing countries.

In various societies, staple foodstuffs play a major role in meeting the needs of the population. For example, people in Sumatra and Java mostly consume rice while the people of Maluku and Papua consume sago (id.wikipedia.org).

BOARD

Boards are a human need to make a place to live. At first the function of the house was only to survive. However, over time it turned into a family residence. Because of that the need to beautify the house is increasingly being increased (id.wikipedia.org).

RESEARCH METHODS

In this study, the approach used is quantitative descriptive analysis, which is a study that seeks to explain a social phenomenon through data analysis in the form of numbers. The purpose of this research is to describe the nature of a condition that is taking place at the time of the study. Researchers used this research design because researchers wanted to know and provide an overview of the consumption analysis of the peoplie of NTT before and as difficult as the Covid-19 pandemic. This study focuses more on the data obtained, namely data on consumption of clothing, food and shelter and then analyzed and interpreted.

Types and Sources of Data

Type of Data

The data used in this research is quantitative data that has been processed. The quantitative data referred to is consumption data (clothing, food, shelter) in East Nusa Tenggara in March 2019 and March 2020.

Data Source

In this study, researchers used secondary data. The secondary data referred to is data obtained through intermediary media or indirectly in the form of financial reports, books, records, existing evidence, or archives, whether published or not. The source of data comes from the official website of the Central Bureau of Statistics of East Nusa Tenggara (www.ntt.bps.go.id) and the official website of Bank Indonesia (www.bi.go.id).

Data Collection Technique

Researchers used data collection techniques in this research is literature study. The literature study technique is carried out by collecting data based on sources obtained from the literature that discusses the development of consumption of the people of East Nusa Tenggara.

Results and Discussion

Table 2. Expenditure for Consumption in East Nusa Tenggara Province March 2019

Kelompok Komoditas ***Commodity Group***	**Perkotaan** ***Urban***	**Perdesaan** ***Rural***	**Perkotaan+Perdesaan** ***Urban+Rural***
(1)	**(2)**	**(3)**	**(4)**
Makanan/*Food*			
Padi-padian/*Cereals*	95 231	108 380	105 256
Umbi-umbian/*Tubers*	3 047	3 569	3 445
Ikan/udang/cumi/kerang *Fish/shrimp/common squid/shells*	53 843	29 853	35 552
Daging/*Meat*	30 186	24 291	25 692
Telur dan susu/*Eggs and milk*	31 897	13 283	17 705
Sayur-sayuran/*Vegetables*	50 630	38 219	41 167
Kacang-kacangan/*Legumes*	10 346	5 657	6 771
Buah-buahan/*Fruits*	17 477	9 274	11 223
Minyak dan kelapa/*Oil and coconut*	12 295	10 143	10 654
Bahan minuman/*Beverages stuffs*	16 477	18 067	17 689
Bumbu-bumbuan/*Spices*	8 507	5 268	6 037
Konsumsi lainnya *Miscellaneous Type Of Food Commodity*	6 466	5 015	5 360
Makanan dan minuman jadi/ *Prepared food and beverages*	145 171	81 281	96 459
Rokok/*Cigarettes*	58 325	42 799	46 487
Jumlah makanan/*Total food*	**539 899**	**395 098**	**429 498**
Bukan makanan/*Non-food*			
Perumahan dan fasilitas rumah tangga *Housing and household facilities*	325 024	121 982	170 219
Aneka Komoditas dan jasa *Goods and services*	159 119	53 320	78 455
Pakaian, alas kaki, dan tutup kepala *Clothing, footwear, and headgear*	28 920	13 836	17 419
Komoditas tahan lama/*Durable goods*	55 205	20 780	28 959
Pajak, pungutan, dan asuransi *Taxes and insurance*	36 155	15 198	20 177
Keperluan pesta dan upacara/kenduri *Parties and ceremonies*	9 466	4 876	5 967
Jumlah bukan makanan/*Total non-food*	**613 890**	**229 992**	**321 195**
Jumlah/*Total*	**1 153 788**	**625 090**	**750 693**

Data source: BPS NTT Province, processed.

For the month of March 2019, East Nusa Tenggara Province spent per capita consumption of 750,693 rupiah with the highest percentage of food expenditure, namely 57.21 percent. The expenditure of East Nusa Tenggara Province for the grain group is 8.45 kg with an expenditure of 92,240 rupiah per capita a month. The expenditure for consumption of eggs and milk in the province of East Nusa Tenggara is 3.43 items. The expenditure for consumption of oil and fat as well as coconut / cooking oil in East Nusa Tenggara Province is 0.62 liters and the expenditure for fruit consumption in East Nusa Tenggara Province is 11,223 rupiah.

Meanwhile, expenditure for consumption in housing was 170,219, consisting of 325,024 in urban areas and 121,982 in rural areas in March 2019. And expenditures for consumption of clothing, footwear and headgear were 17,419. In urban areas, expenditure was 28,920 and in rural areas, expenditure was 13,836.

Table 3. Expenditure for Consumption of East Nusa Tenggara Province, March 2020

Kelompok Komoditas ***Commodity Group***	**Perkotaan** ***Urban***	**Perdesaan** ***Rural***	**Perkotaan+Perdesaan** ***Urban+Rural***
(1)	**(2)**	**(3)**	**(4)**
Makanan/*Food*			
Padi-padian/*Cereals*	96 649	111 919	108 288
Umbi-umbian/*Tubers*	4 274	3 385	3 596
Ikan/udang/cumi/kerang *Fish/shrimp/common squid/shells*	58 250	29 789	36 557
Daging/*Meat*	36 957	24 562	27 509
Telur dan susu/*Eggs and milk*	35 621	16 027	20 686
Sayur-sayuran/*Vegetables*	58 388	43 204	46 815
Kacang-kacangan/*Legumes*	10 778	6 202	7 290
Buah-buahan/*Fruits*	21 857	9 608	12 520
Minyak dan kelapa/*Oil and coconut*	12 470	10 268	10 791
Bahan minuman/*Beverages stuffs*	17 993	18 844	18 642
Bumbu-bumbuan/*Spices*	8 989	5 485	6 318
Konsumsi lainnya *Miscellaneous Type Of Food Commodity*	8 049	4 858	5 617
Makanan dan minuman jadi/ *Prepared food and beverages*	149 181	75 720	93 188
Rokok/*Cigarettes*	54 627	41 842	44 882
Jumlah makanan/*Total food*	**574 081**	**401 713**	**442 700**
Bukan makanan/*Non-food*			
Perumahan dan fasilitas rumah tangga *Housing and household facilities*	358 701	133 606	187 131
Aneka Barang dan jasa *Goods and services*	171 690	56 525	83 910
Pakaian, alas kaki, dan tutup kepala *Clothing, footwear, and headgear*	33 855	13 779	18 553
Barang tahan lama/*Durable goods*	49 066	22 929	29 144
Pajak, pungutan, dan asuransi *Taxes and insurance*	44 001	18 364	24 460
Keperluan pesta dan upacara/kenduri *Parties and ceremonies*	15 463	6 279	8 463

Jumlah bukan makanan/*Total non-food*	**672 777**	**251 482**	**351 661**
Jumlah/*Total*	**1 246 858**	**653 194**	**794 361**

Data source: BPS NTT Province, processed.

East Nusa Tenggara Province spent on consumption of 794,316 rupiah. And for food expenditure in the province of East Nusa Tenggara, namely 55.73 percent. This shows that the resilience of the province of East Nusa Tenggara has not improved enough. This is influenced by various factors, including the Covid-19 pandemic in March 2020 which caused people's incomes to decline, requiring people to reduce consumption levels.

In the cereals group, the monthly per capita rice consumption for the province of East Nusa Tenggara is 8.75 kg. Meanwhile, the expenditure was 96,287 rupiah. In the oil and fat group, the monthly per capita consumption of coconut / cooking oil for the province of East Nusa Tenggara was 0.65 liters. The consumption of fruits for the province of East Nusa Tenggara is 38.84 grams and for the expenditure is 12,520 rupiah.

During the current Covid-19 pandemic, people are encouraged to maintain health. The community needs to adopt a healthy lifestyle with balanced nutrition in order to increase endurance, because with excellent immunity, a person is not easily infected with Covid-19. A healthy lifestyle needs to be applied, such as eating a variety of foods, having a clean lifestyle, doing physical activity and exercising, maintaining and monitoring a normal body weight.

The main factors that affect food consumption (food) are individual characteristics, food characteristics, and environmental characteristics. Individual characteristics such as age, gender, education, income, knowledge of nutrition, cooking skills and health. Meanwhile food characteristics such as taste, appearance, texture, price, type of food, shape, seasoning and food combination. Environmental characteristics that influence food consumption preferences are seasonality, occupation, population movement and social level of the population (Elizabeth et al, 1981). The Covid-19 pandemic includes environmental characteristics that can affect food consumption patterns.

The food consumption pattern of the population will be different and change from time to time. The food consumption pattern of each region can also be different. These changes, both between regions and over time, will determine changes in the amount of food. Government planning and policies in the provision of foodstuffs refer to the food consumption patterns of the population. The supply of foodstuffs is met both by domestic products and imported needs. Likewise, policies in the distribution of foodstuffs to the public at affordable prices also require information on food consumption patterns. The presentation of consumption patterns at the national level can be used to analyze the consumption needs of the population more specifically in order to determine the right policy planning.

East Nusa Tenggara Province spent on housing (187,131 rupiahs). And expenditures for the consumption of clothing (clothing, footwear and headgear) for the people of East Nusa Tenggara amounted to 18,553 rupiah.

In the expenditure for food consumption, it can be seen that in March 2019, consumption was 429,498 rupiah, consisting of consumption expenditure for urban areas of 539,899 rupiah and consumption expenditure for rural areas of 395,098 rupiah. This occurs because various food industries have developed in urban areas, causing urban communities to prefer to consume food and beverages compared to buying and processing raw food into processed food. This can be seen from the expenditure for consumption of processed food in urban areas of 145,171 and expenditure on rice consumption of 95,231 rupiah. Meanwhile, the expenditure for processed food consumption for people in rural areas is smaller than in urban areas, namely 81,281 rupiahs. And the expenditure for rice consumption of rice in rural communities is greater than that of urban communities, amounting to 108,380 rupiah. This is influenced by the strong culture in rural communities in holding traditional events that can last several days. This is what causes rice rice consumption to be high in rural communities.

At the time of the Covid-19 pandemic, in East Nusa Tenggara in March 2020 food consumption increased by 442,700 rupiah. Consisting of consumption expenditures for urban communities of 574,081, there was also an increase, and in rural communities, expenditure for consumption also increased, namely by 401,713. The expenditure for vegetable consumption in urban communities was 58,388 greater than in March 2019, which was 50,630, and in rural communities the expenditure on vegetable consumption was 43,204 rupiahs greater than in March 2019, which was 38,219.

Expenditures for fruit consumption have also increased in both urban and rural areas. In urban areas the expenditure for fruit consumption is 21,857 rupiah. This figure is greater than the expenditure for fruit consumption in March 2019, which amounted to 17,477. Even in rural areas, expenditure on consumption of fruits has increased, namely in March 2020 amounting to 9,608 while in March 2019 it was 9,274 rupiah. This is due to an ongoing condition, namely the Covid-19 pandemic. With the Covid-19 pandemic, the government has recommended that people adopt a healthy lifestyle so that they can increase their immunity so they are not susceptible to disease. One of them is by consuming vegetables and fruits.

Indonesia's success in increasing food security has been recognized by the international community. In 2019, Indonesia was ranked 62 out of 113 countries with a score of 62.6 based on the Global Food Security Index which is measured by food availability, affordability, safety and quality. Likewise, the prevalence of malnutrition (PoU) in the Indonesian population in the last five years has continued to decline. The PoU figure for 2015 was 10.73 percent, decreasing to 7.62 percent in 2019 (BKP, 2019). In line with the decline in stunting under five in 2015 by 32.07 percent to 29.13 percent in 2019. Even the RPJMN target, PoU in 2024 is only 5.38 percent and the prevalence of stunting is 19 percent.

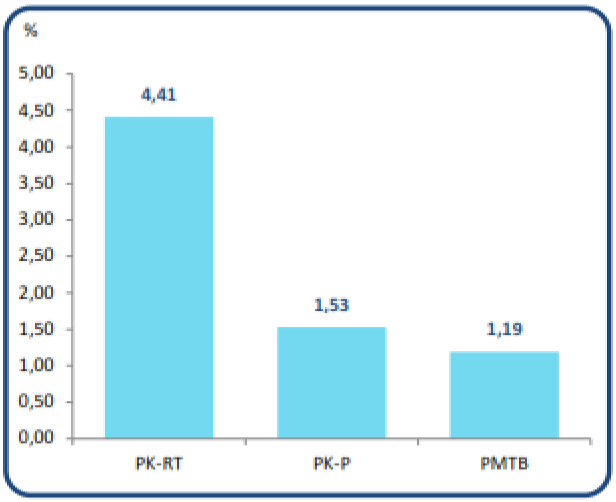
However, in 2020 there is a COVID-19 pandemic which could be an obstacle to this success. This pandemic situation makes it difficult for households to access affordable healthy and nutritious food. The COVID-19 pandemic which continues to escalate could have an impact on the risk of achieving the zero hunger sustainable development agenda (SDGs) by 2030 (Bappenas, 2020).

The first positive case of COVID-19 was detected in Indonesia on March 2, 2020. During the COVID-19 pandemic, the government appealed to the public to do work from home (working for home) and maintain physical distance (social / physical distancing) or social (PSBB) in several regions has made new changes to the situation in almost all aspects of life. One of them has an impact on population consumption, transaction patterns have begun to change with the increasing number of online shopping transactions (Hirawan, 2020).

Expenditures for residential consumption (housing and household facilities) in urban communities have increased, namely in March 2020 amounting to 358,701 rupiah and in March 2019 amounting to 325,024 rupiah. In rural communities there has also been an increase in expenditure for board consumption, namely in March 2020 amounting to 133,606 rupiah while in March 2019 expenditure for board consumption was 121,982 rupiah. An increase in expenditure for board consumption in both urban and rural communities explains that with the Covid-19 pandemic in March 2020 the community is encouraged to implement health protocols by keeping a minimum distance of 1 meter so as not to be exposed to the Covid-19 virus when close to other people. . The people of East Nusa Tenggara prefer to buy housing so that they can live comfortably alone and reduce the risk of meeting and contacting other people (foreigners).

Expenditures for consumption of clothing (clothing, footwear, and headgear) in urban and rural communities in March 2020 as a whole there was an increase of 18,553 rupiah, while in March 2019 the expenditure for clothing consumption was 17,419. In March 2020, the expenditure for clothing consumption was 33,855 rupiah, while in March 2019 the expenditure for consumption was 28,920. Public awareness to maintain cleanliness has begun to increase in order to minimize the risk of being exposed to the Covid-19 virus while traveling. One way is by directly changing clothes and washing clothes that are already used. Another factor is the proliferation of online shops, making it easier for people to shop without having to leave the house. And the need for new clothes is also inseparable from the lifestyle and culture of the people of East Nusa Tenggara, which every time they hold an event, there is an "unwritten" rule that it is mandatory to wear new clothes. Some of these reasons are a factor in the increase in clothing consumption in the people of East Nusa Tenggara in March 2020.

Of the three types of basic needs that have been analyzed, it can be seen that the expenditure for food consumption of the people of East Nusa Tenggara in March 2019 and March 2020 has increased by 13,202 rupiah. Expenditures for board consumption for the people of East Nusa Tenggara in March 2019 and March 2020 saw a significant increase, amounting to 16,219 rupiah. And the expenditure for clothing consumption for the people of East Nusa Tenggara in March 2019 and March 2020 saw an increase of 1,134 rupiah.



Graph 1. Growth of Several Components of GRDP according to Quarter I-2020 Expenditure

Source: BPS NTT Province, compiled.

Table 4. Growth and Share of NTT Province GRDP by Expenditure

Uraian	2019				2019	2020	Pangsa (Triwulan I 2020)
	I	II	III	IV		I	
1. Pengeluaran Konsumsi Rumah Tangga	5,02	6,40	5,63	4,58	5,40	4,41	75,41
2. Pengeluaran Konsumsi LNPRT	4,74	9,25	2,60	4,26	5,21	(2,72)	3,34
3. Pengeluaran Konsumsi Pemerintah	0,13	2,70	1,08	4,84	2,51	1,53	17,73
4. Pembentukan Modal Tetap Bruto	4,47	2,75	1,37	5,02	3,38	1,19	43,28
5. Perubahan Inventori	37,28	9,29	3,42	7,36	12,16	17,96	1,02
6. Ekspor Luar Negeri	(23,44)	(33,70)	(16,65)	(4,25)	(19,83)	(19,15)	1,23
7. Impor Luar Negeri	43,85	(21,50)	(48,70)	(34,45)	(28,65)	54,34	1,50
8. Net Impor Antardaerah	0,51	1,21	4,64	4,94	3,14	1,02	- 40,52
P D R B	5,30	6,36	3,87	5,32	5,20	2,84	100,00

Source: BPS NTT Province, compiled.

In terms of expenditure, the component with the highest economic growth in quarter I-2020 compared to quarter I-2019 was the component of Household Consumption Expenditure (PK-RT) of 4.41 percent. The economy of NTT province in the first quarter was still supported by household consumption with a share of 75.41%. The slowing performance of household household consumption compared to the previous quarter had an impact on the overall economic growth of the province of East Nusa Tenggara in the first quarter of 2020. This is an impact of the policy to prevent the spread of Covid-19 which restrains household consumption.

With the Covid-19 pandemic, household consumption in the province of East Nusa Tenggara slowed down in the first quarter of 2020. The rapid spread of Covid-19 has prompted WHO to establish Covid-19 as a global pandemic on 12 March 2020. Since it was declared a pandemic, the central government has issued policies to prevent the spread of Covid-19, including physical distancing, limiting community activities outside the home and limiting foreign tourist visits to Indonesia. And in particular the NTT provincial government issued a Covid-19 prevention policy, including teaching and learning activities carried out from home, the state civil apparatus (ASN) working from home, the community is urged not to carry out activities that involve many people and cover all tourist objects. This resulted in a decrease in people's income and purchasing power.

According to Muhammad Rafiy, Pasrun Adam, Gamsir Bachmid, Zainuddin Saenong (2018: 766) in their research results concluded that there are long-term and short-term effects of consumption expenditure on economic growth. Economic growth increases 1.88% if consumption expenditure increases 1%. In addition, there was no investment effect on economic growth during the 2003Q1-2013Q4 period. This is true in this study that the average expenditure for consumption (clothing, food, shelter) for the people of East Nusa Tenggara province before and after the Covid-19 pandemic has increased. With this increase in consumption, the economy will be vibrant again in the second quarter of 2020, although slowly and will increase the regional income of East Nusa Tenggara province. So it is hoped that the welfare of the community will improve after being slumped by the Covid-19 pandemic.

In consuming goods through consumption expenditure, consumers want to obtain maximum satisfaction according to their budget. If income decreases, consumers will not spend much less to maintain high consumption. However, if income increases, consumers will increase their consumption with an increase that is not that big. This condition will continue until the highest income level that has been achieved is repeated.

CONCLUSION

Based on the results of the research that has been analyzed, it can be concluded that the average expenditure for clothing, food and shelter consumption before and after the Covid-19 pandemic has increased, namely for an increase in expenditure for food consumption of 13,202 rupiah. The increase in expenditure for board consumption was 16,219 rupiah and the increase in expenditure for household consumption was 1,134. The biggest increase occurred in expenditure for board consumption, amounting to 16,219 rupiah. The increase in board consumption is influenced by several factors, such as the urge to have a safe and comfortable house so that it can be protected from the possibility of being exposed to the Covid-19 virus. In addition, the possibility of an increase in board consumption is due to lower housing prices after the pandemic, so that many consumers use this to purchase houses or similar properties. The level of consumption of clothing and food which is lower than that of boards can be said to be reasonable because during a crisis, such as a pandemic, people tend to save money by reducing their spending on food and drinks and clothes. In addition, food consumption tends to decrease as people become more choosy after the pandemic occurs. People are paying more attention to the nutritional content of the food they are consuming. Meanwhile, people's clothing consumption tends to reduce because after Covid-19 spread, need for new clothes was not too urgent. In addition, the threat of being exposed to Covid-19 in the clothing and board markets has discouraged people from shopping as usual. This shows that during a critical period such as after a pandemic occurs, people tend to consume long-term use products or investment products such as houses and property. However, at the same time people will reduce their consumption of food and clothing.

LIMITS AND SUGGESTIONS

This study only discusses the phenomena that exist in the East Nusa Tenggara region using statistical data. Similar research can produce different findings if it is carried out in certain locations such as districts and cities in NTT. The findings in this study are a general description of the overall level of consumption in the NTT region, so they are not explained in detail for the existing regencies and cities. Further research is recommended to conduct more in-depth research with different methods so that the deficiencies in this study can be completed.

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A STUDY ON ENTREPRENEURSHIP IN TOURISM SECTOR: CONTRIBUTION TO GDP AND ENTREPRENEURIAL CHALLENGES

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Abstract:

Purpose: The purpose of the study is to know the contribution of tourism sector to GDP of India. It also explores entrepreneurial challenges in the tourism sector.

Methodology: For the study data is collected from various secondary sources like websites, journals, and reports by government officials etc. Data which is used in the study is collected from authenticated sources. Databases used for the study includes data from Google Scholar, Research Gate and JStore etc.

Findings: Tourism contributes majorly to the GDP of India. There are many challenges enlisted by the study in tourism entrepreneurship.

Limitation: The study is based on qualitative aspects. Quantitative study by collecting primary data can be done.

Contribution: The study contributes to know whether entrepreneurship in tourism sector contributes to GDP of India or not. It also helpful to know the extensive entrepreneurial challenges in tourism sector.

Keywords: *Entrepreneurship, Challenges, Economy, Industry, Issues, Tourism.*

1. Introduction:

Indian tourism industry is emerging as one of the most important drivers for the economic growth of the nation. As India has great culture and heritage so there is a great potential for tourism sector to grow (www.ibef.org). This particular sector is expected to grow at annual growth of 6.9% to $460 bn by the year 2028 (www.investindia.gov.in). Tourism industry majorly contributes to the employment generation also. Employment opportunities are extremely important for the economy for economic growth.

Entrepreneurship in tourism is the application of professional skills, knowledge and competencies to the tourism related business idea by the individual or many people together. It refers to the involvement in the activities of creation and operation of tourism business (www.yourarticlelibrary.com). Tourism helps in developing healthy and growing economy.

All developing countries specially put focus on the tourism sector for the long term growth of the economy.

The whole concept of entrepreneurship is based on development of economy by establishing or introducing new idea of doing business. In today's globalised world tourism practices produce more entrepreneurs as there are more opportunities to grow by the educated or qualified professionals (medium.com). But at the same time there are many challenges to the entrepreneurs in operating the entrepreneurship business. In tourism industry people feel more pitfalls which are facing by them. The big problem in operating entrepreneurship is that people have lack of knowledge and skill. The basic competencies are needed for entrepreneurship so that challenges can be eliminated and entrepreneur business can grow.

Travel and Tourism Industry is important aspect for the growth of economy and it contribute to the GDP of the economy. It is extremely important for the rapid economic growth of any country. Tourism sector can give more benefits to the entrepreneurs when they invest money with proper strategy. Although ministry of tourism makes and revise tourism policies time to time for more growth and development in this business but of course there are many challenges which are faced by entrepreneurs in tourism business. According to one report (2019) of travel and tourism India ranked 34th out to total 140 countries in tourism business. The present study is based on the entrepreneurial challenges in tourism industry. Entrepreneurship in tourism is boon if entrepreneurs apply their novel ideas otherwise there are lots of challenges in the field of tourism for entrepreneurs.

2. Literature Review:

Tourism industry is considered as one of the important and contributing sector in the economic growth of the country. It offers many opportunities to the entrepreneurs to attract and explore customers. It not only contributes to the economic development but also contributes to the social and environment development (Sikari, 2018). Tourism business incorporates various other advantages for the entrepreneurs. More innovation, culture change and diversity are possible only when tourist come into the country. In addition to this there are many family businesses in tourism and people are operating with the support of family (Ratten, 2019).

There is a strong need to improve tourism rules for better tourism business in India. Marketing, branding and tax related rules and strategies needs to be reviewed and revised for better results. There will be more chances of growth of entrepreneurial business in India if policies of the tourism are more favourable for the tourist (Khanna and Khanna, 2015).

In tourism industry there are many challenges for the entrepreneurs. Knowledge, competencies and skills for doing business are the utmost essential for entrepreneurs (Jaafar, Aziz, Maideen and Mohd, 2011). Despite of more liberal environment for doing business in the developing counties there are still many issues which are faced by small and medium entrepreneurs in operating business (Ateljevic, 2009; Jaafar, Rasoolimanesh and Lonik, 2015). To become entrepreneurial activities alive in the tourism sector there is strong need of continuous knowledge of business operations and products. Others factors are also play great role in operations of the business like support from family, community or society and business partners (Deale, 2015). Some other researchers proved that lack of financial support and lack of infrastructure to entrepreneurs also creates big challenge in tourism entrepreneurship. Non availability of funds, insufficient support from authorities creates big issues (Rusu, Milin and Isac, 2017; Bagherifard et al., 2013).

Tourism department also encourages employment opportunities for people. They encourage young and women entrepreneurs. Women entrepreneurs can also get many opportunities in tourism entrepreneurship. If women are supported in this field then they can be more successful (Sikari, 2018). Women entrepreneurs can contribute much more to the economic GDP if they are given with desirable opportunities. Study proved that women entrepreneurship in tourism sector is still untouched and there is strong need to gender parity in this area (Bharathi, 2019).

There are some key drivers in tourism sector which promotes innovation in entrepreneurship. Age, current occupation and education plays great role in promoting innovation and works as main drivers for tourism entrepreneurship (Montasser and Battaglia, 2016). Some researchers also proved that doing entrepreneurship in tourism sector is boon as it helps to develop new and innovative startups (Jose, 2019). But ethical entrepreneurship in tourism sector is very complex and it does not fit with one theory (Power, Domenico and Miller, 2017).

2.1 Significance of the Study:

The study is based on exploring entrepreneurial issues in tourism sector. Despite of so much growth of technology, economy and other resources still entrepreneurs in tourism sector are facing many challenges. So, present study will put light on all those challenges which are faced by entrepreneurs in tourism sector. All the past literature is based on exploring opportunities, need of innovation etc. There are very few studies those are looking for challenges and they include few challenges in their study. But present study will extensively explore the entrepreneurial challenges in tourism sector.

2.2 Objectives of the Study:

The present study has following objectives:

- To know the contribution of tourism sector to GDP of India.
- To explore various entrepreneurial challenges in tourism sector.

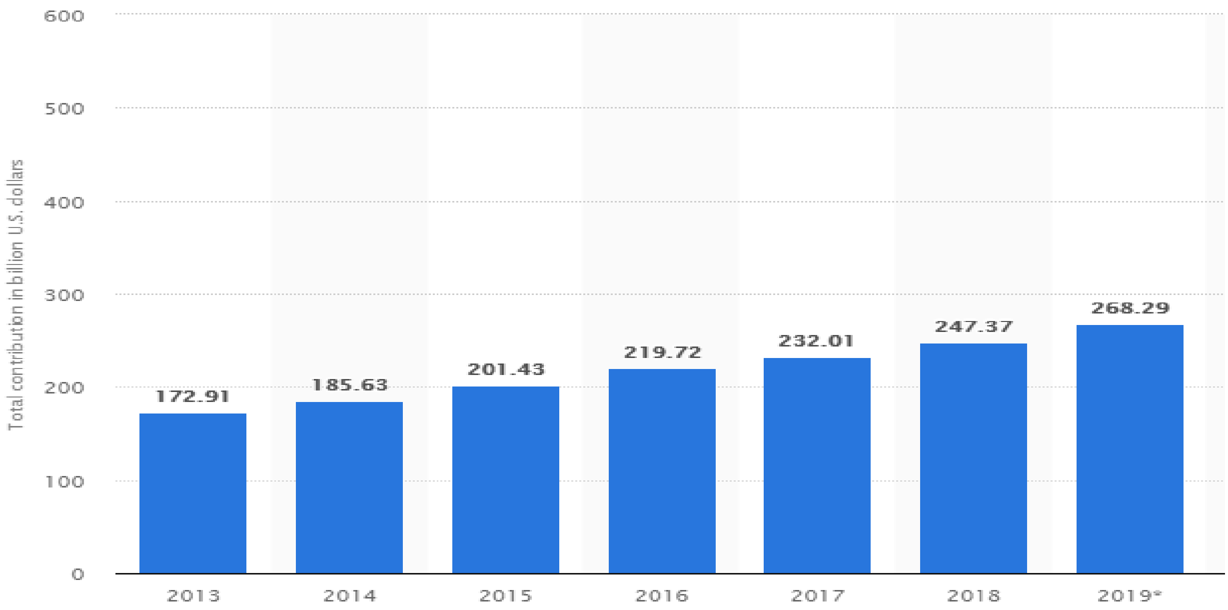
3. Research Methodology:

The present study is based on secondary data sources and it uses descriptive type of research design. For the study data is collected from various secondary sources like websites, journals, and reports by government officials etc.

Data which is used in the study is collected from authenticated sources. Databases used for the study includes data from Google Scholar, Research Gate and JStore etc.

4. Results and Discussions:

4.1 Contribution of tourism sector to GDP of India:



Source: www.statista.com

Fig. 1 Contribution of tourism sector to GDP of India

Fig 1 shows that Indian tourism sector is majorly contributing to GDP of India. Tourism sector is one which plays great role in development of economy. From the year 2013 to 2019 total contribution of tourism sector to GDP of India is increasing. It means tourism sector is positively influencing the GDP of India.

4.2 Various Entrepreneurial Challenges in Tourism Sector:

Finance and Funding: Finance and funding is extremely important thing for operating any entrepreneurial activity. Without finance no business or enterprise can work and finance in any enterprise works as blood in human body. Initial 2-3 years are very hard for any enterprise from funding point of view.

Limited knowledge of fund proving agencies in tourism sector becomes a big entrepreneurial challenge in tourism sector. Every small and medium entrepreneur is unable to bring whole amount from their pockets so they take help from funding agencies. Borrowing funds from external sources is big challenge and lots of formalities are required to fulfil for getting loan.

Marketing Practices: Proper marketing in tourism sector is very complex and challenging. It requires skills and knowledge of market and market situations. Business which is related to tourist is difficult as because their needs and demands are different from the local customers. Marketing practices in the area of tourism needs to be very strong for the future benefits of enterprise. Understanding the customer (tourist) preferences and finding ways to fulfil their demands is challenging work for an entrepreneur.

Lack of Self Confidence: Self confidence is most important characteristic of any entrepreneur. If an entrepreneur have no self confidence then it is very difficult to survive in competitive market. Self confidence helps in motivating the person and encourages to think positive. But in tourism sector due to many uncertainties entrepreneurs have no self confidence that whether business will survive or not. Lack of self confidence creates problem for work which is already on track.

Lack of Support from Business Partners: In big entrepreneurial business there is always a challenge that other business partners are not supporting sometimes. It happens that they do not support the idea of one person and do not want to listen.

In tourism sector due to risk sometimes for funding reason entrepreneurs come together and start their business but after some time they find it difficult to manage. Lack of support from other business partners creates challenge in the work of entrepreneurship.

Less Knowledge and Skill to Operate: Tourism sector is important sector where there is huge need of skills, knowledge and competencies. Without skills and knowledge no enterprise can grow so it becomes challenge for in entrepreneurial business. In tourism sector market information and knowledge is very much important to know the customer preference. People from different area having different culture and heritage so market information is extremely important. So when entrepreneur is not having required skill and knowledge then it becomes a big challenge which further leads to losses in the business.

Lack of Infrastructure: For any type of business infrastructure is main requirement from where all the activities are managed. Lack of infrastructure creates problem when entrepreneur is not having required space for operating the business. It also makes low impression on customer when entrepreneur is not having proper space to work.

Weak/Improper Business Plans: No doubt entrepreneurs are very intelligent and passionate people but due to time constraints and their busy schedule they are not able to draw their business plan. Unable to drawing business plan somewhere leads to failure of business activities because without any direction in the business many of the activities are of no use. Failure of business plan is also very common due to certain uncertainties. So all such things are creating challenge in entrepreneurship in tourism sector.

Unable to Maintain Competitive Advantage: Good market knowledge is helpful in making healthy competition in the market. Any business can get competitive advantage only when they have something different from the entire market which is new and innovative. In tourism sector entrepreneurs have problem that they have no ready information of market with them which leads to big challenge in the business.

Lack of Risk Taking Capacity: As every business involve with some or the other risk. Risk is part and parcel of any business. It can never be fully removed but it can be eliminated to some extent. Due to lack of risk taking capacity of young entrepreneurs they can’t explore more in their filed. Every kind of market research needs funds and funds are not ready available with entrepreneurs. So, all these situations become challenge for entrepreneurs in tourism sector.

5. Conclusion:

Entrepreneurship is innovative and passionate activity which requires skill, knowledge and risk taking ability. In tourism sector entrepreneurship is boon when operate with proper strategies and plans. Tourism sector is one of the important sectors of the economy for growth. It majorly contributes to the GDP of the economy in country. But due to some unavoidable circumstances and unavoidable practices there are some entrepreneurial challenges in tourism sector. In India tourism sector can grow tremendously if all the challenges can be deal in proper manner. All the developed counties are focusing on tourism sector wisely because this sector is important sector of the economy.

Limitation and Study Forward

The present study is limited to qualitative data and based on secondary data sources. In future there is a scope to conduct primary survey to explore more about the entrepreneurial challenges in tourism sector. Quantitative study can be done for better results.

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BUSINESS MODEL TRANSITION: REBRANDING PROCESS IMPLEMENTATION OF AN INDEPENDENT HOTEL INTO A CHAIN HOTEL (A CASE STUDY OF SHERATON CASCAIS RESORT)

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Nowadays the number of hotels that feel the need to change their brands is increasingly a reality present in the hotel industry. Based on this industry characteristic, this paper aims to study the implementation process of rebranding an independent hotel into a chain hotel, through the case study of Sheraton Cascais Resort. Supported by a review of the existing literature on this topic, the case study presents a real analysis in terms of implementing the rebranding process in hospitality. The methodology of analysis concentrates a deductive method of direct observation where all data collected derives from the property and from interviews conducted to the hotel General Manager and Human Resources Director. The study is limited to the component directly visible to the guest, due to the existence of strict brand privacy and confidentiality policies that do not allow analyzing or making public information regarding the internal component of service. All the research conducted throughout the case study allowed recognizing that the correct implementation of rebranding follows all four and sequential phases proposed by the Ahonen´s (2008) model. Future studies should be carried out allowing following the hotel at a stage before, during and after rebranding, in order to investigate the rebranding outcome with greater accuracy with relevance to multidisciplines as hotel management, tourism studies and marketing.

Keywords: *implementation, rebranding, independent hotel, Ahonen´s model, Sheraton Cascais Resort.*

1. Introduction

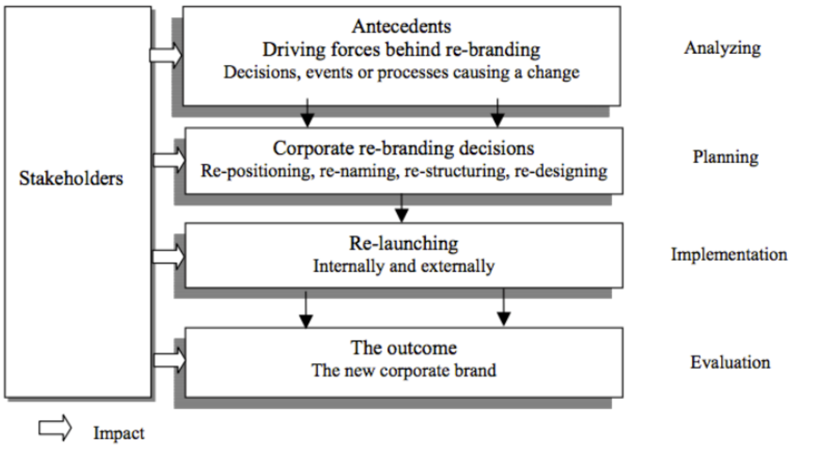
From minor guesthouses to international hospitality chains, the increase and importance of branding is becoming notorious in all the different segments of hospitality (O´Neill & Carlback, 2011). On account of this, the ancient maxim “location, location, location” has now been switched for “flag, flag, flag”, as the most significant cause for an effective hospitality operation (Taylor, 1995). Therefore, the main goal of this paper is to understand how the process of transition from independent hotels to chain hotels takes place, through the analysis of a real case study. Sheraton Cascais Resort was chosen due to the fact that the unit just went through a 5-year rebranding process transiting from an old independent hotel to a chain hotel, taking into account the theme under study. In this way, it is possible to interconnect and apply theoretical concepts to a real case study.

2. Literature review and hypotheses development

The word rebranding expresses the act of rename a brand. Therefore, rebranding is a neologism, made up of two well-described terms – re and brand. On the one hand, the prefix has a connotation of anew, inferring a repetition of the action. On the other hand, the word brand has been previously defined according to the American Marketing Association. So, an achievable description of corporate rebranding is the conception of a new name, term, symbol, design or a mixture of them, for a founded company´s brand, with the purpose of developing a distinguished and new position in the mind of all stakeholders and competitors (Muzellec & Lambkin, 2006).

Muzellec & Lambkin (2006) have introduced a rebranding process model, in which pinpoints three phases: rebranding factors, rebranding goals and rebranding process. This model is a considerably contribute to the understanding of the concept of rebranding. While the rebranding factors highlight the reasons to rebrand like a change in the ownership, the rebranding goals are recognized as creating a new image that, therefore, will reflect a new identity. This model underlined the involvement of internal employees – internalization - in forming the cultural image reflected in a fresh identity, whilst the involvement of external stakeholders - externalization – will allow creating a new image. For Goi & Goi (2011) this model neglects an important item to be considered, which is a constant motorization and evaluation of rebranding process in all stages. In contrast, Daly & Moloney´s (2004) present a model where motorization and evaluation are items to be considered. These researchers suggest that the rebranding process happens along the subsequent stages: a pre-situation analysis, partnership campaign as stage one, vision and values as stage two, brand naming as stage three, pre-launching as stage four and launching as stage five. In sum, the process of rebranding is seen as a complexity of events with temporal connections between them, rather than a casual and isolated instance (Van de Ven & Poole, 2005).

On the basis of the previously literature review, Ahonen (2008) proposes a more detailed and complete model for the rebranding process. A number of four key phases – analyzing, planning, implementation and evaluation - are mentioned and composed by several tangled sub-processes, as displayed in figure 1.



Source: Ahonen (2008)

The first phase embraces analyzing all antecedents and driving forces behind rebranding, like decisions, events or processes causing a change in structure, strategy or performance of the company (Ahonen, 2008; Lomax & Mador, 2006 & Muzellec and Lambkin, 2006). The extensive phase of planning comprises a several decisions of repositioning, renaming, restructuring and redesigning the new corporate brand. These decisions also include the level of rebranding – corporate, business unit or product/service level – and the minor or major change – revolutionary or evolutionary rebranding - in nature. Stakeholders, as employees and clients, are significant fonts for pretesting the new marketing aesthetics (Ahonen, 2008; Daly & Moloney, 2004; Lomax & Mador, 2006 & Muzellec & Lambkin, 2006). The new brand´s release, carefully planned on phase two, determines the implementation phase. The relaunched should first occur to all internal stakeholders, followed by external stakeholders (Ahonen, 2008). Internal stakeholders can experience the newest brand through internal brochures, newspapers, workshops or intranet, while it can be externally communicated over press releases and advertising (Daly & Moloney, 2003, cited by Ahonen, 2008). Finally the evaluation phase covers all the work done in previously phases, in order to assurance the success of the outcome (Ahonen, 2008). It is comprehensive that for a successfully outcome, rebranding demands a right synergy between marketing, human resources, management and strategy (Hatch & Schultz, 2003).

It is known that the hotel industry is becoming more than ever a global and competitive business of brands, where hotels often go through rebranding processes (O´Neill & Carlback, 2011). It is estimated that one-third of all hotels have gone through rebranding since its opening (Dev, 2015). The decoupling of functions in hotel industry facilitates the rebranding process. For instance, a hotel can be possessed by an investment fund, operated by a hotel management company and branded by a franchisor. In such a way it is smooth to change brand names, as the decoupling of functions does not implicate entirely altering any of other functions (Tsa, Dev & Chintagunta, 2015). A hotel might rebrand for numerous reasons. In many instances the property owner decides to try to obtain chain affiliation. Occasionally hotels can be rebranded to attract different market segments due to shifts in local demand. Situations as change in the franchise fee or franchise contract expiration are other reasons to initiate rebranding. On the other side, if an out-of-date hotel does not meet the existing brand standards it might be debranded (Tsa, Dev & Chintagunta, 2015).

Hospitality companies as Marriott and Hilton are spreading their flags over the world through franchising and management contracts, affirming that their brands support independent hotels to increase occupancy percentages and revenue per available room (Olsen, Yeasun, Graf, Kyuho & Madanoglu, 2005). Likewise it will also enable to achieve better positioning in the market. For a certain cost, branded hotels have access to a package of brand advantageous tools as brand´s central reservation system, revenue management program, global distribution systems, loyalty programs and brand awareness (O´Neill & Carlback, 2011). For Forgacs (2003) a solid and stable hotel brand can directly improve revenue, average price and return on investment. O´Neill & Mattila (2010) consider that branding generates loyalty for both guests and hospitality companies, resulting on an additional value. For the authors this is one of the reasons why there has been an intensification of brands in the hospitality sector. Because branding provides information about service quality and stability offering trust for guests (Kotler & Armstrong, 2012), Genc (2010) defends that guests take quality and reputation of services deeply into consideration during the decision choice. Additionally, hotel companies created sub brands differing pricing and service level in order to track new niche markets. It has been noticed that some hotel chains have more than 13 distinctive sub brands (Olsen, Yeasun, Graf, Kyuho & Madanoglu, 2005).

Ivanova and Ivanov (2015) recently identified that in the rebranding process both the independent hotel and the hotel chain must make three leadership decisions, before carrying out the affiliation process. The hotel owner must decide whether he wants to be part of a hotel chain or remain independent, select the type of membership most desirable and choose the brand he wants to join. From the point of view of the hotel chain, it is also necessary to decide if you want to expand the brand or not, the most effective entry method and select the right partner hotel. However, to date, there is no specific model for implementing the rebranding process of independent hotels to chain units. It is, therefore, relevant to check if the Ahonen rebranding model works in hotels.

3. Research methodology

The empirical study focuses on the case study of Sheraton Cascais Resort in Portugal, former independent hotel VivaMarinha. The case study was chosen because the unit just went through a 5-year rebranding process transiting from an old independent hotel to a chain hotel, taking into account the theme under study. The methodology of analysis concentrates a deductive method of direct observation where all data collected derives from the property and from interviews conducted to the hotel General Manager and Human Resources Director. The daily monitoring of the operation and the ease of conducting visits to the changing areas allows to observing some research assumptions and carrying out their photographic registration. Thus, elements such as alterations in hotel areas or in promotional brochures are possible to be registered both in the previous phase and after the change, allowing understanding the extension of rebranding. On the other hand, conducting interviews with managers - General Manager (GM) and Human Resources Director - responsible for effectively implementing the rebranding strategy within the hotel, allows gathering more detailed information about the entire strategy.

The methodology of analysis concentrates a deductive method, as well as a qualitative-intensive approach, allowing analyzing a broad set of aspects of the empirical study. In this way, it is intend to use Ahonen´s model as structuring focus of analysis, studying its validity. The model was applied to the case study, respecting the condition of analyzing only the component of rebranding directly visible to guests. It is aim to deconstruct the four sequential steps of Ahonen´s model and fit them into the events adjacent to and underlying the hotel's brand change. So it is plan to verify if the practical application of rebranding implementation, in the case of Sheraton Cascais Resort, respects the defended in the theoretical model by studying four secondary goals:

Q1 – Factors that disputed the need for rebranding in the property.

Q2 - The way in which the Sheraton chain was chosen.

Q3 - Verify how the restructuring process that the property will have to undergo, to conform to the requirements of Sheraton chain brand, is defined.

Q4 - Track and examine the implementation phase of rebranding in the hotel.

4. Results and discussions

Vivamarinha was a independent 5-star apartment hotel located in the heart of Quinta da Marinha, the most exclusive area of Cascais, Portugal. According to the GM, the hotel opening in June of 2007 was based on a financial projection of the sale of 50 initial real estate apartments in that same year. However, at the end of 2007 Portugal was caught off guard by a severe economic crisis and the company failed to sell all the apartments nor pay the debt to the bank. With the initial financial projection set aside, the hotel lasted four years not generating enough to pay the bank´s interest and the owner was obligated to hand over the property to the bank. In October of 2015 the current owner acquired the unit. From the very beginning it became clear the need to change the concept and the hotel´s operation strategy in order to make the product more attractive and financially viable and to gain affiliation of an internationally renowned brand. And so Sheraton was chosen because for being a recognized brand, a quality identified brand and one of the most highly rated brands of Starwood. After the affiliation contract has been signed, Sheraton carried out an initial audit of the hotel in December of 2015. Posteriorly, it handed over a document, named TEARS, with all the necessary points to be restructured within the property. With a term of five years, TEARS purpose is to elucidate all the works and improvements that have to be done by the property owner until reach the end point where the hotel is compatible with all the safety and quality brand standards. In turn, the implementation phase was divided into two stages: priority plan and the extensive plan.

Priority Plan

The property owner along with the management team drew up a 2-month priority plan for the most essential transformation where some critical safety features were installed and all materials needed for the hotel operation were ordered, announcing the new opening for the 21st of February of 2016. Safety procedures, standards, inspections and insurances were implemented, the mission statement, vision and values of Sheraton were incorporated and the branded signage as well as on-property directory were created in accordance to Sheraton´s differentiators and signage standards.

In relation to the front desk all the stationery necessary for a Sheraton´s operation was acquired, such as note cards, pens, business cards with franchise disclaimer and mailing labels. The characteristic sound playlist and the unique scent, common to all Sheraton properties, began to be used.

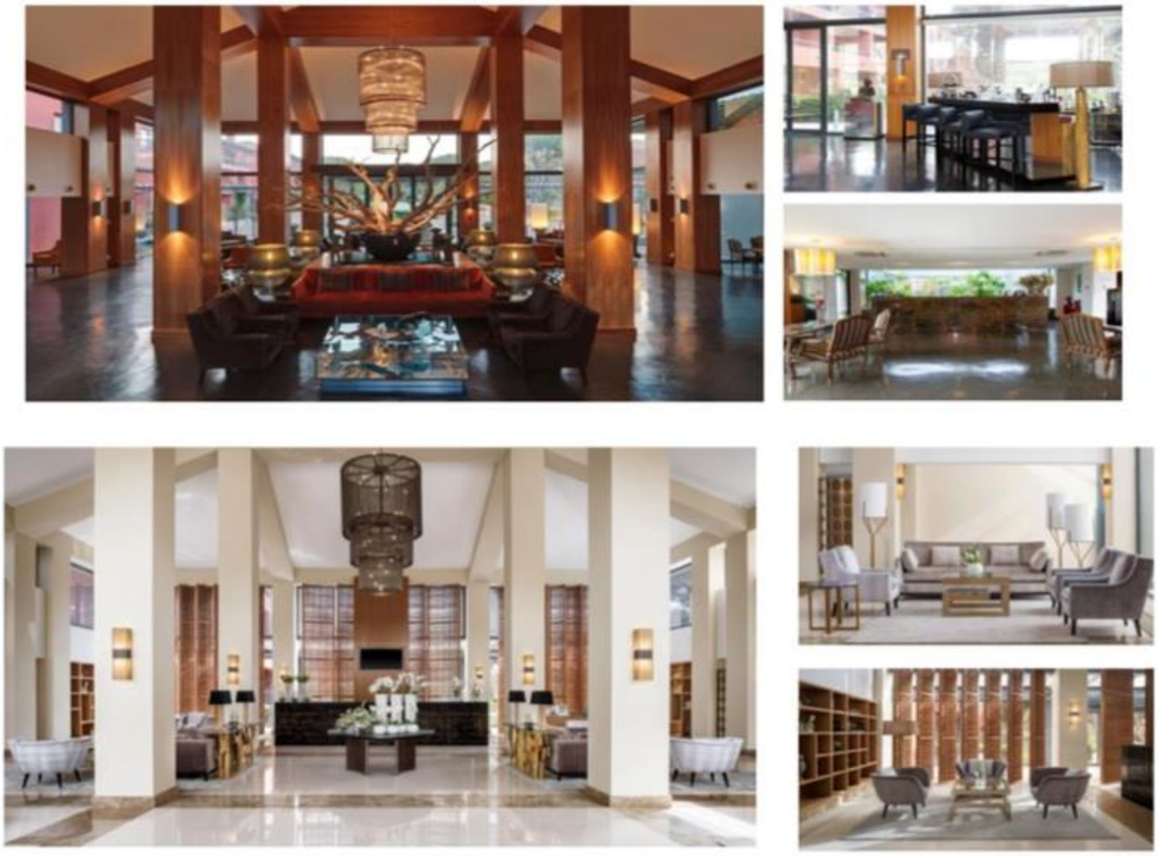
Already guestrooms areas have undergone structural changes in terms of safety and operating requirements. Doors were substituted by doors that stand up to 60 minutes in case of fire, were installed a second clasp in window to prevent their opening by babies or children. All linens and bedding was replaced accordingly to Sheraton guidelines, New bath amenities involving shampoo, conditioner, body lotion, vanity pack, bathrobe, bath and hand towels were incorporated and all In-room collateral formed by “do not disturb” hangers, doorknob breakfast menu, refreshment price list, guest services directory, in-room notepads, pens, keycards, coasters, napkins and crib cards were modified to meet brand guidelines.

Extensive Plan

The extensive plan was developed to improve the product through more structural interventions. In this way, after the priority plan has been implemented, the hotel stopped the rebranding implementation and focused on operation during the medium and high season, between March and October of 2016. For the GM it was always out of the question to make a structural change in a period with more guests. Therefore, the extensive plan started in the low season of 2016. It lasted for 4 years, with interventions always in low seasons while the hotel continued to operate.

The transformation with bigger impact for guests was given in the lobby area. The lobby was remodeled to improve the arrival experience as figure 2 bellow.

Figure 4 - Lobby before and after the change



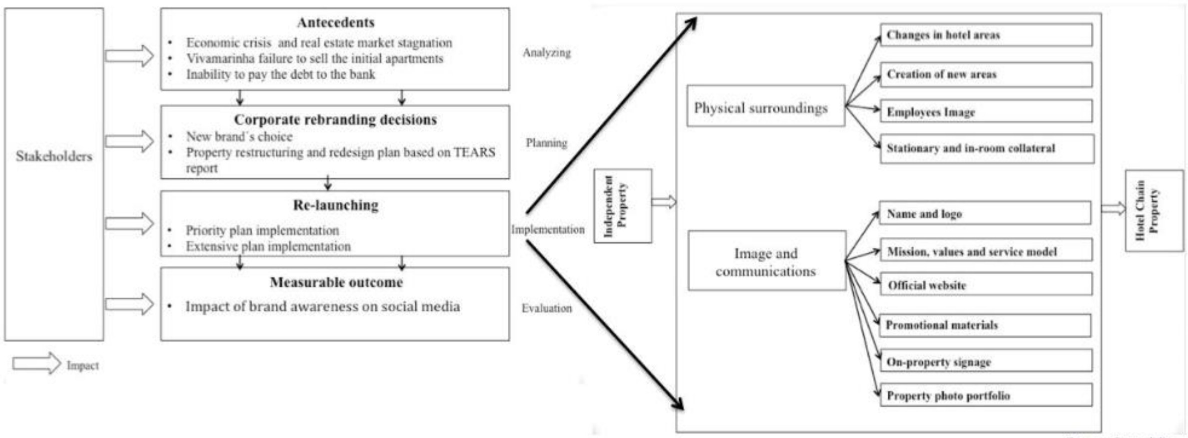
Source: Own Elaboration

In addiction, an original lobby bar was built with a creative concept. To improve the offer of corporate service, an identifying element of Sheraton, two distinctive boardrooms where created in the left wing of the resort. With rebranding, a well-defined line of uniforms was implemented to all front of the house staff, marketing and promotion content has been redesign to match all lettering and communications requirements of Sheraton and a new portfolio of property photography was created. The official website has come to frame the brand´s standard structure by integrating the Sheraton´s global database.

In terms of social media, Vivamarinha only had a median Facebook page and a poor Instagram page, where new posts were created from time to time. There was no defined policy on brand communication and engagement through social media. After rebranding, Facebook and Instagram accounts were renamed as Sheraton Cascais Resort. A great bet was placed on the strategy of hotel promotion through communication with the public in social media. Thus, three to four new weekly posts began to be posted promoting the several services offered in the hotel.

The sequence of events in the case study verifies and supports the models already presented by scientific literature. In sum, it is possible to fit the set of events that took place at the hotel to the different phases of Ahonen's model, as evidenced in figure 3.

Figure 5 - Case study explanatory model of rebranding, integrating Ahonen´s model



Source: Own elaboration

5. Conclusion

For an independent hotel to gain affiliation from a chain, it will have to be restructured according to the characteristic pillars of the chain's brand. A common similarity was identified between the changes caused by the rebranding process at Sheraton Cascais Resort and the different explanatory phases of Ahonen´s model. In this way, the investigation concludes that the correct implementation of rebranding in hotels entails four sequential phases. Certain decisive factors of modification in ownership structure, alteration in corporate strategy, change of competitive position or change in external environment have destabilized the correct hotel operation, triggering the need for rebranding – antecedents phase. The decisive factor in the case study was a economic crisis that led to hotel´s inability to sell the initial apartments and sale pay the debt to the bank forcing a modification in ownership structure. Consequently, a planning phase, in which all fundamental rebranding decisions are made, is started. The new brand to rebrand the hotel is chosen and, in this case, the property was affiliated to Sheraton. The TEARS plan, as a result of the fundamental rebranding decisions made, is applied later in an implementation phase, launching the new brand. This corresponds to the priority plan and to the extensive plan implementation. As most of the change needed to be made is defined by the hotel chain requirements, the structure of this phase may vary from brand to brand. Little data was collected at this stage, however a major change in the communication strategy through the use of social networks is verifiable. In conclusion, it is now well perceptive how the rebranding implementation process is performed, in pursuance of converting an independent hotel into a hotel chain.

Limitation and study forward

As with all scientific research of this kind, there are limitations to study that should be explicitly noted, and these limitations point to directions for future research. In this study the last phase of rebranding, named evaluation phase, must involve the change evaluation express on the new brand's outcome, measuring the impact of it. However, little information regarding this phase was analyzed in the case of study, due to the fact that data was collected only to the implementation phase. So, additional studies should be carried out allowing following the study object at a stage before, during and after rebranding, in order to investigate this last phase with greater accuracy. Complementary studies may also be carried out in other types of hotels, rather than resorts, and in other regions in order to ensure that the same sequential phases of Ahonen´s rebranding model are followed.

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RETURN OF BEVERAGE AND FOOD COMPANIES IN INDONESIA AND ITS FACTORS

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Abstract

Purpose: The purpose of this study is to determine the effect of price earning ratio, return on equity, debt to equity ratio, and systematic risk on stock returns in food and beverages companies listed on the Indonesia Stock Exchange. (IDX) during 2013-2018.

Methodology: The sampling technique used purposive sampling technique. Based on the predetermined criteria, eight companies were obtained. The type of data used is secondary data obtained from the Indonesia Stock Exchange website. The analysis method used is regression analysis logistic panel data.

Findings: The results showed that return on equity and systematic risk had a significant positive effect on stock returns, price earning ratio, and debt to equity ratio had no significant impact on stock returns.

Limitation: The data used is only for food and beverage companies and does not include manufacturing companies as a whole

Contribution: Investors are expected to analyze the company's condition that will invest their capital; besides using technical analysis, it is also better to use fundamental analysis..

Keywords: *Price Earning Ratio, Return On Equity, Debt To Equity Ratio, Systematic Risk, Stock Return*

1. Introduction

Consumer goods company is one of the industrial sectors which is engaged in basic human needs. Because it is involved in a strategic field, many new consumer goods companies have emerged in Indonesia, which has sharpened competition in this industry. One of the most desirable sub-sectors is food and beverages companies. A food and beverage company is one of the sub-sector companies classified as stable and tends not to be quickly affected by seasons and economic conditions. Food and beverage companies play an essential role in fulfilling consumer needs; people's needs for food and beverage products will always exist because they are among the basic needs of human life. Based on this fact, food and beverage companies are considered to be sustainable.

The development of food and beverage companies has the opportunity to grow and develop; this is evidenced by the increasing number of food and beverage companies listed on the Indonesia Stock Exchange (IDX). According to IDX records until August 2017

food and beverages companies listed 16 companies. The existence of the Indonesia Stock Exchange further supports industrial growth in the food and beverage sector. However, there may be a decline in growth at certain times. Evidenced by the occurrence of several companies that have decreased stock returns. The following is a table of stock returns from several companies included in the food and beverages subsector:

Table 1. Development of Stock Returns companies *Food and Beverages* Listed on the IDX for the 2014-2016 Period (in Percent)

No	Company	Kode	2014	2015	2016
1	PT Cahaya Kalbar Tbk.	CEKA	29	-10	100
2	PT Delta Djakarta Tbk.	DLTA	3	-33	-4
3	PT Indofood Sukses Makmur Tbk.	INDF	2	-23	53
4	PT Indofood CBP Sukses Makmur Tbk.	ICBP	28	3	27
5	PT Mayora Indah Tbk.	MYOR	-20	46	35
6	PT Multi Bintang Indonesia Tbk.	MLBI	-65	-31	43
7	PT Nippon Indosari Corpindo Tbk.	ROTI	36	9	26
8	PT Prasidha Aneka Niaga Tbk.	PSDN	-5	-15	10
9	PT Sekar Laut Tbk.	SKLT	67	23	-17
10	PT Siantar TOP Tbk.	STTP	86	5	6
11	PT Tiga Pilar Sejahtera Food Tbk	AISA	47	-42	61
12	PT Tri Banyan Tirta Tbk	ALTO	-38	-8	2
13	PT Ultrajaya Milk Industry & Trading Company Tbk.	ULTJ	-17	6	16

Source: Processed Data (2019)

Based on Table 1.1, it can be seen that PT Indofood Sukses Makmur Tbk experienced a decline in stock returns by 25% in 2015, although it had experienced a decline, in 2016, it managed to rise and rose to reach 53%. The same is the case with PT Siantar TOP Tbk. with a stock return in 2015 of 5%, a decrease from the previous year with a difference of 81%. From 2014 to 2016, there was an increase or decrease in stock returns during the analysis period. The table also shows that there is still the lowest return that is negative throughout the analysis period. There is no certainty regarding investors' return when investing in stocks, so investors need rational considerations by gathering various types of information required for making investment decisions.

A rational investor will consider two things, namely the expected return and the risk contained in the alternative investment made. Stock return is the level of return enjoyed by investors on an investment they make. The return component consists of two types, namely current returns and capital gains. Current income is the profit earned through periodic payments such as deposit interest, bond interest, dividend, etc. The second component of Return is capital gain, which is the profit received due to the difference in price between the buying and selling price of shares traded on the capital market. With the sale and purchase, there will be a change in the share price in the form of capital gains (Suherman & Siburian, 2013). Every investor certainly desires to get a high return. Still, the desire to get a high stock return also has a high risk and uncertainty in determining stock returns, making it difficult for investors to predict. The delay in resolving the stock return is influenced by fluctuations in stock prices that rapidly rise and fall.

Based on the background of the problems above, the following results of problem identification in this study are as follows:

a. Price Earning Ratio (PER) can affect stock returns. The higher this ratio indicates that investors have reasonable expectations about its future development. However, in the company's current condition, PER has limitations, namely when the company experiences negative profit (loss), PER will not be meaningful, and changes in earnings also cause PER to change drastically.
b. A low Return On Equity (ROE) value indicates or describes the company's condition is not doing well. This will impact decreasing the rate of return desired by shareholders, so to fulfill the wishes of shareholders, the company must make a return on capital according to maturity so that the resulting ROE value is not low.
c. Debt to Equity Ratio (DER) is the ratio between the debt owed by a company and total equity. DER reflects the company's ability to fulfill all of its obligations, indicated by some of its capital used to pay debts. This ratio compares a loan or debt funds and prosperity in the company's development efforts. Suppose the company's Debt to Equity Ratio (DER) is high. In that case, there is a possibility that the company's stock price will be low because if the company makes a profit, the company tends to use that profit to pay its debts compared to dividing dividends.
d. Risk is a deviation in cash flow that may occur in the future. Systematic risk is often referred to as market risk, general risk, systematic risk, or known risk. Rare chances are generally frequent and brutal to avoid. If a systematic risk arises and occurs, all types of shares will be affected so that investment in one or more shares cannot reduce losses. In general, investors tend to avoid risk, so if an investor is dealing with high-risk investment activities, he will surely expect to get a high return rate (return) from these securities.
e. Return on Assets (ROA), which is a measure of the company's effectiveness in generating profits (return) by utilizing assets owned by the company. the higher the ROA value, the company's performance is considered to be better and vice versa. ROA has a relationship with the rate of return (return) from investment activities. Increasing ROA shows that the company is considered capable of producing high corporate profits and impacting its stock price increases. This affects increasing share prices and also increases the company's stock returns.

2. Literature review and hypotheses development

Signal theory suggests how a company should provide signals to users of financial statements. This signal is in the form of information about what management has done to realize the owner's wishes. This information can be in financial reports, company policy information, or other information voluntarily submitted by the company management. Signals can be in the form of promotions or additional information stating that the company is better than other companies (Meythi and Hartono, 2012). In this case, the company provides information related to stock returns, for example, financial reports in the form of cash flows, profits, and book value.

Market reactions are indicated by changes in share prices when the information is announced. All market players have received the word; market players first interpret and analyze it as a good signal (good news) or a wrong movement (bad news). If the investor considers this information's announcement as a good signal, then there will be a change in the stock price; the share price will increase so that the stock return will increase.

From the three definitions above, the authors conclude that the information published as an announcement will signal investors. If the statement contains a positive value, it is expected that the market will react when the market receives the notification. When the information is announced, and all market players have received the information, market players will first interpret and analyze it as a good signal (good news) or a wrong signal (bad news). If this information's announcement is a good signal for investors, there will be a change in the trading volume of shares; if it is a lousy signal, investors will withhold investment for the company.

Effect of Price Earning Ratio on Stock Return

The higher the PER of stock, the higher the share price to buy, the better the performance per share to attract investors to buy the stock. PER that is too high identifies that its stock market price is already high (Murhadi, 2013). The price earning ratio is one of the investors' rates to show a company's profitability to return funds at a certain share price level. The higher the PER value, the higher the investor's interest in investing in the company.

According to Absari & Chandrarin (2012), PER does not affect stock returns. These studies' results have the same results as research conducted by Haruman (2005), proving that PER has no impact on stock returns. In contrast to the research results achieved by Rahyuda & Puspitadewi (2016), PER has a positive and significant effect on Stock Returns. Based on the description above, the hypothesis put forward is as follows:
H1: Price Earning Ratio has a positive effect on Stock Returns

The effect of Return on Equity on Stock Return

ROE is one of the profitability ratios that describe the company's ability to generate a return or profit on the capital that has been invested by the investor. The greater the ROE value, the better the company is, according to investors.

In research conducted by Budialim (2013) and Pinatih & Lestari (2017), it is stated that ROE has a positive effect on Stock Returns. This is because the higher the net profit after tax, the higher the ROE value. A high ROE value results in increased stock prices and returns.

However, according to research conducted by Absari and Susilowati, and Turyanto (2011), ROE does not affect stock returns. This result contradicts the theory that Return on Equity is a measure of profitability, where shareholders generally want to know the probability level of share capital and the profits they have planted back in the form of invested profits. If the company's shares are traded on the stock exchange, the Return on Equity level will affect the level of demand for these shares on the stock exchange and the selling price. Based on the description above, the hypothesis put forward is as follows:
H2: Return On Equity has a positive effect on Stock Returns.

Effect of Debt To Equity Ratio on Stock Return

DER is one of the solvency ratios used to reflect its ability to fulfill its obligations by using its capital to pay for it. The higher the DER, the greater the total liabilities to total equity; this shows the more significant the company's dependence on the funder or creditors. The level risk is the company getting more significant.

According to Budialim (2013), Susilowati and Turyanto (2011), and Putri (2012), suggest that DER has a positive effect on stock returns. This shows that investors in viewing DER interpret the company's responsibility to third parties, namely creditors who provide loans to companies. So that the greater the DER value, the greater the company's commitment. However, some investors view that a growing company will need debt as additional funds to meet a growing company's funding. This company requires many operational funds, which cannot be fulfilled solely from the company's capital. However, according to Kurnia (2013) and Absari & Chandrarin (2017), DER has no positive effect on stock returns. Based on the description above, the hypothesis put forward is as follows:

H3: Debt To Equity Ratio has a positive effect on Stock Returns.

Effect of Systematic Risk on Stock Returns Systematic

the risk often referred to as market risk, is grouped into two major groups: systematic risk and unsystematic risk. Systematic risk is a risk that cannot be avoided. If this risk occurs, all types of shares will be affected. Meanwhile, unsystematic risk is a risk that only affects a particular stock or sector to be eliminated by diversifying Samsul (2006).

The capital market theory emphasizes the relationship between market risk, and the rate of return is a unidirectional and linear relationship. This means that the greater the chance that must be borne, the greater the return on the investment. This theory is supported by research from Budialim (2013), Kurnia (2013), Absari & Chandrarin (2017), Saputra & Leng (2002), and Pinatih & Lestari (2017), that systematic risk has a positive effect on stock returns. Based on the description above, the hypothesis put forward is as follows:
H4: Systematic risk has a positive effect on Stock Returns.

3. Research methodology

The approach used in this research is a quantitative approach with the type of causal associative analysis by analyzing the influence of two or more variables. The study population includes 18 sector manufacturing companies Food and Beverages listed on the Indonesia Stock Exchange for 2013-2018. The sampling technique was using the purposive sampling technique. Then selected company data based on predetermined criteria. The results obtained from the selection of samples will be used by a purposive sampling method, namely as many as eight companies suitable for use in this study. Because four companies were inconsistent in reporting their financial statements for six consecutive years, three companies suffered losses for six straight years. Three companies did not provide complete information about the variables to be measured. The total number of research samples was obtained as many as 48 research samples from 8 populations used multiplied by six years of observation.

Table 2. Variable Operational Definition

No	Variabel	Definition	Measurement	
1.	*Return* Saham	the expected return of investors in investing	$\boldsymbol{R} = \frac{\mathrm{P}_{it} - (\mathrm{P}_{it} - 1)}{\mathrm{P}_{it} - 1}$	Ratio
2.	*Price Earning Ratio* (PER)	is the value of the price per share and one of the ratios used by investors to show the company's earnings to return funds at a certain share price level.	$\boldsymbol{Price\ Earning\ Ratio}\ (\boldsymbol{PER}) = \frac{\text{Price Earning Stock}}{\text{Earning Stock}}$	Ratio
3.	*Return On Equity* (ROE)	one of the profitability ratios that describe the company's ability to generate profits or gains on capital invested by investors	$\boldsymbol{Return\ On\ Equity}\ (\boldsymbol{ROE}) = \frac{\text{EAT}}{\text{Shareholders}} \text{ x } 100\%$	Ratio
4.	*Debt to Equity Ratio* (DER)	shareholders equity owned by the company		Ratio

			$\boldsymbol{Debt\ to\ Equity\ Ratio}\ (\boldsymbol{DE}$ $= \frac{\text{Debt Total}}{\text{Equity Total}}\ \text{x}\ 100\%$	
5.	Risiko Sistematis	risk is a risk that cannot be avoided; if this risk occurs, then all types of shares will be affected	$\boldsymbol{B} = \frac{n\sum RmRi - \sum Rm \sum Ri}{n\sum Rm^2 - (\sum Rm)^2}$	Ratio

Source: Previous Research, 2020

The analytical method used to analyze the data that has been obtained, as well as to test the hypotheses that have been proposed in this study is descriptive statistics are statistics used to analyze data by describing or describing the data that has been collected as it is without the intention making conclusions that apply to general or generalizations. Descriptive statistics are descriptions or descriptions of data seen from the mean, median, mode, standard deviation, maximum, and minimum values , making it clear and understandable.

After knowing the descriptive statistical test results, then testing the selection of the panel data regression model is carried out. This research uses the panel data regression method. The following is a summary of the test results in determining the appropriate regression analysis model used in this study.

Table 3. Summary of Results of the Testing method

Uji *Chow*			
Effects Test	Statistic	d.f.	Prob.
Cross-section F	1.067697	(7,36)	0.4037
Cross-section Chi-square	9.054782	7	0.2487

Uji *Hausman*			
Test Summary	Chi-Sq. Statistic	Chi-Sq. d.f.	Prob.
Cross-section random	7.129588	4	0.1292

Uji *Lagrange Multiplier*			
	Cross-section	Test Hypothesis Time	Both
Breusch-Pagan	0.682815	3.120792	3.803607
	(0.4086)	(0.0773)	(0.0511)

Uji Multikolinearitas					
	R	PER	ROE	DER	BETA
R	1.000000	0.011877	0.330452	-0.068492	0.268609
PER	0.011877	1.000000	-0.097144	-0.037503	-0.146001
ROE	0.330452	-0.097144	1.000000	0.042353	-0.189763
DER	-0.068492	-0.037503	0.042353	1.000000	0.230398
BETA	0.268609	-0.146001	-0.189763	0.230398	1.000000

Uji Heteroskedastisitas			
Test	Statistic	d.f.	Prob.

Breusch-Pagan LM	37.18971	28		0.1147
Uji Kelayakan Model (Uji F)				
F-statistic	3.828643	>	F-tabel	2,59
Prob(F-statistic)	0.009505	<	Degree of Freedom (D.F)	0,05
Uji Koefesien Determinasi				
R-squared				0.389388
Adjusted R- squared				0.202812

Source: Data processed by Eviews 9.0

Based on the results of Output Eviews 9 in table 2, it can be seen that the chow test results above indicate that the probability value of Cross-section F and Cross-section Chi-square <α (0.05), it can be concluded that the Fixed Effect Model (FEM) is more feasible to use than the Common Effect Model (CEM). Furthermore, the Hausman test results show that the probability value of random Cross-section <α (0.05), it can be concluded that the Fixed Effect Model (FEM) is more feasible to use than the Random Effect Model Model (REM). And finally, the Lagrange test results show that the value of the probability Breusch-Pagan Cross-section > α (0.05), it can be concluded that the Common Effect Model (CEM) is more feasible than the Random Effect Model (REM) model. used in this study, then the next test is a test of classical assumptions. The classical assumption test is a statistical data processing requirement that must be carried out in processing regression analysis data if the type of data used is the Ordinary Least Type approach Square (OLS)in its estimation technique. In panel data regression models based on Ordinary Least Square (OLS) such as the Common Effect Model (CEM) and Fixed Effect Model (FEM), a series of classical assumptions tests is required. However, if the regression equation used is more precise by using the Random Effect Model (REM), then it is not obligatory to carry out the classical assumption test because the Random Effect Model (REM) data type uses the General Least Squared (GLS) approach in its estimation technique. Thus, it can be said that not all assumption tests are carried out in panel data regression, only applicable to panel data models based on Ordinary Least Square (OLS). The following is a summary of the test results from the Multicollinearity Test and the Heteroscedasticity Test Based on the Eviews 9 in Table 2 about the test results. Multicollinearity It appears that there are no independent variables that have a value of more than 0.8, so it can be concluded that there is no multicollinearity in the regression model. Furthermore, the test results of heteroscedasticity show that the Breusch-Pagan LM value is 0.1147> 0.05, then H0 is accepted, which means that there is no heteroscedasticity in the panel data regression model.

Based on the results of Output Eviews 9 in table 2, the results of the Model Feasibility Test (F Test) show that the F-value statistic 3.828643, while the F-table with a level of α = 5%, df1 (k-1) = four and df2 (NK) = 43 obtained the F table value of 2.59. Thus, the F-value statistic 3.828643> F-table and the Prob value (F-statistic) 0.009505 <0.05, it can be concluded that Ha is accepted. Therefore, it can be supposed that the model in this study is suitable to see the effect of exogenous variables on endogenous variables. Furthermore, theValue Adjusted R-squared results appear to have a value of 0.202812; this means that the action to increase the Stock Return can be explained by the price-earnings ratio, return on equity, debt to equity ratio, and systematic risk of 20.2% while the rest is 79. 8% is explained by other variables which not examined in this study. The following is the regression equation in this study.

$$R = -0.742920 + 0.004405\ PER + 4.008842\ ROE - 0.246571\ DER + 0.446733\ BETA + \varepsilon_{it}$$

4. Results and discussions

Table 4. Descriptive Statistics

	R	PER	ROE	DER	BETA
Mean	0.189610	24.30568	15.53894	80.69029	0.898708
Median	0.059250	22.15500	15.86710	87.54400	0.957000
Maximum	2.383500	60.77000	28.12160	150.9687	1.954000
Minimum	-0.716600	0.000000	4.359800	10.59310	0.065000
Std. Dev.	0.510628	12.25643	5.414610	36.42589	0.463196
Observations	48	48	48	48	48

It is known that the mean or average value of the stock return (R) variable in 8 food and beverages companies is 0.189610 while the standard deviation is 0.510628, indicating that Conservatism (R) has poor data distribution because the average (mean) value is less than the standard deviation value. Maximum stock return (R) with a value of 2.383500. This proves that stock return (R) has the lowest risk level of change than other variables. This is because the products that are marketed to the market are the types of products that have been well received by the market, so this creates a stable movement in the value of stock returns from time to time.

It is known that the value means or the average amount of the variable Price Earning Ratio (PER)in 8 food and beverages companies is 24,30568. Simultaneously, the standard deviation of 12.25643 indicates that the Price Earning Ratio (PER) has fair data distribution because the mean value (mean) is greater than the standard deviation value. Maximum on Price Earning Ratio (PER) with a value of 60.77000. This shows that a small-Price Earning Ratio (PER) will be more attractive than a high PER. This low PER is caused by relatively high earnings per share compared to the share price so that the rate of return is better, and the payback period is even shorter.

It is known that the mean or average value of the variable Return on Equity (ROE)in 8 food and beverages companies is 15.53894. Simultaneously, the standard deviation of 5.414610 shows that the Return on Equity (ROE) has a fair data distribution because the average value (mean) is more significant than the standard deviation value. Maximum on Return on Equity (ROE) with a value of 28,12160. This indicates that ROE is an essential indicator for the company. The better the ROE value, the more eager investors will be to invest in the company.

It is known that the mean or average value of the variable Debt to Equity Ratio (DER)in 8 food and beverages companies is 80.69029. Simultaneously, the standard deviation of 36.42589 indicates that the Debt to Equity Ratio (DER) has fair data distribution because the average value (mean) is greater than the standard deviation value. Maximum on the Debt to Equity Ratio (DER) with a value of 150.9687. This shows that the sample companies' total equity is available to provide collateral against the company's debt.

It is known that the mean or value - average variable Risk Systematic (BETA) in 8 companies of food and beverages 0.898708 while the standard deviation of 0.463196 is showed that the Risk of Systematic (BETA) has a distribution of data because the average value (mean) is greater than the standard deviation value. Maximum on Systematic Risk (BETA) with a value of 1.954000. This indicates that when the market price has increased or decreased, the security's stock price will rise or lower, which is greater than the market price.

Table 5. Results of Research Hypothesis Summary

No	Hypothesis	Significance of	Results
1.	H_1 : Price Earning Ratio has a positive and insignificant effect on Stock Returns	t-statistic 0.792158 Prob. 0.4326	Rejected
2.	H_2 : Return on Equity has a positive and significant effect on Stock Return	t-statistic 3.147688 Prob. 0.0030	Accepted
3.	H_3 : Debt to Equity has a negative and insignificant effect on Stock Returns	t-statistic - 3.129787 Prob. 0.0045	Rejected
4.	H_4 : Systematic Risk has a positive and significant effect on Stock Returns	t-statistic 2.906726 Prob. 0.0058	Accepted

The Effect of Price Earning Ratio on Stock Return

The results of this study explain that the variable price earning ratio (PER) does not affect Stock Returns. This means that this study has not proven H1, which states that Price Earning Ratio has a positive effect on Stock Returns. Investors in food and beverage sector companies do not see price earning ratios as information that can be used to make investment decisions because the PER value is generally not much different, so it does not affect stock returns. This happens because the price per share typically has a higher value than the net income per share. Hence, investors see that dividends generated by food and beverage companies do not attract investors. This is not by the theory that the higher the PER value, the better the performance per share is to attract investors to buy these shares.

This study's results are in line with Supriantikasari & Utami (2019) research, which found that the price-earnings ratio (PER) does not have a significant effect on stock returns. However, it is different from a study conducted by Rahyuda & Puspitadewi (2016), which states that price-earnings ratio (PER) affects stock returns, which means that investors use price earning ratio (PER) information as a consideration in their investment decisions.

Effect of Return on Equity on Stock Return

The results of this study explain that the variable return on equity ratio (ROE) has a significant impact on Stock Return. These results imply that in food and beverages companies where shareholders generally want to know the probability level of share capital and the profits they have planted back in the form of invested profits. The ROE is increasing; the more investors are interested in investing their funds in the company so that the stock price tends to increase. As an impact, stock returns also increase; thus, ROE is positively related to stock returns. A change in ROE, which is a positive signal to investors, is caught by investors. The increase in ROE shows the performance of management's ability to manage existing funds to generate profits. This is by Hutami's (2012) The rise will follow an increase in ROE in stock prices and an impact on the value of stock returns. PT proved this Indofood CBP Sukses Makmur Tbk in 2018, which experienced a high increase in ROE value, followed by the rise

in the number of stock returns. This research is in line with the theory that ROE has a positive relationship with stock prices,
so that the greater the ROE, the greater the market price because the amount of ROE indicates that investors' returns will be high so that investors will be interested in buying these shares, and that causing stock market prices to rise.

This study's results are in line with research conducted by Budialim (2013) and Suherman & Siburian (2013), who found that ROE has a positive and significant effect on stock returns. However, it is not by the research of Susilowati & Turyanto (2011), which states that the ROE variable does not significantly affect stock returns.

Effect of Debt to Equity on Stock Return

The results of this study explain that the variable debt to equity ratio (DER) does not significantly impact stock returns. This study's results do not support the hypothesis that leverage, measured by debt to equity ratio, does not affect stock returns. A high or low level of debt to equity ratio does not significantly affect the disclosure of stock returns. This indicates that the debt to equity ratio information is less informative for investors in estimating stock returns. Based on the processed data, it can be seen that the company's debt to equity ratio tends to be high. The high debt to equity ratio indicates the extensive use of debt by the company. According to Hunan (2000), the use of debt can be justified as long as the debt is expected to provide greater economic profitability than the interest on the debt. So that in this case, investors focus on profit figures because total debt is more dominated by trade payables, accrued expenses, and advances for sales, where these debts are considered less dangerous and support the company to grow. This hypothesis is also not accepted because many investors tend to follow trends in the market and only want short-term profits. When the direction of changing stock prices begins to form, analysts will start to take advantage of these stock price changes for profit. They will look for the beginning of stock price changes towards the new equilibrium price and seek gain from the share price adjustment process. If the price trend shows an increase, analysts will buy shares to enjoy the benefits later when the new equilibrium price, and will sell shares if later the stock price tends to decline.

The results of this study are in line with research conducted by Rahyuda & Puspitadewi (2016) states that DER has a negative and insignificant effect on stock returns. However, it is not by the study conducted by Suherman & Siburian (2013) found that the DER variable has a positive and significant adverse effect on stock returns.

Effect of Systematic Risk on Return Shares

from this study explains that systematic risk variables (Beta) has a significant influence on Stock Return. The expected risk variable analysis results partially have a considerable influence and are positively related to stock returns. The periodic risk regression coefficient is positive, which indicates a positive relationship between stock beta and stock returns. This is because stock beta is directly proportional to individual stock returns, so that if stock beta increases, stock returns will also rise. The increasing systematic Risk of a stock will increase investors' interest in investing because they think a high risk will also give them a high return. Thus, the greater the beta, the greater the expected profit level. In other words, the more risky an investment is (as indicated by the coefficient asking), the higher the stock price will be. It can be seen in a food and beverage company that the average stock beta is below one. This indicates that the security risk is smaller than the market risk. If the market price increases or decreases, the stock price of the security will not change significantly. Meanwhile, companies with a beta above one indicate that the security risk is greater than the market risk. When the market price has increased or decreased, the security's stock price will rise or lower, which is greater than the market price.

This study supports previous research conducted by Budialim (2013), which shows that systematic Risk has a significant positive effect on stock returns and is not consistent with research conducted by Sugiarto (2011). The results of this study are not in line with the research of Rahyuda & Puspitadewi (2016), in that their research states that *leverage* affects the integrity of financial statements.

5. Conclusion

There are four analysis results in this study, namely. First, investors in the food and beverages sector do not see the price earning ratio as information that can be used to make investment decisions because the PER value is generally not much different, so it does not affect stock returns. Second, the increasing ROE, the more investors are interested in investing their funds in the company, so that the stock price increases. As an impact, stock returns also increase; thus, ROE is positively related to stock returns. Third, the debt to equity ratio information is less informative for investors in estimating stock returns. Fourth, the riskier an investment (as indicated by the coefficient asking), the higher the stock price. It can be seen in a food and beverage company that the average stock beta is below one. This indicates that the security risk is smaller than the market risk. If the market price increases or decreases, the stock price of the security will not change significantly.

Limitation and study forward

Limitation of this research is constrained by the number of companies that do not have complete data so that many companies that should be included in the study sample must leave the example because there is no data required. The data used is only food and beverages companies and does not include manufacturing companies as a whole.

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LEGAL VALIDITY OF VIRTUAL REALITY TOURISM IN INDONESIAN SOCIETY 5.0

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Abstract

Purpose: This study focuses on the legality of paid-virtual tour that crosses the typical tourism guide boundary into a non-physical tour choice due to the ease of technology. The aim of the study is to find legal framework to regulate this new practice of tourism in Indonesia

Methodology: The study methodology uses doctrinal research. Statute approach and conceptual approach are applied in this study. The data collection process is conducted through doctrinal method through statutes, legal literatures, along with news.

Findings: The result showed that there hasn't been any legal requirements that regulates about virtual tour such as Wisata Kreatif Jakarta and Atourin in Indonesia, therefore there needs to be district regulation about the license.

Limitation: This study is limited to specific type of tourism license, namely virtual tour.

Contribution: This contribute to the area of law, especially tourism law, and economic, especially in micro economy of tourism.

Keywords: *Virtual Reality Tourism***,** *Tourism Guide License, Virtual Tour, Paid-Virtual Tour, District Regulation*

1. Introduction

Tourism is developing as civilization progress. The progress of civilization also relies on tourism due to its benefits in raising nation income reserve through enthusiasm of general public (Considerant in Act 10 of 2009 of Indonesia Tourism). As of now, people in nations have risen to be a modern society through the concept of society 5.0. (Salgues, 2018, p. xx). Society 5.0. is defined as society that is intelligence-minded that prioritizes the integration of physical space and cyberspace (Salgues, 2018, p. 1). Meanwhile, Hitachi and The University of Tokyo Joint Research Laboratory defined society 5.0 as future society that envisioned technological and scientific innovation (Hitachi and The University of Tokyo Joint Research Laboratory, 2018, p. xi). The main goal of Society 5.0 is to pursue the balance between society and societal issue while maintaining sustainable economic developmental (Salgues, 2018, p. 1). Society 5.0 evolves in all kind of life subjects, starting from financial and commercial transactions, transportation, agriculture, and also tourism (Fukuyama, 2018, p. 49).

Technology had influenced many aspects in life, including tourism (Benckendorff, 2014, p. 14). In the beginning, latest technology development, namely Virtual Reality or VR, is used for ease and practicality of experiencing real sense in a virtual world (Beck, etc., 2019, p. 6). In a way, VR allow people to escape reality into a fantasy world virtually while realizing that they still exists in the reality (Guttentag, 2010, p. 638). These features gives option for people as tourist to pursue entertainment, including tourism as entertainment (Wiltshier and Clarke, 2016, p. 5). Since then, people have developed the possibilities of improving tourism through technological innovation (Mura et al, 2017).

Following the spirit of Society 5.0, nations have developed technological innovation in many life subjects, including tourism. The latest technological innovation in tourism is virtual tour. Virtual tour is a tourism attraction that focuses on a journey as experienced first-hand by the help of virtual reality technology. While virtual tour did not live up to its purpose due to experiential difference against real-experience based tourism, virtual tour enthusiasm had risen due to society development through Society 5.0 and recent pandemic issue, namely COVID-19. The problem arises as some tourism ventures had opted to resort to serving paid-virtual tour without clear regulation regarding license or standard of virtual tour in Indonesia.

Based on that background, the researcher formulated the research problem into two problems, namely how does virtual tour accommodate society 5.0 and how does Indonesian legal regulation regulate regarding virtual reality tourism?

The motivation of the study is to conceptualize legal framework of Indonesian Tourism in preparing society 5.0 in Indonesia, especially in protecting the legal rights and regulating legal obligations for Indonesian people so that Indonesian Tourism would maintain its philosophy of Indonesian Tourism (Pakpahan, 2019, p. 198) .

2. Literature review and hypotheses development

There are several research that had been conducted regarding technological innovation in tourism. The researches are:

a. A hedonic motivation model in virtual reality tourism: Comparing visitors and non-visitors by MJ Kim and CM Hall (2019, p. 236)

b. Exploring consumer behavior in virtual reality tourism using an extended stimulus-organism-response model by MJ Kim, CK Lee, T Jung (2020, p. 69)

c. Comparing virtual reality tourism to real-life experience: Effects of presence and engagement on attitude and enjoyment by A Wagler and MD Hanus (2018, p. 456)

d. Virtual reality: Applications and implications for tourism by Guttentag (2010, p.639)

e. Virtual reality, presence, and attitude change: Empirical evidence from tourism by Tussyadiah et al (2018, p. 141)

f. New realities: a systematic literature review on virtual reality and augmented reality in tourism research by R. Yung and C Khoo-Lattimore (2019)

g. Virtual reality and attitudes toward tourism destinations by Tussyadiah et al (2017, p. 229)

h. Exploring the implications of virtual reality technology in tourism marketing: An integrated research framework by YC Huang (2016, p. 127)

i. Virtual reality-shows a new vision for tourism and heritage by Guerra (2015, p. 63)

j. Virtual reality presence as a preamble of tourism experience: The role of mental imagery by Bogicevic (2019, p. 57)

The listed researches focuses on virtual reality. The similarities in this study is the use of Virtual Reality Tourism concept that has been well known and accepted in general public as a part of Society 5.0 development. However, some of them focuses only on the experience of using Virtual Reality, the process of Virtual Reality, consumer behavior due to use of Virtual Reality, and economy with marketing of virtual reality. Unlike these researches, this study focuses on legal protection of consumer and ventures involves the use of Virtual Reality in tourism.

Due to the nature of doctrinal research and normative research, the researcher would not develop hypothesis since the study is a legal research that ensures clear regulation and clear legal resolution to prescribe in solving a legal problem.

3. Research methodology

This study is conducted as a doctrinal research that studies regulation systematically to answer legal issue for the purpose of legal development (Marzuki, 2005, p. 32). The methods applied in the study includes statute approach (Marzuki, 2005, p. 93) that studies statutes and regulations related to the legal issue, namely Indonesian Tourism Act and Tourism Ministry Regulation 18 of 2016 regarding Tourism Venture Registry. Other method that had been applied in this study is conceptual approach (Marzuki, 2005, p. 95) which studies concepts that may solve legal issue of research, namely legal framework and virtual reality tourism. The collected data would then be compiled and analyzed to procure legal prescription in solving the legal issue in this study.

4. Results and discussions

The study showed result that virtual reality tourism had already been conducted in Indonesia and has not been regulated in Indonesian legal framework. The discussion of the result would be separated into to section, namely impact of virtual reality tourism in Indonesian Society 5.0 and Indonesian legal framework of virtual reality tourism.

4.1. Impact of Virtual Reality Tourism in Indonesian Society 5.0.

As of 2020, scholars agreed that the state of Indonesian people is still categorized as Society 4.0. (Nastiti and ‘Abdu, 2020, p. 62). This fact can be viewed through ongoing process of cyber-learning and cyber-working environment integration within Indonesian society (Nastiti and ‘Abdu, 2020, p. 62). Due to the ongoing process of cyber environment integration, Indonesian society is having difficulty in adjusting to advanced use of information technology.

Despite of the difficulty of changing analog-mindset into information technology-mindset, Indonesian society had to evolve in these recent times. COVID-19, pandemic had forced people around the world, including Indonesian society, to adapt to new normal. The new normal concept is a pattern of living following the health safety protocol that mandates people to keep their distance in order to prevent the spread of COVID-19. This new situation had forced Indonesian society to grasp an alternative lifestyle, namely cyberliving.

COVID-19 had become one of the most recent and highest cause of stress towards people. The anxiety towards COVID-19 and depression due to feeling solitary had raised people’s stress level. In general situation, tourism was considered as one of the most effective way to reduce stress level. However, COVID-19 pandemic made tourism even more impossible to carry out. The nature of tourism is providing stress-relief and gives a sense of adventure (Hardy and Pearson, 2018, p. 31) . However, another nature of tourism is seasonal (Yan Chiu, 2016, p. 88).

In this sense, the world is currently facing a rare tourism season due to COVID-19 pandemic in order to maintain the health safety protocol.

In this difficult times, some tourism ventures had resorted to technological innovation. One of the latest technological innovation that had been deployed to improve tourism industry during COVID-19 pandemic is Virtual Reality. The use of virtual reality in tourism had not been a new concept. Slater and Sanchez-Vives argued that virtual reality had been the perfect instrument for tourism because it allows the construction of tourism variable experience for tourist (Slater and Sanchez-Vives, 2016, p. 72). The concept of high-resolution and low-cost portable tools to construct virtual reality had been one of the distinct cause in raising tourism venture through virtual reality (Slater and Sanchez-Vives, 2016, p. 72). In fact, the most popular virtual reality used by Indonesian Society is 360-degree Virtual Reality (Beck, etc., 2019, p.11). Therefore, the tool for virtual reality tourism that tends to be used is 360 degree Virtual Reality which is defined as virtual environment created by 360-degree real life captured content that allow tourist to experience visual sense to gain entertainment and accessibility prior to, during or after travel (Beck, etc., 2019, p.11).

Virtual reality tourism in Indonesia had grown especially during these COVID-19 time. In fact, there are already a few well established tourism venture that focuses on virtual reality tourism, namely Wisata Kreatif Jakarta (Wisata Kreatif Jakarta, 2020) and Atourin (Loket.com, 2020). These phenomenons had given different impacts. For instance, environmentally, virtual reality tourism had supported the philosophy of Indonesian Tourism Act by providing low risk of potential damage towards tourism site hence embracing the principle of sustainable tourism. On the other hand, the rise of virtual reality tourism would mean to decrease the state income, or regents and cities' income in Indonesia case of local governments autonomy. Despite of the national impact, virtual reality tourism must be considered as one of alternative method to reduce Indonesian stress level during COVID-19 pandemic while preventing the spread of COVID-19.

4.2. Indonesian legal framework of virtual reality tourism

Act 10 of 2009 of Tourism Act had been regarded as the main regulation regarding conduct of tourism in Indonesia. Following researcher's previous study, Indonesian tourism regulation is enacted through the Tourism Act along with decentralization system as set by Act 23 of 2014 regarding regional government in the form of regional regulation (Pakpahan, 2019, p. 200). Even though regional government had the authority to maintain its own tourism, the conduct of tourism practice is supervised by Ministry of Tourism and Creative Economy. This could be seen through the enactment of Ministry of Tourism Regulation 18 of 2016 regarding Tourism Venture Registry.

Despite of various regulation, there isn't any regulation that regulates the definition of tour. However, Section 1 Tourism Act defined travel as tour that is conducted by a person or a group of people that visits certain places for recreation, self-development, or search of uniqueness for a temporal period. Through statute approach and statute interpretation, it can be inferred that tour is a trip that focuses on visitation of specific places for a certain period of time. Conversely, the definition of tour is limited to an act of physical visitation to a specific place. Meanwhile, Society 5.0 and COVID-19 pandemic had improvised the tourism development into the form of virtual reality tourism.

Virtual reality tourism in Indonesia had been practiced through several tourism ventures. This study had found at least two tourism ventures that provides virtual reality tourism in Indonesia, namely Wisata Kreatif Jakarta and Atourin. Both of these tourism ventures offers virtual reality tourism through their website with a fee. Yet, only Atourin wrote terms and conditions regarding virtual reality tourism service. For an instance, Atourin had written terms and conditions for Pontianak Culinary Virtual Reality Tour on October 24th, 2020, through Loket.com (Loket.com, 2020). The following are terms and conditions as set by Loket.com and Atourin:

1. Virtual tour uses Zoom application, participation is required to install the application into their own laptop or smartphone
2. Participants are forbidden to share the ID Meeting and Zoom Password. Atourin is authorized to expel unregistered participants
3. Prepare table and chair in a comfortable room
4. Ensure stable and firm internet connection during the process of the event
5. Ensure participant's eyes are in a good condition to prevent fatigue during the 1.5 hour event

Reading these terms and conditions, Atourin and Loket.com had regulated several legal obligations that involves the capabilities of Atourin as tourism venture. However, Atourin and Loket.com did not regulate the legal rights of tourist that register to the virtual reality tour. In some ways, this terms and conditons act as exculpatory waiver that release Atourin and Loket.com's liability in case of Tourists' fatigue or share of Zoom ID Meeting and Password (Matthiesen, 2019, p. 1). Therefore, the tourist or the consumer of virtual reality tour could not file complain or suit because of no clear legal rights if there were violation of legal obligations of the tourism venture, especially since the tourist had fulfilled their legal obligation in a form of fee payment for the virtual reality tour. It could be said that there is a lack of tourist legal protection in the use of virtual reality tour service.

Although there is a tourism regulation that can be found in Tourism Act and Ministry of Tourism (MoT) Regulation 18 of 2016 regarding Tourism Venture Registry, there is still a legal vacuum in the conduct of virtual reality tourism. Section 26 of Tourism Act regulated that tourism ventures to ensure tourists' safety and apply ventures and competence standard as set by statutes. The statutes in this sense refers to Section 5 of Tourism Venture Registry MoT Regulation which requires tourism ventures to own tourism venture registry in order to conduct tourism venture. Furthermore, Section 9 of MoT Regulation of 4 of 2014 regarding Tour Venture Standard had regulated 20 elements of product standard, 7 elements of service standard, and 11 elements of management standard. However, these standards did not regulate specific situation where as the tourism venture had no prior office in a specific tourism site and conduct a virtual tourism.

Atourin is a one stop tourism platform formed by PT Atourin Teknologi Nusantara which is registered as tourism technology company in General Legal Administration listing (AHU, 2020). Yet there is no clear regulation regarding tourism venture registry for tourism technology company, especially the ones which provide virtual reality tourism as one of their products. Afterwards, Atourin offers various tourism site in the form of virtual reality tourism that crosses physical boundaries, such as Bali and Dieng. Both of these tourism sites have their own regional regulations namely Balinese Regional Regulation 5 of 2020 regarding conduct of Balinese tourism standard and Wonosbo Regional Regulation 7 of 2018 regarding tourism venture. Tourism venture that conducts tourism service or products in these areas must adhere to these regulations. Yet, since there is no real physical presence nor effect towards the tourism destinations, then it becomes vague for the enactment of these regulation towards virtual reality tourism.

Truly, virtual reality tourism had not been regulated that causes lack of legal certainty for tourism ventures, consumers, and the government itself. The only solution to this legal issue is for the government through legislative and MoT to draft and issue regulation regarding virtual reality tourism. Since tourism act was issued in 2009, it would be beneficial to update the tourism act especially since there has been many development of tourism attraction such as virtual reality tourism and popular convention. Furthermore, the specific technicalities of virtual reality tourism could be regulated in MoT regulation so that there would be no confusion in application of virtual reality tourism regulation.

5. Conclusion

While Indonesia is considered to be a Society 4.0, the development of virtual reality tourism had shown the capabilities of Indonesia to grow into Society 5.0. Tourism had given positive impact to the economy of Indonesia. However, the existence of virtual reality tourism had impacted Indonesia generally, namely decreases state and regents income and also improve Indonesia plan to maintain sustainable tourism.

Virtual reality tourism had not been regulated in Indonesia. Despite of the enactment of Tourism Act, MoT regulations, and regents' regulations, there are not any regulations that mentions any indication of virtual reality tourism. Several tourism ventures in Indonesia such as Wisata Kreatif Jakarta and Atourin had deployed virtual reality tourism despite of the lack of regulation. Atourin offered virtual reality tour service but did not draft a proper contract to ensure legal obligation and legal right between Atourin and their consumer. This situation also happened due to unclear control of government through licenses. Therefore, there needs to be an updated regulation regarding tourism.

Limitation and study forward

This study only managed to cover that there hadn't been any specific license regarding the conduct of virtual reality tourism. The researcher was limited to conduct further research since it was problematic to conduct interview and join the process of legal drafting regarding tourism regulation of COVID-19. For the future scope, he researcher planned to pursue study in formulating regulation of virtual reality tourism in Indonesia

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THE DEVELOPMENT OF TOURISM VILLAGE PRODUCTS BASED ON DIGITAL NOMADISM

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Abstract

Purpose: This study aims to analyze efforts to develop a tourism village based on digital nomadism in Tegalmengkeb Village as a policy recommendation to recover and redesign innovative tourism products in Bali after the COVID-19 pandemic.

Methodology: This research was conducted in Tegalmengkeb Village, Tabanan Regency, Bali, from August 2019 to November 2020. Data were obtained from primary sources through participatory observation, documentation, and interviews with seven informants selected by purposive sampling method. Data were analyzed using a qualitative approach.

Findings: Tegalmengkeb Village deserves to be developed as a tourism village based on digital nomadism by providing an adequate internet connection and constructing a co-working space.

Limitation: This study did not analyze business feasibility, community response, and digital nomadic tourists to develop a tourism village based on digital nomadism in Tegalmengkeb Village.

Contribution: This study contributes to policy recommendations for tourism development in Tegalmengkeb Village, Tabanan Regency, Bali, and enriches literature regarding the outcome of digital nomadism destinations in rural areas still very minimal among academics.

Keywords: *COVID-19, Digital Nomadism, Tourism Redesign, Tourism Village*.

1. Introduction

The tourism sector's development has recently received exclusive attention from many government elites and has experienced growth almost worldwide. As one of the most significant economic sectors worldwide, tourism has a multiplier effect that is capable of being a driving force for other sectors, encouraging exports, stimulating infrastructure development, creating jobs, opening up business opportunities, cultural diplomacy, and improving the welfare of people around destinations (Arida et al., 2019; Dwi & Subekti, 2017; LPEM FEB UI, 2018; WTTC, 2020). According to the WTTC (2020) report, the tourism sector contributed to 5.7% of Indonesia's PBD, absorbed 9.7% of the total workforce, and contributed 7.7% of export revenue in 2019. It is not surprising that the government then designated tourism as one of the sectors featured in the 2014-2019 and 2020-2024 National Mid-Term Development Plans.

However, tourism is a susceptible sector to health problems, natural disasters, security, epidemics, politics, the image and reputation of the destination (Chang et al., 2020; Mao et al., 2010; Niyaz, 2015) is being faced at the time. The COVID-19 pandemic. This pandemic succeeded in crippling the global tourism and travel industry. Tourism businesses are among the first to close in response to nonpharmaceutical interventions (NPIs) policies implemented in many countries to prevent the spread of COVID-19 (Gössling et al., 2020; OECD, 2020). This pandemic is the worst crisis and historical record for the tourism sector since 1950 (Ma et al., 2020; OECD, 2020; UNWTO, 2020). Destinations that depend heavily on the foreign tourist segment will feel the tremendous impact of the COVID-19 pandemic, such as Bali (OECD, 2020).

Bali Province is one of the ranges most influenced by the COVID-19 widespread since most of its economy comes from the tourism segment, which encounters contraction (BPS Provinsi Bali, 2020; Taufik & Nalendra, 2020). Based on the report submitted by BPS (2020), the GRDP of Bali Province experienced negative growth of -1.14% (Quarter I) and -10.98 (Quarter II) in 2020. This figure was even lower in the same period than national economic growth, which was contracted by -5.32% (y-on-y). The COVID-19 pandemic impact is also seen through a decrease in added value in many business fields near the tourism sector, such as the Provision of Economics and Food and Drink (Category I) -9.11%, Transportation and Warehousing (Category H) -6.21%, Category R, S, T, U (other services) -2.82%.

Bali's complicated economic and tourism problems due to the COVID-19 pandemic should not only be seen as a catastrophe. The crisis that is currently being faced is an opportunity to restructure tourism in the future (OECD, 2020). Bali tourism's recovery must be made immediately to boost the regional economy and release the community from the crisis that could trigger other problems. This recovery process should be followed by a redesign and diversification of tourism products, adding value, and increasing quality so that destinations become more economically resilient and rise from various crisis conditions (Benur, 2013). According to a report from the Ministry of Financial Republik Indonesia (2020), Bali tourism products' recovery and redesign are expected to prioritize premium tourists, focusing on domestic tourists, MICE, remote workers, or digital nomads who continue to grow around the world.

Product redesign through the development of digital nomadism destinations is considered very potential to be carried out considering that Bali is one of the most popular digital nomadism destinations in the world (Cook, 2020; Dodd, 2018; Sarkar-Basu, 2019; Thompson, 2019a; Wiranatha et al., 2019). Digital nomadism can be understood from two perspectives, namely, work-life and lifestyle. From a work-life perspective, digital nomadism refers to the lives of workers who are location independent and do not depend on jobs in conventional offices. Meanwhile, a lifestyle perspective explains the practice of digital nomadism as an individual's ability to work remotely (remote worker) while using the freedom they have to travel the world (Olga, 2020). Digital nomadism can be said to be the implication of the ever-growing gig economy practices around the world. The gig economy is an innovation in labor where workers use applications to find work or offer themselves for a job (Wood et al., 2019).

Tegalmengkeb Village in Tabanan Regency is one of the areas that can be developed as a digital nomadism destination post-pandemic COVID-19. Even though it has not been designated as a tourist village, tourism activities in this village have been running and well managed by the local community. Even the practice of digital nomadism has been found in one of the accommodation businesses in Tegalmengkeb Village. Digital nomadism-based product development in rural areas is an innovation in the tourism industry that has not yet been developed in other regions or destinations (Situmorang & Narottama, 2019). Digital nomads have such a passion for learning and being part of a new culture. However, some co-working spaces' availability as a significant component of Bali's digital nomadism practice is only available in urban areas (Mouratidis, 2018; Schlagwein, 2018; Suter, 2018).

Therefore, this study is intended to analyze efforts to develop tourism products based on digital nomadism in Tegalmengkeb Village after the COVID-19 pandemic. This research is expected to provide policy recommendations for innovative tourism product development in Bali to welcome back foreign tourist visits, especially post-pandemic digital nomads. Besides, this study also aims to promote a new tourism business model currently popular in Bali but has not yet been noticed by many tourism business actors.

2. Literature Review

Tourism and the COVID-19 Pandemic

Within the 21st century, two factors drive substantial alterations within the tourism industry: climate alter and worldwide wellbeing crises. One of these wellbeing crises is the coronavirus or COVID-19, which was announced worldwide on 12 March 2020 by WHO (Jamal & Budke, 2020; McCartney, 2020). The coronavirus (COVID-19) was first recognized in Wuhan City and was detailed to the WHO China Office on 31 December 2019. In early January, 41 patients were affirmed as tainted with COVID-19 and had been hospitalized. To reduce the virus's spread, the Wuhan City government established an isolation policy through regional and individual quarantine. However, many state governments ignore this, so by mid-March, there were 146 countries infected with COVID-19, and it continues to increase until now (Gössling et al., 2020).

The spread of the coronavirus that has spread throughout the world has succeeded in disrupting global and domestic supply chains, shaking consumer demand, volatile financial markets, and harming several vital sectors, such as travel and tourism. This pandemic has caused an exceptional emergency in the tourism economy, disrupted selling power, business reputation, destination image, caused a global contraction to decrease the number of tourist arrivals, and threatened the economies of many developing countries that were heavily dependent on the tourism sector (Beirman, 2016; Fong et al., 2020; OECD, 2020; Sugihamretha, 2020).

According to the UNWTO (2020) report, the COVID-19 pandemic has an impact on a 65% reduction or around 440 million international tourist arrivals in the first semester of 2020 (y-on-y). In June 2020, the rate of international tourist arrivals decreased by 93% compared to the same period as the past year. The low demand for international travel caused an estimated USD 460 billion in losses to export international tourism revenues. This figure represents a five times greater loss than the global economic and financial crisis in 2009. The Asia dan Pacific region is the most influenced by the COVID-19 pandemic with a decrease in international tourist arrivals by 72% (171 million) in the first semester of 2020, followed by Europe (-66%), America (-55%), Africa, and the Middle East (both -57%). It was noted that most destinations in Asia and the Pacific experienced a drop in foreign tourist arrivals approaching 100% in June and July due to international travel restrictions to prevent the virus's spread. As an international tourist destination highly dependent on the tourism sector, Bali Province experienced an economic contraction of -6.13% based on the accumulated results in the first and second quarters (BPS Bali, 2020; Taufik & Nalendra, 2020).

Bali as a Digital Nomadism Destination

Digital nomadism is a new lifestyle trend created as a combination of tourism, recreation, remote professional work, global travel, and nomadic life. This lifestyle seeks to combine passionate (mobile) travel (travel) with remote digital work. Digital nomadism as a lifestyle is promoted by digital nomads (people who practice digital nomadism) themselves through their online presence on various personal blogs and social media channels (Mancinelli, 2020; Narottama, 2018; Olga, 2020; Schlagwein, 2018; Schlagwein & Jarrahi, 2020; Thompson, 2019b). Apart from being a lifestyle, Nash et al. (2018) argue that digital nomadism can be categorized as a new way to work and organize.

The practice of digital nomadism is closely related to the lives of digital workers, also known as digital nomads. Digital nomads are high-skilled professional workers independent and not tied to a specific location and do virtual knowledge work (Haking, 2018; Prester et al., 2020; Thompson, 2019a). The majority of digital nomads are remote workers who take advantage of a series of information systems (IS) and information technology (IT) to carry out a job from an unlimited location while traveling to different parts of the world. They generally work as entrepreneurs, writers, lawyers, social activists, freelancers, digital marketing, web designers, soft engineering, programmers (Mancinelli, 2020; Schlagwein, 2018; Thompson, 2019b).

Digital nomads are different from travelers and flashpackers. It can be seen that tourists do not combine their trips by working like digital nomads. After traveling, tourists will return home, while digital nomads generally do not have permanent addresses or emotional ties. Digital nomads are not just studying foreign cultures, but they try to become part of a culture-filled lifestyle (Mouratidis, 2018).

The fast-growing practice of digital nomadism has stimulated destinations around the world to respond to this new phenomenon by promoting themselves as a digital nomad-friendly ideal for digital nomads to live and work. This phenomenon is marked by the emergence of various types of new tourism businesses, such as co-living, co-working space, house rental, recreation programs, magazines, health insurance, banking services, and even nationality specifically for digital nomads (Olga, 2020). Digital nomads generally choose countries or destinations that are affordable and provide a better quality of life (Mouratidis, 2018; Thompson, 2019a). According to Schlagwein & Jarrahi (2020), digital nomads tend to look for tropical, oriental, and Instagram-friendly destinations that allow them to gather with people with the same interests and thoughts, like Bali.

Today, Bali is one of the most popular digital nomadism destinations globally, widely recommended on some sites, such as nomadlist.com and among digital nomads. The tourism areas of Ubud and Canggu are known as digital nomadism centers in Bali, whose existence and popularity can be compared with other popular destinations in Asia, such as Chiang-Mai, Thailand (Cook, 2020; Dodd, 2018; Narottama, 2019; Sarkar-Basu, 2019; Situmorang & Narottama, 2019; Thompson, 2019b). The province with the tourism brand "the island of Gods" is considered friendly to western culture (fashion, food, alcoholic drinks), offering many affordable and safe accommodation options for digital nomads who travel regularly (Prabawa & Pertiwi, 2020). The construction of co-working spaces that continue to be carried out to accommodate digital nomadic tourists' needs significantly boosts Bali's popularity as a digital nomadism destination (Haking, 2018).

A co-working space is a collaborative workspace specially provided for independent professional workers to work independently or side by side with other workers or co-workers whose working hours can be adjusted separately. It is said to be a co-working space because all the facilities offered are used collectively by all co-workers, such as desks, wi-fi connections, conference rooms, kitchens, office equipment, etc. Most of the co-workers are freelancers and those who want to get rid of the loneliness of working alone at home and want to start communication with specialists from various disciplines (cohive.space, 2019; go-work.com, 2018; K et al., 2018; Septiani et al., 2017; voffice.co.id, 2019).

The practice of digital nomadism is predicted to become an increasingly popular type of tourism in Bali (Dodd, 2018; Sarkar-Basu, 2019; Situmorang & Narottama, 2019). However, this potential is still not a concern of Bali's tourism industry compared to other types of tourism, such as sport tourism, spiritual tourism, marine tourism, health tourism, and so on (Wiranatha et al., 2019). Thus, efforts to restore and redesign Bali tourism are expected to pay more attention to digital nomadism opportunities, which are expected to increase the post-pandemic Ministry of Financial Republik Indonesia (2020).

Tourism Development in Rural Areas

Rural tourism development is one of the alternative solutions to support rural development in overcoming various problems, such as poverty, unemployment, inadequate infrastructure, migration, health problems, low regional and farmer income, low quality of education, and a decrease in people's standard of living (Hurma et al., 2016; Kachniewska, 2015; Tou et al., 2020). Rural tourism is considered capable of stimulating, creating, and maintaining business activities to generate employment in the village, creating conducive economic conditions, monetary equality, cultural exchange, Etc with the concept of sustainable development (Aziz et al., 2018; Setokoe & Kariyana, 2016; Wijijayanti et al., 2020).

Rural tourism is a tourism and recreation activity in rural areas with low population density, open spaces, small-scale settlements (generally <10,000 people), and land use dominated by agriculture, forestry, and natural areas. Rural tourism is closely related to small-scale, family, or cooperative tourism activities developed by agricultural-based communities (Aziz et al., 2018; Đorđević et al., 2020). Tourism development in rural areas must take into account the local wisdom of the local community, such as the physical and geographic characteristics of the site, the pattern of agricultural business activities, the demographic structure of the city, the socio-cultural characteristics, the characteristics of community settlement areas, the pattern of urban-rural economic security, village development and so on (Fatimah & Ayu, 2020; Neumeier & Pollermann, 2014). Rural tourism development includes the management of natural resources, human resources, linkages with other economic subsectors, and the involvement and participation of all society elements (Tou et al., 2020).

Rural tourism is a social activity that is not strictly to make money. The concept designed is to stay in the local community's home, utilize goods and services produced in the countryside, enjoy local culinary delights, and engage in cultural activities in the area (Hurma et al., 2016; Potashova & Girijchuk, 2019). The demand for this type of tourism continues to increase due to tourists' interest in interacting with nature and get to know new areas, culture, society, and other customs (Đorđević et al., 2020). However, today, issues related to innovation in tourism product development continue to increase, so this is important for tourism entrepreneurs in rural areas to pay attention. This innovation is intended to improve quality or offer new products to the right market segmentation (Aziz et al., 2018). Tourism development in rural areas can be implemented in various tourism activities, such as tourism villages.

The tourism village integrates the potential, products, activities, accommodation, and other supporting facilities in the village area for tourism development managed sustainably by the local community. Tourism village products include the environment and village landscape (agricultural products, forest areas, plantations, mountains, lakes) and cultural uniqueness (building architecture, local cultural practices, and customs, community activities) (Ayazlar & Ayazlar, 2016; Fang, 2020; Tabanan Regency Regulation Number 11 of 2018; Suryawan, 2016). To analyze the feasibility of a tourism village, Arida & Pujani (2017) compiled eight aspects (nature, physical environment, culture, amenities, institutions, human resources, attitudes and life order, accessibility) and 93 indicators used as references. Meanwhile, Ariani et al. (2019) divided tourism villages into four types: nature-based, cultural, creative, and combination-based.

3. Research Methodology

This research is located in Tegalmengkeb Village, Selemadeg Timur District, Tabanan Regency, from August 2019 to November 2020. This location was chosen because tourism activities in Tegalmengkeb Village have been running and well managed by the local community. The practice of digital nomadism has also been identified in this village. However, the relevant stakeholders have not yet realized it as a business opportunity and innovative tourism products that are feasible to develop. This study uses primary data (Eri Barlian, 2016; Veal, 2018) obtained through participatory observation methods (Cresswell & Poth, 2016), in-depth interviews (Herdiansyah, 2013), and documentation (Merriam & Tisdell, 2016). The observation and interview process was carried out intensively throughout August 2019, which then continued passively until November 2020 with an intensity of 1-2 times a month.

In this study, there were seven informants selected by purposive sampling technique (Merriam & Tisdell, 2016) through information from the government and village communities. The informants consisted of the Head of the Village Government, the Head of the Village Tourism Board (Badan Pengelola Pariwisata), the Tourism Pioneer in Banjar Klecung Kelod, Village Environmental Activists, Villa Employees, the Chairperson of the Youth Organization in Banjar Tegalmengkeb Kaja, and Digital Nomad tourists. This research uses qualitative analysis techniques that consist of collecting data, grouping data by category and making patterns, and selecting data to be studied and conclusions made so that researchers and others can understand it. In other words, the data analysis process involves combining, subtracting, and interpreting data through the informant's words and the results of observations and hearing of researchers to build a meaning (Merriam & Tisdell, 2016; Taylor et al., 2016).

4. Results and Discussions

Tegalmengkeb Village Development Feasibility Analysis as Tourism Village

According to Arida & Pujani (2017), to determine the feasibility of a tourism village, there are eight aspects and 93 indicators that can be considered. The eight aspects, namely nature / bio-biology (16 indicators), physical environment (14 indicators), cultural aspects (24 indicators), amenities/infrastructure (7 indicators), human resources (7 indicators), institutions (10 indicators), attitudes and order of community life (10 indicators), and accessibility (5 indicators).

Based on the research results that have been done, Tegalmengkeb Village is declared feasible to be developed as a tourism village with the fulfillment category. Of the eight determining aspects and 93 indicators, Tegalmengkeb Village obtained 161.5 from a total score of 246.

Table 1. Feasibility Analysis of the Development of Tegalmengkeb Village as a Tourism Village

No.	Aspect	Score	Assessment
1	Nature/Biological	42	22.5
2	Physical Environment	39	27.5
3	Culture	67	34.5
4	Amenities	19	14
5	Institutional	24	16
6	Human Resources	16	14
7	Attitudes and Order of Community Life	27	24
8	Accessibility	12	9
Total		**246**	**161.5**

Skor Total	**Keterangan**
0 – 61	Kurang Memenuhi
61 – 123	Cukup Memenuhi
124 – 184	Memenuhi
185 – 246	Sangat Memenuhi

Source: Research Results (2020)

Based on the table above, it can be seen that culture is an aspect that is the most significant contributor in determining the feasibility of developing a tourist village. Of the total score of 67 on the cultural aspect, Tegalmengkeb Village only scored 34.5 or half, showing that this village's development as a culture-based tourism village is not appropriate. Likewise, in the development of nature-based tourism villages because the value obtained was only 22.5 out of a score of 42 in the natural / bio-biological aspect. This village's natural potential is considered not unique enough as the primary basis for developing a tourist village. In the physical environment aspect, Tegalmengkeb Village is adequate and feasible to be developed as a tourist village because it received a score of 27.5 from a score of 39.

Judging from the aspect of amenities, Tegalmengkeb Village obtained a 14 out of 19, which indicates that the availability of public facilities and tourism facilities in this village is adequate. Viewed from the institutional aspect, Tegalmengkeb Village received a score of 16 out of 24, which indicates that village officials and tourism organizations' readiness is adequate. However, this aspect still needs to be improved so that the built organizational system is more effective and organized. In terms of human resources, community attitudes, and accessibility, Tegalmengkeb Village is considered adequate because the score of the two aspects are only a few points different from the maximum score (human resources scored 14 out of a score of 16; attitudes and the order of community life scored 24 out of a total score of 27; accessibility got a score of 9 out of a total score of 12).

Overall, Tegalmengkeb Village is already fulfilling to be developed as a tourist village. It is just that the natural and cultural potentials in this village are considered to have no advantages and are less attractive to be developed as the main tourist attraction. It is necessary to develop artificial tourist attractions based on creativity as a complement combined with the maximum potential of natural tourism and village culture. Careful consideration is needed in developing these artificial tourist attractions so as not to become a boomerang for the community with the presence of the tourism elite, namely investors who have economic capital. It is feared that the elite's dominance will injure the concept of a tourism village, which puts forward local community participation. So, the type of tourism village development that is most suitable to be carried out in Tegalmengkeb Village is a combination based. According to Ariani et al., (2019), a combination-based tourism village integrates one or several tourist attractions with natural and cultural potential with the development of creativity-based products.

Development of Tourism Village Products Based on Digital Nomadism

The development of some tourist villages in Bali is considered to have very positive prospects due to the development of tourists' development to travel in a traditional dimension (Antara & Arida, 2015; Nur et al., 2018). However, in practice, the development of Balinese tourism villages that are synonymous with agricultural-based products, such as agro-tourism, is considered less varied and uniquely. This case can be seen from the development of five tourist villages in Petang District, Badung Regency, Bali, which has stalled due to the lack of diversification of tourism products offered. These five tourism villages sell agro-tourism products to each other because of their close geographic location. None of these tourist villages can be said to have developed (Nalayani, 2016; Situmorang & Narottama, 2019; Situmorang & Nugroho, 2020).

This phenomenon must be used as material for evaluation and reflection in the development of Bali tourism village products, especially Tegalmengkeb Village. Diversification of tourism products is one of the crucial aspects that must be considered by tourism stakeholders to overcome boredom and attract tourists, both first-time visitors and those who have visited (Sukmaratri & Damayanti, 2016). The aspect of diversification by highlighting the uniqueness and superiority of tourism village products is crucial in winning the tourism business competition, especially after the COVID-19 pandemic. Tourism stakeholders must develop products through global tourism development trends and dynamics, such as digital nomadism. This statement is in line with the Ministry of Financial Republik Indonesia (2020), which states that the recovery and redesign of Bali after the COVID-19 epidemic must focus on developing digital nomadism-based products.

Based on the previous discussion, it has been stated that the type of tourism village development that is feasible to be developed in Tegalmengkeb Village is a combination based on integrating the potential of nature, culture, and community creativity (Ariani et al., 2019). The development of Tegalmengkeb Village as a tourism village based on digital nomadism is one of the innovations that can be done to overcome the problem of diversification of Bali tourism products in welcoming back tourist visits COVID-19 epidemic and by global tourism trends. The development of Tegalmengkeb Village as a tourism village based on digital nomadism is supported by several facts that support the feasibility of implementing this innovation, namely as follows:

1. According to the WYSE (2018) report,digital nomadic tourists represent 0.6% of total international tourists per year or the equivalent of 1.8 million tourists. By 2035, it is estimated that one billion people will work as digital nomads by the development of the gig economy (Olga, 2020). This figure may increase from estimates given the transformation of human life to be more digital during the COVID-19 pandemic, which indirectly promotes the practice of digital nomadism. This argument can be seen from the transformation of the education system, MICE, jobs, and so on that can be done online without having to go to a particular place;
2. Bali is one of the most popular digital nomadism destinations in the world, which is recommended by many digital nomadic travelers both digitally and word of mouth (Cook, 2020; Thompson, 2019b). On the *nomadlist.com* (2020), several tourist areas in Bali are recommended as digital nomadism destinations that are worthy of being visited by digital nomad tourists. The Canggu area has been named the second-best digital nomadism destination globally, and the Ubud area is in 29th place. Not only that, but several other tourist areas are also included in the top 200, such as Uluwatu (128), Munggu (135), Jimbaran (157), Seminyak (150), and Sanur (161). This has legitimized Bali's existence as one of the most popular and best digital nomadism destinations in the world;
3. The practice of digital nomadism is expected to become one of the new types of tourism which are increasingly popular in Bali (Dodd, 2018; Sarkar-Basu, 2019; Wiranatha et al., 2019). This is related to the popularity of Bali as an international tourist destination with affordable living costs for tourists (Prabawa & Pertiwi, 2020). The availability of co-working space in Bali is also considered adequate and spread in various regions. It offers many choices of locations for nomadic digital tourists to work (Haking, 2018). Despite this, Wiranatha et al. (2019) argue that this potential has not yet been noticed, and there is minimal attention from tourism business actors in Bali, which should be optimized;

4. During a visit to a destination, digital nomads, do not position themselves as tourists. They are more interested in learning about new cultures, seeing different places, and trying to be part of a lifestyle filled with culture. They try to fit in with the local community, in contrast to tourists in general who travel as temporary consumers (Mouratidis, 2018; Schlagwein, 2018). Digital nomadic tourists' interest in new cultures is an excellent opportunity to develop digital nomadism destinations in rural areas that have not been developed in Bali and other destinations in the world (Situmorang & Narottama, 2019). So far, the development and availability of co-working spaces in Bali have only been concentrated in urban areas that do not represent the traditional life of Balinese people;
5. Based on the research results, the practice of digital nomadism in Tegalmengkeb Village was identified in one of the accommodation businesses, namely Villa Sahaja Sawah. The tourists who stay at this villa are generally digital nomads who work digitally from their respective rooms' balconies. These tourists generally stay for a period of two weeks to six months or even more. Most of these travelers are guest repeaters. This shows that Tegalmengkeb Village is one of the digital nomadism destinations that is quite comfortable for digital nomads. During their stay in this village, the villa manager offers some tourist activities that involve interaction with local communities, such as attending traditional wedding parties, visiting conservation sites and animal shelters, providing assistance to underprivileged village communities, Etc. However, many of these activities are generally exclusive to the management of the villa managerial, targeting the middle and upper class nomadic digital tourists.

   Thus, it is necessary to develop digital nomadism-based tourism in Tegalmengkeb Village, which breaks down the boundaries between digital nomadic tourists and local communities. This means that the development of a tourism village based on digital nomadism in this village allows tourists to stay overnight and be actively involved in the village community's life. This is in line with the opinion of Nash et al. (2018), which states that digital nomads prefer facilities provided by local people. Practices like this are found in the Banjar Adat Klecung Kelod, where many tourists often stay at some homestays owned by local communities to experience life in the village while still working digitally. However, an inadequate internet connection is a significant obstacle in Tegalmengkeb Village. So, digital nomads who stay at local people's homes are forced to find a place with an adequate internet connection if they have to do something.

Developing a tourism village based on digital nomadism in Tegalmengkeb Village is not challenging to implement because the availability of components of tourism products in this village is adequate, such as the availability of 3 villa accommodation businesses and 12 homestays owned by local communities in Banjar Klecung Kelod and Klecung Kaja. Nowadays, local people are also aggressively preparing their houses to be used as homestays according to the agreed criteria. It is crucial to provide a stable and reliable internet connection and construct a co-working space as a place for digital nomads to work. The co-working development should integrate with the people in Tegalmengkeb Village to provide variety and new sensations for nomad digital tourists.

Based on the results of observations that have been made, the construction of this co-working space can be carried out in Banjar Kelecung Kelod in a local community plantation area that offers a comfortable and relaxed atmosphere. From this location, digital nomads tourists will be treated to natural views in community plantations, mountains, and views overlooking the beach, which will undoubtedly spoil them. In this research, a co-working space development plan in Tegalmengkeb Village has been prepared by adopting the *"catuspatha"* philosophy to promote the Balinese people's cultural richness. *Catuspatha* is a traditional Balinese concept of an intersection with sacred meaning and value as the center of urban growth. The concept of space is an expression of the cross-axis space pattern where there is a cross between the earth's axis and the sun, which is oriented to the center of a road intersection *(Perempatan Agung)* at the center of the settlement. *Catuspatha* consists of four elements, namely the castle, as the center of government which doubles as a house of office, the market as a trade center or four transactions, the *wantilan* building as a cultural / entertainment center, and a public open space which is often used as a recreational park and is usually equipped with an open building long or *bale lantang* (Dharma & Aulia, 2017; Mahira, 2014; Putra, 2005).

The design of this co-working space will be built using natural materials, like HuBud in the Ubud area. It is intended that the co-working space is not permanent so that the architecture of the building can be changed within a certain period to provide a new atmosphere for tourists. The design that has been prepared contains plans for constructing co-working spaces and other supporting facilities needed by tourists with diversification as a differentiator from other destinations. The design consists of five elements, namely:

1. Co-working space
   The primary function is built as a place for digital nomads to work digitally. There are two types of co-working spaces to be built, namely outdoor and semi-outdoor, which are tailored to each tourist's preferences.
2. Community-space
   The support function is a semicircular amphitheater that can be used by digital nomads for some joint activities, such as seminars, interactive talk shows, sharing sessions, training, Etc.
3. Digital Market
   A unique area is provided as a trade function where local people can market Balinese food and drinks, especially Tegalmengkeb Village. It is intended that agricultural products that have been sold directly to distributors can be processed to meet tourists' needs with a much higher economic value. There are culinary products that can be developed in this village, such as seafood, processed food from corn, typical village drinks made from mushrooms, fruits, Etc. In this digital market, people can also add some attractions, such as Balinese cultural arts performances, live music, watching together, painting exhibitions, and so on, to preserve the culture and a place for creativity.
4. Observation tower
   A four-story building specially designed as a place for tourists to enjoy the potential of the village's natural beauty, which is still beautiful and natural. From this observation

tower, tourists can see the village's view while sipping a cup of coffee and chatting casually with other tourists. This building will also be a very comfortable place for tourists to unwind and refresh their minds.

5. An attractive and Educational Garden

   particular area is designed to provide attractions for tourists, such as swing games, treetops, greenhouses, and complementary facilities. The development of some attractions in this area still needs to be re-analyzed according to tourists' needs and the environment's carrying capacity.

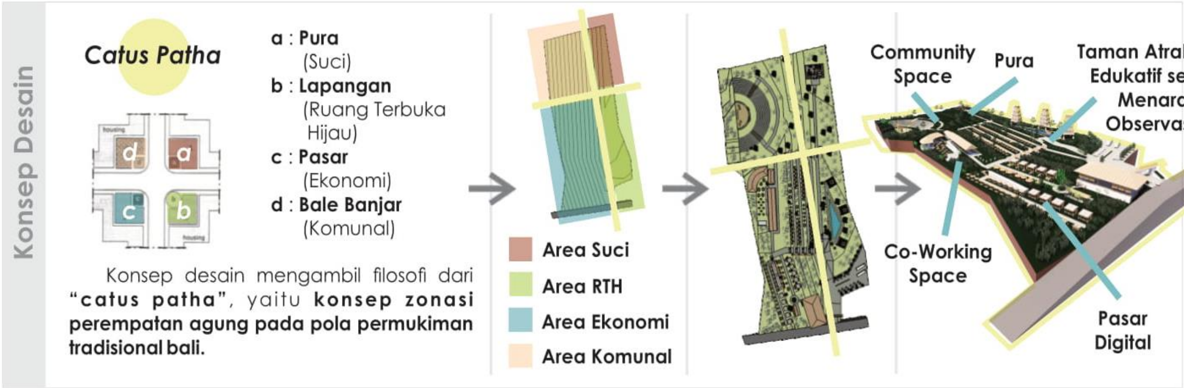

Figure 1. Design of Co-Working Space Development in Tegalmengkeb Village

Source: Research Result (2020)

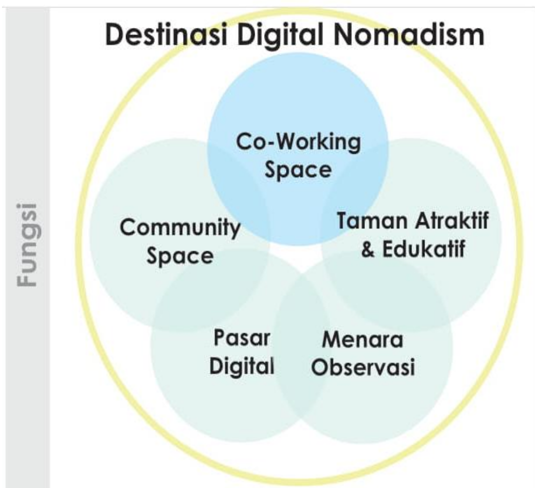

Figure 2. Design of Co-Working Space Development in Tegalmengkeb Village

Source: Research Result (2020)

Figure 3. Design of Co-Working Space Development in Tegalmengkeb Village

Source: Research Result (2020)

The development of a co-working space in Tegalmengkeb Village should also be followed by mastery of digital skills by local communities, especially millennials, to collaborate and be involved in various projects that are being carried out by nomadic tourists. Thus, millennials can become digital workers and earn income through the work they produce. The public should pay attention to this so that they are not only "spectators" but can also act like actors. Furthermore, digital nomads tourists should also be involved in various community activities so that the interactions that occur are not limited to visitors and co-working space service providers. The community can offer digital nomads to participate in cleaning activities in the village, attend cultural activities organized by Seka Teruna-Teruni (village youth groups), village meetings, Etc. So that tourists digital nomads will feel comfortable and think of local people as their family.

This, of course, will have implications for digital nomads' openness to help and transfer knowledge to local communities. This practice has happened in this village where a digital nomads tourist has routinely donated dozens of dog food sacks for almost two years to a community in Banjar Klecung Kelod, who established an animal shelter. These digital nomads tourists also bear the cost of sterilizing tens of dogs in these shelters and even offer the same thing for all people in Tegalmengkeb Village. These tourists often invite their fellow digital nomads to provide assistance and visit animal shelters in this village. This kind of practice must be maintained and developed in Tegalmengkeb Village when digital nomadism destinations are realized and managed by local communities after the COVID-19 pandemic.

In implementing the development of Tegalmengkeb Village as a tourism village based on digital nomadism, the village can propose the construction of the co-working space design as a Village-Owned Enterprise (BUMDes). BUMDes is a business entity whose entire or most of its capital is owned by the Village through direct participation from separated Village assets to manage assets, services, and other businesses for the Village community's maximum welfare (Village Law/6/2014). This aims to help the community in terms of funding and ensure a collective management system. Apart from that, this will also encourage all elements of society in policymaking, implementation, supervision, and profit-sharing. According to (Situmorang & Narottama, 2019), the process of establishing BUMDes is comfortable and very appropriate to support collaborative business development in the village.

Through the BUMDes, Tegalmengkeb Village will receive profits from tourists' transactions while in the village, such as co-working space rental fees, lodging, food, drinks, Etc. This, of course, will impact increasing Village Original Income (PADes) after the COVID-19 pandemic, which previously experienced contraction. Besides, the presence of tourists in Tegalmengkeb Village will also open up other business opportunities, such as homestays, tourist attractions, culinary businesses, and so on, directly impacting the absorption of local labor in line with the principles of village development.

5. Conclusion

The COVID-19 pandemic that has plagued the world is a crisis and the worst historical record for the tourism sector since 1950. This pandemic has had a massive impact on all aspects of human life and the global economic sector, especially tourism. Bali Province is one of the areas most affected by COVID-19 pandemic because most of its economy comes from the tourism sector. This pandemic caused a contraction of the Balinese economy by -6.13% in the first semester. However, this pandemic should not only be interpreted as a catastrophe but a momentum to reorganize tourism in the future. One of the focuses in efforts to restore and redesign tourism in Bali is developing digital nomadism-based products that are predicted to increase in line with the development of the global gig economy. This idea can be realized by developing a tourism village based on digital nomadism in Tegalmengkeb Village, Tabanan Regency, Bali.

Based on the research results, Tegalmengkeb Village was declared feasible for a tourist village with the fulfill category. However, the potential for natural and cultural tourism in this village is considered unique and attractive enough to be developed as the primary basis for tourism development. The type of tourism village development that is suitable to be carried out in Tegalmengkeb Village is a combination based on integrating the potential of nature, culture, and community creativity. The development of a tourism village based on digital nomadism is an innovation that can be carried out in Tegalmengkeb Village to display aspects of tourism product diversification and in line with global tourism trends. Some facts, namely as follows, also support the feasibility of this idea:

1. Digital nomadic tourists are predicted to experience an increase in line with the development of the global gig economy and the transformation of increasingly digital human life during the COVID-19 pandemic;
2. Bali is one of the most popular and best digital nomadism destinations in the world;
3. The practice of digital nomadism will transform into a new type of tourism that is increasingly popular in Bali, but this still lacks attention from tourism business actors;
4. Digital nomadic tourists have a great interest in learning about and being part of a new culture, but the availability of some co-working spaces in Bali, generally located in urban areas, does not reflect the traditional life of the people;

5. The practice of digital nomadism has been identified in an accommodation business in Tegalmengkeb Village.

The development of Tegalmengkeb Village as a tourism village based on digital nomadism can be realized by providing an adequate internet connection, developing a co-working space as compiled in this study, and mastery of digital technology for millennials. To implement this idea, the community can propose Village-Owned Enterprises (BUMDes) to help fund and support a collective management system. The development of Tegalmengkeb Village as a tourism village based on digital nomadism will support the revival of the regional economy after the COVID-19 pandemic and create jobs for local communities.

Limitation and study forward

This study analyzes the feasibility of developing Tegalmengkeb Village as a tourist village and provides recommendations for developing digital nomadism-based products. However, this study does not analyze the feasibility of developing the tourism product, both from the business side and tourists and local communities' response, which is considered very important. Further research is expected to provide more complete study results and formulate indicators of developing digital nomadism-based tourism villages by tourist preferences without neglecting tourism villages' principles.of this study.

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A STUDY OF FOREIGN MEDICAL TOURISTS MOBILITY TO SOUTH KOREA FOR MEDICAL SERVICES

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Abstract

Purpose: This study aims to find whether the phenomenon of Korean Wave, perceptions of Korean Image, the quality of medical services are still believed to have positive correlations with the patients' behavioral intentions regarding Korean Medical Tourism.

Methodology: In this research, a qualitative study is used to answer the research questions. An open-ended list of questions was prepared for the face-to-face interviews that were conducted according to a timely schedule. Also, foreign medical tourists clip testimony was also used as a source for the secondary.

Findings: Korean Wave has been known for almost a decade, but it is still very effective vehicle in attracting tourists to visit Korea for medical services or surgeries. A rapid industrialization and economic development in South Korea has also influenced the government attention to improve rapidly the image and quality of service of Korea Medical Tourism and like the results, more foreign patients have been visiting Korea. Finally, foreign patients who have undergone their surgeries in Korea are willing to recommend to friends or relatives.

Limitation: This study use qualitative research and secondary data method in the research, the lack of data sources became constraint for authors to analyze, identify, and investigate the research by combining with quantitative research somehow. Thus, a quantitative research could also be adopted into further research by using Confirmatory factor analysis and SEM to analyze the factors the travelers to seek medical treatments in South Korea. It is also important for further research to be emphasize to study about the medical service providers in their plans for sustainability.

Contribution: This study enriches the researches in the area of medical tourism. Medical tourism is interesting since many aspects can be linked into the area of medical tourism, such as marketing strategies, services quality, customer's behavior, anthropology, economics, ethical issues, tourism, etc. Also, it can also give real contributions to either business practices (hospitals and clinics) or government as the regulator that provides the rules and policies.

Keywords: *Medical Tourism, country image, service quality, behavioral intention.*

1. Introduction

The medical tourism industry is a booming industry in the world and being considered as one of the fastest growing industry sectors up until several years to come (VOA News, 2011). It is a booming international industry where patients (medical tourists) seek healthcare services from sources outside their country. Millions of medical tourists flock every year to receive high-standard medical treatments in excellent facilities with reasonable price. Thus, the service providers (hospitals and clinics) in this industry are now competing fiercely to offer world class healthcare services with passion for patient care and at the affordable price. As the results, many hospitals and clinics continuously improve their services and facilities with the highly advanced healthcare facilities that have a cutting-edge medical technology.

Many medical tourists consider traveling abroad to receive medical services because inside their country do not necessarily have a great global reputation for health care. Another reason is that there are hospitals and clinics that can provide better treatment with a good quality of healthcare services at affordable prices. Meanwhile, others prefer to avoid long waiting lists and dodging questions from colleagues and family. Accordingly, there is still potential for cost savings on medical procedures and at the same time these medical tourists are still able to receive internationally-trained, experienced medical staff and also enjoy the excellence of tourism infrastructure in foreign countries.

There are several top destination countries for medical tourism in Asian regions such as Singapore, India, Malaysia, Thailand, South Korea, and Taiwan. South Korea has been growing as a tourist destination of choice for health and vacation because of their world class physicians, modern technology, and unique caring and compassion at great values for money at a fraction of the cost in the west. The country is home to some of the best hospitals and stands alone specialty clinics in the world. South Korea is also a world-renowned specialty like cosmetic/plastic surgery, highly-skilled doctors in all areas of medicine, and state-of-the-art hospitals and clinics; and it’s all on offer for far less money than in the West.

The strategic location of South Korea (located in the northeastern section of the Asian continent) has contributed to the increasing of travelers from neighboring countries to visit South Korea either to have a pure joy of traveling or to have medical treatment with the joy of traveling as well. Also, South Korea is very popular with so-called “Hallyu” (also known as Korean Wave) because of its television dramas, movies, reality TV shows and popular music songs or K-pop.

The Korean wave has fundamentally changed the national image of Korea in a positive way. The Korean wave ultimately improved Korea’s image in foreign countries, which in turn created a ripple effect that has extended much farther than just the Korean economy. A research conducted by Chang (2007) said that the Korean Wave phenomenon via the ‘film-induced tourism’ has been contributing to the new revenue source of Korea tourism industry. Furthermore, Jung also mentioned that ‘Film-induced Tourism’ has been a trigger to improve the image of a national brand ‘Korea’ in many areas, having a positive effect on the tourism industry as well.

In addition to that, Seok-Chan Eun (2013) explained briefly about direct and indirect economics effect of Hallyu. The direct economic effects of Hallyu are based on the increased export of Korean culture, that is, of cultural content. Exports are a growth motive for the pop culture industry. Meanwhile, the indirect economic effects of Hallyu may lead to the improved recognition of Korea (image of Korea), the increased sales of Korean consumer products, the promotion of the business activities of Korean companies, and the increased access to global markets for Korean manufacturing and service industries.

The phenomenon of Korean Wave has also transformed into a preference for other Korean products and lifestyles alike, among Asian people in South East Asia, China, Japan and Taiwan. Korean stars have made a big impact on the consumer culture, including food, fashion, make-up trends, and even plastic surgery as one of the top demanding medical services in Korea for foreigners, especially from Mainland China.

South Korea is becoming a popular destination for Chinese people to experience new cultures. Others want to stock up on cosmetic products that are costlier at home (Kim et al., 2013). Another lure for overseas travel is for better or more affordable medical care compared with the medical cost in the west such as Switzerland and the U.S. Most of these Chinese medical tourists usually seek for body modifications from the minor surgeries, like double eyelids or noses surgery, to the extreme surgeries, like facial restructuring and the other parts of their bodies. A significant number of these medical tourists are wealthy Chinese people who are bolstering the bottom line of hospitals and clinics by paying cash for high-end treatment and in some case with services such as tailored menus as per client request. According to The Korea Tourism Organization says that in the year 2013 nearly 400,000 people flew to South Korea for cosmetic surgery, and Chinese being the biggest number among them.

Different from Chinese Medical Tourists, Indonesian Medical Tourists are usually fly into Penang, Malaysia or Singapore for having medical services. Most of them are traveling from Sumatera Island and Java Island to have better medical treatment since inside their hometown do not necessarily have a great global reputation for medical services. Mal-practice cases in Indonesia have also caused many wealthy Indonesians prefer to have medical treatments overseas for more complicated diseases.

Meanwhile, for most of the western people such as from North America, they travel to South Korea because medical costs are costly in their country; it is not easy to receive a general medical examination. So there are a lot of cases of people without private insurance coming to Korea to receive examinations.

Refer to the information that has been briefly stated above, this research attempt to find the motivations of medical tourists to travel abroad for their treatment. The target respondent would be any foreign patients from different nationalities who travel to South Korea to have medical treatment not only for doing plastic surgery but also the other type of medical services. Also, this research will investigate whether the phenomenon of Korean Wave, perceptions of Korean Image, the quality of medical services are still believed to have positive correlations with the patients' behavioral intentions regarding Korean Medical Tourism.

2. Literature review and hypotheses development

In recent years, medical tourism is gaining more interests in the eyes of international scholars both in developed countries and developing countries. Many researchers assigned by the government or university scholars would like to conduct research related to medical tourism to get prior knowledge before making policy, or to make better decisions and understand the industry better. In 2007, South Korea started a breakthrough in the medical tourism and ever since that time, Korea has been experiencing a rapid growth of medical tourism industry and received economic benefits from the exponential progress in fostering medical tourism. The phenomenon of Korean Wave has been believed giving contribution in drawing foreign tourists to visit Korea for medical services.

A study conducted by Chen (2008) is studying the role of the government, especially the central government in developing cultural tourism. There are three ways that government can intervene in cultural tourism. They are the strategy, forming state organization, and another aspect of state function. By applying this strategy in the area of medical tourism, a country is expected to be able to get more benefits and enhance the economy as well.

Another study about Korean Wave was conducted by Lee (2011). The study aims to investigate Korean Wave and its implications of cultural influence on neighboring countries. Finding reveals that in the beginning, the Korean wave was merely a cultural phenomenon to a specific region; however, the growth and impact far exceeded expectations by influencing the whole of Asia including Japan, Taiwan, and South East Asia Countries.

In China, The soap opera and K-Pop (Korean pop music) have been the two main sources of the Korean Wave. While K-Pop has attracted mostly the teenage generation, the Korean TV dramas have generated various reactions from a relatively wider range of the Chinese audience (Kim, 2011). These K-Pop stars or the actors and actresses of Korean Drama are depicting the image of Korea for their audiences in abroad.

Some scholars have also done researches in the area about country image. For example, Laroche et al. (2005) conducted a research about the influence of country image structure on consumer evaluations of foreign products. Their study was designed to extend knowledge of cognitive processing of country of origin cues by refining the concept of country image and investigating its role in product evaluations. From the findings, it was found that country image is a three-dimensional concept consisting of cognitive, affective, and conative components. The authors also modeled the relationships among country image, product beliefs, and product evaluations, and found that country image and product beliefs affect product evaluations simultaneously regardless of consumers' level of familiarity with a country's products.

Meanwhile, Ayyildiz and Chengiz (2007) conducted research about country image effects on customer loyalty model in the context of Hot Springs. The results indicated that country image affect customer loyalty and customer loyalty's antecedent. They added, there is an important relationship between a country's general image and that country's customers' loyalty. The country image cue triggers a global evaluation of quality, performance, or specific products/services' attributes, customer satisfaction, and customer loyalty.

Regarding the quality perception, customer satisfaction, and customer loyalty, especially in the medical tourism area, Cheick (2014) found that the perceived quality of the clinic has a positive impact on the level of medical tourists' satisfaction. Besides, the finding also tells that satisfaction influences relational loyalty. The research was conducted in Tunisia in attempting to analyze the impact of perceived quality of clinic on medical tourists' satisfaction and the role of satisfaction in building relational loyalty. Gera (2011) investigated the link between service quality, value, satisfaction and behavioral intentions in a public sector bank in India and one of their results states that "Service quality was found to impact significantly on customer satisfaction and value perceptions" (Gera, 2011, p. 2-20).

Finally, relevant literature related to Medical Tourism conducted by of Crooks V. et al. (2010) who examined the motivation and pushed factors for which patients decide to leave their country and seek medical care abroad. For the implementation of the specific research 348 academic articles, media sources and gray literature reports were used. Concerning the specific study, determining factors for medical tourists are, first of all, the high cost and lack of insurance in their country as well as the long waiting time. "Patients can be pulled towards medical tourism hospitals that are renowned for the quality of service, care, and facilities they offer" (Crooks V., et al. 2010:6). It is also more possible for patients to choose hospitals in which the staff speaks their native language. "Related to this, the religious accessibility of medical tourism facilities and destination nations is another consideration that can pull patients to one location over another." This study aims to investigate foreign medical tourist mobility to South Korea for having medical Services by evaluating whether Korean Wave, Country Image, Service Quality are still contributing and influencing foreign medical tourist to participate in Korean medical services and to know their future behavioral intentions after doing medical services in Korea.

Korean Wave

From the internet searches, Hallyu terminology was firstly started in mainland China several years ago and has since spread to Taiwan, Hong Kong, Japan, and such South East Asian countries as Vietnam and Indonesia. In was in November 1999, when the Beijing Youth Daily first used the term "Hallyu" or Korean Wave in its report. The report was about the unprecedented success of a famous Korean pop group's concert in Beijing. Since then, this term has been widely used to describe the popularity of South Korean pop culture abroad.

According to Jang and Paik (2012) The Korean Wave is generally understood in terms of the recent increase in the popularity of Korean cultural products such as television dramas, movies, popular music (K-pop) and dance (B-boys), video games as well to a lesser extent toward Korean fashion, food, tourism and language. Winter Sonata was the very beginning of Korean drama that became popular in Japan and spread to China, Taiwan, and Hong Kong.

In the 1990s, the Korean Wave started with TV dramas, but in the 2000s, the Korean Wave has spread to the world through the Internet and social media. A rapid growth of social network services such as YouTube, Facebook, and Twitter has made it possible to expand the Korean Wave beyond Asia to Europe and America. One of worldwide and outstanding K-Pop star, PSY with "Gangnam Style" has already become YouTube's most watched video (one billion views), making it the first video on the Internet to reach the marker (Billboard, 2012).

Furthermore, Jang and Paik (2012) defined three characteristics of the Korean Wave. First, The Korean Wave is not a true 'Korean' wave, rather it is a hybrid of the traditional Korean cultures and western cultures, particularly American. This characteristic is likely to be similar with the statement revealed by Yang (2012). He stated that Hallyu can be viewed as a product of recent capitalist development. Korean pop culture seduces audiences by combining the enticing images of Westernized modernity with just the right amount of Asian sentimentality. Second, the spread of the Korean Wave has produced different impacts at the cross-national level, which confirms Florida's view that the world is not flat. Simply put, the effects of cultural fusion are, in the case of the Korean Wave, different across societies and regions. Third, there have been significant "anti-Korean Wave" movements and slogans in Japan, China, and Taiwan, indicating both the success of the Korean wave and an uneasiness of non-reciprocal cross-cultural exchanges (Lee, 2009). Cai (2011: p. 2) reports that "China's State Administration for Radio Film and Television also said in December 2005 that China had been too generous with the import of Korean TV dramas and called for a stricter screening process. It also said China should limit airtime for Korean dramas to 50 percent. Afterward, China Central Television said it would gradually reduce the amount of time allotted to soap operas from Korea. Beijing TV said it was pondering a similar move and could start showing more Hong Kong and Taiwan-made soap operas".

Korean Movies / Korean Drama

The rise of the Korean Wave across mainland China and other neighboring countries such as Japan, Taiwan, and Hong Kong was first with the presence of Korean drama and TV soap opera. One of the main reasons for the popularity of the Korean dramas was that they skillfully blended the Western and Confucian cultures and traditional values such as harmony, community, strong morality, and respect for family ties, which seem to attract cultural consumers in East Asia (Shin, 2006; Yun, 2009). But this cultural commonality approach is obviously not enough to explain the Hallyu phenomenon in South East Asia countries. For one, such South Asian countries as Malaysia, the Philippines, Thailand and Indonesia are not Confucian and share little cultural elements with Korea (Shin, 2006; Kim 2007; Yang 2006).

Ji-Eun Kim (2011) revealed that there have been mainly two types of the Korean drama exported to China – historical and contemporary dramas:

- Historical drama. The historical dramas are usually centered on the well-known historical figures and events. Within the particular historical time frame, fictional elements are added to complement the unrecorded part of the history and stimulate viewers' interests. For example Dae Jang Geum or The Great Jang Geum.
- Contemporary drama. It is fictional and takes place in the setting of the current South Korean society. Most of the dramas in this category portrait daily lives in urban areas. The central themes of the contemporary drama vary from love and family to politics. For example, Autumn in My Heart and Winter Sonata are just a few of many Korean soap operas that have become household names in China. Full House (2004) My Name is Kim Sam Soon (2005).

Korean dramas are popular for various reasons in different countries. Americans find Korean dramas relaxing and cheerful, and Europeans find the plots uncomplicated and romantic. Asians, meanwhile, discover lifestyles and trends they wish to emulate. The Middle East finds it the subtle repression of emotions and intense romantic passion without overt sexuality. Muslim countries find the dramas "safe." Saudi Arabia's monarchical government broadcasted Dae Jang Geum and Jumong, which portrays Korea's hero-themed drama for emphasizing support and loyalty to the government. While Asians enjoy the common tradition and "against all odd" themes in Korean historical epic dramas, Western audiences like the refreshing humor, fanciful plots, and sincerity such as "My Lovely Kim Sam-soon" and "Boys over Flowers". Unlike Latin American soap operas featuring sexual and sensational topics and scenes, "My Lovely Kim Sam-soon" including romanticism and modern Cinderella storylines was aired on major television net-works in Peru in its prime time nine o'clock slot instead of the news (The Korean Wave, 2011).

Korean Popular Song

Korean popular songs (K-Pop) are believed as the second stage of Korean Wave which has been spreading worldwide through the internet and social media. The first stage of Korean Wave was started by Korean TV drama and TV opera soap. In the second stage of Korean Wave, a rapid growth of social network services such as YouTube, Facebook, and Twitter has made it possible to expand the Korean Wave beyond Asia to Europe. Videos of Girl's Generation provided on SM Entertainment's YouTube channel are one of the most widely downloaded videos world-wide. One of those videos, "Gee", has been watched 42 million times by viewers from all over the world, including Thailand, the United States, Japan and Europe (The Korean Wave, 2011: p. 47). PSY with "Gangnam Style" has already become YouTube's most watched video (one billion views), making it the first video on the Internet to reach the marker (Billboard, 2012).

K-Pop is a type of music which includes dance, electronic music, electro-pop, hip-hop, and R&B. Within South Korea, the term K-Pop refers to a broad spectrum of music styles including rock, ballads and pop music. It all refers to music that is produced by people from Korean origin and sung in Korean. K-Pop music has been successfully attracted mostly the teenage generation and not only within Korea but also all over the world.

As reported on Korea Focus website, long time before the booming of Hallyu, the first Korean singer who performed in another country was Cho Yong-Pil. Cho entered the Japanese market and for four consecutive years he performed at NHK’s annual New Year’s Eve show, Kohaku Uta Gassen, or simply Kohaku, the biggest television event of the year. Regarding boy-band and girl-band as the first generation of entertainers under the term, Hallyu was the groups HOT and Baby Vox, who earned great popularity in China. These two groups, who could be called the prototype of today’s idols, grabbed the attention of not only Korean teens but also the Chinese with their radical music, dance, and fashion.

Korean Fashion

Korean fashion was firstly started to enter the foreign market in the early 1990s (Korean Culture and Information Service, 2012). However, during that time, the Korean fashion was hampered by global perceptions of the country’s brand. As in the market, fashion from France, Italy, the United States and Great Britain was top major fashions in the global market; meanwhile, Korea's fashion was not as that popular as nowadays yet.

In 2004, things began to change. The Korean Wave is spreading its positive effect onto fashion industry. The Korean fashion industry gets on the bandwagon of the flourishing Korean Wave these days. The famous Korean drama (television miniseries) Winter Sonata met with explosive popularity in Japan; the outfits, scarves, and hairstyles of leads Choi Ji-woo and Bae Yong-Joon became all the rage.

It was 'Concept Korea', which was formed by the Korean Ministry of Culture, Sports and Tourism to promote the exchange of ideas, commerce, employment opportunities, training, exposure and relationships necessary for emerging and established designers to succeed in foreign markets. Concept Korea’s primary objective is to utilize each other’s strategies and resources in marketing, retail relationships, and sourcing, creating a crossover of opportunity that will benefit our respective designers. Concept Korea will act as a catalyst to the Asian market and particularly serve as insight to Seoul as the new and exciting Fashion Capital of Asia. Concept Korea is firmly intended to be an educational endeavor for young designers venturing into the Asian market.

Every year, Concept Korea conducts fashion show supported by the Korean Ministry of Culture, Sports and Tourism and the Korea Creative Content Agency not only in Korea but also in New York, United States. In the fashion shows, several famous Korean designers participate and their collections are on display and worn by catwalk models in front of a rapt audience. For example, a website Korea.Net (2014) reported the most recent “Concept Korea Spring/Summer 2015” fashion show took the three designers and put them under the spotlight at the Lincoln Center for the Performing Arts in New York. The three designers are Lee Ju-young, Lee Seung-hee, and Ko Tae-young. Lee Ju-Young, the owner of the fashion brand Resurrection, revealed her new collection of simple, casual menswear for spring and summer, all inspired by the theme "casual and masculine." Ko Tae-young, of the Beyond Closet brand of menswear, showed off a collection of school uniform-themed casual clothes designed especially for young men in their teens and twenties. Lee Seung-hee introduced to the fashion trendsetters of New York her designs from her own brand Leyii, a line of clothing that maximizes the feminine silhouette.

Nowadays, Korea is big fashion businesses and is continuing a new strategy foreign expansion. According to online news Korea focuses website (2010), it is said that Korean fashion is the third reason of foreigners (13.7 percent) to visit after, after shopping (60.5 percent) and culinary tourism (41 percent). The Korean fashion designers who involved in this industry are eager to present their distinctive identity and characteristics, either by absorbing existing designer brands or developing their own.

Country Image

The theory of country image is not new theory in the academic literature. In 1973, a literature review conducted by Mayo and Hunt (1975) revealed that country image plays a major part in the decision-making process regarding tourism destinations. It is understood to stand for the impact that generalizations and perceptions about a country have on a person's evaluations of the country's products and brands. The country image is defined as the picture, the reputation, the stereotype that businesspeople and consumer attach to products of a specific country (Sauer et al., 1991). In other words, the images of countries are also impacted by the perceptions of what a country produces and the services it provides.

Regarding medical tourism, hospitals and clinics products and services represent the image of the country to attract foreign medical tourists to visit and to have medical services. Thus, high qualities, latest technology, low cost, cultural proximity, etc., are usually the factors that influence medical tourists to do medical services in the country. According to Medical Travel Quality Alliance (a.k.a MTQUA) website, listed ten countries as World's Best Hospitals for Medical Tourists for 2014 they are:

1. Prince Court Medical Center, Malaysia
2. Asklepios Klinik Barmbek, Germany
3. Fortis Hospital Bangalore, India
4. Anadolu Medical Center, Turkey
5. Wooridul Spine Hospital, Korea
6. Shouldice Hospital, Canada
7. Gleneagles Hospital, Singapore
8. Clemenceau Medical Center, Lebanon
9. Bumrungrad International, Thailand
10. Mediclinic Morningside, South Africa

The criteria for listing the above World's Best Hospitals are based on these factors (order of importance):

1. Medical quality and outcomes
2. International patient communication and care management

3. International patient marketing
4. Value for service
5. Patient safety and security
6. Transparency and disclosure
7. Attention to other unique needs of the medical traveler
8. Website
9. Management
10. Partnerships, alliances and external support

Medical tourists have a world of choice in health care and are taking advantage of this. But the information they have to base their choices on is often bewildering, confusing, and wrong. Patients looking for medical care and treatment abroad need accurate up-to-date and reliable information. Whether a website or a medical tourism company can provide the sort of information that will answer concerns about best quality or high standards of patient safety and care management is often a concern.

Some patients now consider accreditation status and word of mouth recommendations before they make their choice of hospital, and that's a definite improvement over relying only on the internet for information or choosing the lowest cost. Issues such as patient safety and security, international patient operations and protocols, marketing integrity, transparency and facilitator review should be weighed heavily in any selection of hospital by the medical traveler.

To get the best value and care from going abroad for treatment to the best hospitals or other hospitals in the best medical destinations, MTQUA recommends that medical tourists consider using a qualified medical travel company or care manager who has professionally trained facilitators or agents on site to take care of any circumstances that may arise, medical or otherwise.

Perceived Service Quality

Several scholars have studied about the service quality. Service quality is defined since by scholars as the weighted attributes of the service evaluation or as an overall assessment of the performed service (Balin and Giard, 2007). Meanwhile, Langlois and Tocquer (1992) defined service quality as "the relationship between the benefits obtained when using the service and the expected benefits".

Parasuraman et al. (1985) defined "service quality" as the degree and direction of discrepancy between a customer's perceptions and expectations, whereas "perceived service quality" is the gap between a customer's expectations and perceptions as a measurement of service quality. Parasuraman distinguished five dimensions of perceived service quality (reliability, tangibles, responsiveness, assurance and empathy) and based on them consumers can judge the provided service. These attributes depend on the service in question and the consumer.

- Tangibles: it concerns the appearance of physical facilities (equipment, materials) as well as the staff in contact. In the medical tourism area, the provided tangible factors are medical equipment, physical facilities and appearance of the staff. Service providers try to make better their employees' appearance, facilities, equipment, and work areas give the best image about the clinic.

- Reliability: The ability to provide accurate service and accurately.
- Responsiveness: it is related to the willingness to meet the demands of consumers while providing prompt service. Thus, the service provider must respond promptly, rapidly, immediately and instantly to customer requests. Then, the waiting times should be short and adequate with the deadlines. This criterion is also associated to the competence and courtesy of employees and their level of trust and confidentiality. Indeed, in the field of medical tourism, politeness, courtesy of doctors and nurses as well as their ability to inspire confidence to help to improve the perceived service quality.
- Empathy: it is associated to the individualized attention the service provider pays to customers. In other words, the ability of the physician and the staff to pay particular attention to the patient, and maintaining individualized relationships.
- Assurance: it concerns qualifications, skills, training, and staff expertise.

Behavioral Intention

Behavioral intentions are defined as "patients' potential behaviors likely to be triggered by service quality and satisfaction" (Zeithaml et. Al., 1996). It represents the repurchase intentions, word of mouth, loyalty complaining behavior, and price sensitivity. In many studies, positive word of mouth, willingness to recommend and repurchase intentions are used to measure behavioral intentions (Theodorakis and Alexandris, 2008). Zeithaml et al., (1996) compiled a list of specific favorable behavioral intentions, including loyalty, switching intentions, willingness to pay more, external response, and internal response. The more positive the customer's experience, the more a customer is willing to reuse the service. According to Seth et al. (2005) many studies have also found a direct positive link between service quality and customer behavioral intentions.

Medical Tourism and the Institutions

In 2011, Medical Tourism Association defined "medical tourism refers to people who live in one country and travel to another country in order to receive medical, dental and surgical care while at the same time receiving equal to or greater care than they would have in their country, and are traveling for medical care because of affordability, better access to care or a higher level of quality of care". In the past, those that traveled internationally for healthcare were typically interested in treatments that were either unavailable in their home country or were not covered by health insurance (including many cosmetic and dental surgeries). They traveled to the neighboring countries to get medical treatment. But, recently, the medical tourists from America or Europe also travel to developing ASEAN countries for procedures like heart surgery, knee replacements, and hip resurfacing.

Medical tourism is the new growing market trend at the beginning of the 21st century, which is continually gaining popularity among highly industrialized countries. It is recently becoming a locomotive trend in combining two areas such tourism and healthcare markets. As the medical tourism business model and its benefits become more widely known, more countries will seek to enter this industry, and new services will be offered to gain share in medical tourism market (Jordan, 2010). Bookman (2007) in a book review entitled Medical Tourism in Developing Countries said that medical tourism as a strategy for economic growth, focusing on how revenue from international patients translates into output, jobs and income. They attempted to evaluate medical tourism from an economic standpoint.

Hospitals as the provider for medical services are supplied with the latest technology medical equipment, advanced diagnostic centers, a 24-hour emergency service center and customer helpdesks through free calling, a fully equipped intensive care unit, and advanced surgical amenities. Another component of medical tourism is the enhancement of healthcare professionals. Advanced technologies require fully trained staff in these. Moreover, the demand of physicians with high profile and reputation whose skills have already benefited patients is great, especially by medical tourists. Another matter worth mentioning is the quality assurance of medical services that hospitals provide.

It is important for patients to be ensured that the hospitals have accreditations from authorized bodies that are recognized and accepted internationally. "Apparently, quality control certification of a health unit must frequently be done and be improved according to international standards so as to meet international demands and expectations of patients. The assurance of quality conditions must be published to be widely known either from the hospital or by the certification body" (Jagyasi, 2010:3).

Apart from the certified high-quality medical services in combination with lower prices offered, the greater success of medical tourism lies in providing an integrated package of services for the patients and their relatives. The patients, to travel far from their homes take into account also the facilities that they will have there for the period; they will remain in this country. These facilities have to do with hospitality opportunities, housing, food and even sightseeing tours of a country depending on the patients‟ and their familiars‟ preferences and their health condition.

3. Research methodology

In this study, qualitative research interviews are used to answer the research questions. Qualitative methods are typically more flexible – that is, they allow greater spontaneity and adaptation of the interaction between the researcher and the study participant. Qualitative interviews are useful to understand personal experiences from the information's point of view (Kvale, 1996). Also, with qualitative methods, the relationship between the researcher and the participant is often less formal than in quantitative research. Participants have the opportunity to respond more elaborately and in greater detail than is typically the case with quantitative methods. In turn, researchers have the opportunity to respond immediately to what participants say by tailoring subsequent questions to information the participant has provided.

In this research a list of questions which employs the use of open-ended questions is being prepared for the face-to-face interviews according to a timely schedule. Since all items are originally written in English, a double-translation method is going to be used to translate them into Chinese to ensure conceptual equivalence. The respondents include Chinese, Indonesian and other nationalities that travel to Korea to have medical services.

Data is gathered by interviewing the people involved in the Korean medical tourism activities especially in hospitals or clinics located in Seoul. Purposive sampling was chosen due to sample size concerns, resources and time available, as well as the study's objectives. Purposive sample sizes are often determined by theoretical saturation (the point in data collection when new data no longer bring additional insights to the research questions). The table below summarizes the profile of our interviewees and serves as a description rather than as a tool for analysis, as we will not analyze the demographic characteristics of our interviewees in this research.

Table 1 Respondent Profile

	Nationality	**Occupation**	**Medical Tourism Experience**
Interviewee # 1	China	N/A	Yes, beauty surgery
Interviewee # 2	China	N/A	Yes, plastic surgery
Interviewee # 3	ROK	Staff *	-
Interviewee # 4	Japan	Wife-house	Yes, Eczema cure treatment
Interviewee # 5	Indonesia	Translator	-
Interviewee # 6	Abu Dhabi	Businessman	Yes, Spinal Surgery
Interviewee # 7	Russia	-	Yes, Spinal disc surgery
Interviewee # 8	Russia	-	Yes, Cervical Cancer Treatment
Interviewee # 9	USA (Korean-	-	Yes, General

	Amer ican)		medical exam
Interview ee # 10	Indon esia	-	Yes, Plastic Surgery
Interview ee # 11	Indon esia	-	Yes, Plastic surgery
Interview ee # 12	Egyp t		Yes, Spinal Surgery

Secondary data were obtained through the use of existing sources using desk research through academic articles, books, and the Internet. The information that retrieved from the Internet was obtained through websites of Korean Health Industry Development Institute (KHIDI), Visit Medical Korea, Medical Korea, Gangnam Medical Tour Center, Youtube, and Hospital or Clinics' websites.

4. Results and discussions

This study adopts a concept defined by LeCompte and Schensul (1999) that consists of looking at the theoretical framework, reviewing the research questions, creating summaries of interviews or survey results, creating collections of quotations. The resulting analysis in this study is divided into four main sections: Korean Wave, Country Image, Service Quality and Customer Behavioral Intentions. We decided to use this structure to create systematic explanations with the theory chapter and to show the interrelated character of those parts.

Part I: Korean Wave

The rise of the Korean Wave across Mainland China has also spread into the other countries such as Japan, Taiwan, Hong Kong, South East Asian Countries and even non-Asian countries in North America, Europe, the Middle East, and South America. With the explosive growth of Korean wave in many countries all around the world based on dramas and movies in the early stage, additional trends have developed. The audience in those countries is attaching themselves with everything that related to Korea such as Korean foods, learning the Korean language, watching Hallyu dramas with their friends or family and using Korean products such as cosmetics, gadgets, fashion.

The Korean wave ultimately improved Korea's image in foreign countries. People in the countries where Korean wave is booming are likely want to resemble their favorite Korean stars. For instance, in recent years, there have been increasing numbers of Chinese patients to come to Korea asking to look like a certain Korean Wave star.

"Well, Korean Drama actors and actresses are still giving the influence for the people from China to perform plastic surgery in Korea. One reality TV show so-called "Let me in" aired in China is very popular for most of Chinese people and triggered the

people from China to be looked more beautiful as well."

Interviewee # 1

The above statement is still relevant to the previous studies that have been conducted several years ago (Beeton, 2001; Busby & Klug, 2001; Connell, 2005). In other words, even though the Korean Wave has been known for almost a decade, but popular culture such as TV programs, drama, and pop-star are still very effective vehicle in attracting tourists to a destination while boosting the economic impacts and reinforcing positive images of a destination (Connell, 2005; Crockett & Wood, 2002).

In another occasion, another Chinese medical tourist said:
"Since the plastic surgeries and beauty surgeries have been successfully changed the physical appearance of most Korean to be looked more beautiful and handsome, I decided to undergo plastic surgery in Gangnam Area. In fact, there are many plastic surgery clinics in Gangnam/Apgujeong area that provide medical tourism packages for plastic surgery for international visitors.

Interviewee # 2

An online poll conducted in 2009 by English Chosun (one of Korean online news) showed that nearly 90 percent of Korean women would have plastic surgery. About 135 of respondents (58.2 percent) out of 232 women in their 20s and 30s said they had already plastic surgery. Eyelid surgery was the most popular, followed by nose jobs, liposuctions, face lifts and other kinds. There are several reasons for doing the plastic surgery. Some said they had gotten plastic surgery to help them get over anxiety about their looks while others said they wanted their looks to help them find jobs, and the rests said they wanted to appeal to the opposite sex. The phenomenon of plastic surgery within Korean people has also affected many countries across the world and especially all around Asia. There are now plenty of international customers who are looking for the "natural look" that Korean surgeons are so adept at producing.

As people in getting wealthier nowadays, they have more time and money to spend on their health and beauty. Beauty became so much the focus on their everyday lives especially for the people from Mainland China, Japan, Taiwan and South East Asia countries such as Vietnam, Singapore, Malaysia and Indonesia. But, in the case of South East Asian Countries and the people from North America and South America, the mobility of the people to Korea which influenced by Korean Wave was just started in 2013, as explained by the staff from Gangnam Medical Tour Center.

"In 2013, the numbers of people from South Eastern Asia such as Vietnam, Singapore, Thailand, Malaysia or Singapore who visit South Korea have been increasing. I think this is because of the influence of Korean Wave because a lot of Korean stars move to those countries to promote their songs and dramas. People like their performance, dramas and acting and also their face; they are so beautiful. That's why people from South East Asian countries want to be like them. So, they prefer to have medical services

like plastic surgery, dermatology. They want to have clean and white skin, and also high nose and big eyes. We also have some visitors from North America and South America. They also have known a lot about Korean stars and still listen to Korean Songs and watch Korean drama. They want to have a clean skin complexion and fewer wrinkles."

Interviewee # 3

Interestingly, there are also foreigners who visit Korea to have medical services that are not influenced by the Korean Wave. They decided to visit Korea for medical services or surgeries by the reference from friends or relatives. For instance, a foreign patient from Japan is depicting his story as below:

"I had eczema all over my body. So I went to a Japanese hospital to receive various treatments, such as steroid treatment, acupuncture, and massage. I did this for about a month, and I started to worry because the symptoms were not getting any better. At that time, a Korean woman who attended the same church as I did suggest a hospital in Korea that had a great environment and facility. After consulting about by condition at the customer counseling center, they suggested I find Dr. Don-hee Woo and receive treatment from him. After about a week, I started noticing an improvement on my face and ears. My wounds started to turn into scabs and fall off. I started noticing my skin becoming clearer."

Interviewee # 4

The above statement is matching with the explanation given by the Indonesian translator who is working in the beauty clinic.

"Foreign patients who satisfied with medical surgeries such as plastic surgery or beauty surgery are likely to recommend the hospital to his friends or relatives."

Interviewee # 5

Although Korean Wave is considered as the major factors that influence foreign patients to visit Korea for medical services, we may see the opportunities of social factors such as culture, family, social class, reference groups to be used for attracting foreigners in medical tourism.

Part II: County Image

South Korea is a country that has been successfully transforming itself from an aid recipient country into a donor country. The successfulness of economic transformation and sustained economic growth has made the country become one of four Asian Tigers. In addition to that, a rapid industrialization between the early 1960s and 1990s has contributed to the development of many other sectors including high-tech industries such as semiconductor, biotechnology, information and communication technologies, financial sectors, education, etc.

The most recent industry in which Korean government pays lots of attention is the Medical Tourism sector, which was identified and launched by the Former President Lee Myung-bak in 2007. During the year 2007, South Korea's record only visited by 16,000 foreign patients (Handley, 2011), but in 2012 the number had increased into 155,673 foreign patients as reported on the Korean Ministry of Health and Welfare website in 2013. More and more foreign patients are visiting Korea because of the images of Korea.

The staff from Gangnam Medical Tour Center told us that most of the medical tourists flock from China, Russia since Korea is not too far away from their country.

"Korea is the closest country from Sakhalin, Russia."

Interviewee # 7

"Russia is very close to our country. But, since the medical services and infrastructures in their country are very poor, so, they (Russian) need some intensive medical treatments, especially for the treatments like spine, infertility. That is why they are looking for good hospitals in Korea because it is only four or six hours to come here by flight. The foreign medical tourists also said that our country is very secure and safe, very clean and the traditional culinary foods are easy to be found and their country food as well. Also, the foreign medical tourists from China are saying their impression of Korea as a hectic country, busy, many buildings but still sophisticated since most Chinese people like to shop and eating the Korean food. They can find the restaurants very easy in Seoul because Seoul City is not a big city and the transportation like bus, subway, taxi, are available and convenient for them. For example, in the bus or subway there is always information or notice are presented in several languages including Korean, English, Chinese and Japanese."

Interviewee # 3

For Indonesian medical tourists, distance is the hamper and limits the willingness of engaging in a medical procedure in Korea. Indonesians usually prefer to go to either Malaysia or Singapore. The most principle reason that causes many Indonesians flock to these two countries is because they could not get good medical services in their country. Another reason is that culture and language similarity. Therefore, language is not becoming a barrier for them to do medical services in abroad. Also, Malaysia and Singapore can also be reached with only two hours flight.

For Chinese patients, they see Korea is the heaven for shopping and is near from their country. So, after having the surgeries, most of the Chinese people, especially for those who visit Korea for the first time, they would like to spend their time and money by exploring Seoul city, eat in the traditional Korean restaurant and do shopping. Myeong-dong is the heaven for them to go for shopping, especially the cosmetic product. And they usually will go to Dongdaemun for the Korean fashions. They Chinese medical tourists said it is cheaper to buy those items or products in Korea and later they can bring them to China as gifts for their friends or family/ relatives. Interestingly, different behavior can be found regarding the Korean food as it is explained by the foreign language translator who works in the hospital.

"Unfortunately, for the repeated medical tourists like Chinese and Indonesian, some of them are not too curious to try the variations of Korean food because of their lack of knowledge. Most of them only know kimchi, grilled meat, bibimbap. In fact, there are still many different kinds of Korean Food that available and worth to try by them."

Interviewee # 5

Meanwhile, different opinion or impression given by a foreign patient from Abu Dhabi, United Emirate Arab, as it is expressed below:

"I am a little bit reluctant to visit Korea for Medical Surgery even though I have visited Korea before for a business trip. In the beginning, I was thinking to go to Germany or UK for medical surgery. But, when I have already had the surgery I was surprised, the medical staff are professional and doing excellent jobs, effective and efficient, no time, the effort is wasted. I wished other organizations even in my country to use the same methodology and system."

Interviewee # 6

The above quotation is also supported by the explanation given by the staff of Gangnam Medical Tour Center.

"Korean Medical knowledge, technology and equipment are really in the front, and Korea also has high-skilled medical staff, because the elite status in Korea is doctors and to be a doctor is really difficult, they have to study hard, and they must be smart. Also, to be a specialized in their field, the doctors need to be in-training in the hospital for at least six years and must know all the procedures in the hospital."

Interviewee # 3

Part III: Perceived Service Quality

In 2009, Korea Tourism Organization conducted a survey to evaluate the perceptions of medical tourists regarding satisfaction with medical care services in Korea. There are several questions given to both foreign patients and Korean patients. But, the relevant results on the survey regarding the perception of Korean medical services, the patients considered the skills of medical staff the most important factor, which was followed by the reliability of medical centers (2nd), and medical facilities and equipment (3rd). Regarding other factors, patients considered staff-patient-manner first, followed by cost (2nd), ease of access (3rd), the convenience of communication (4th), aftercare service (5th), tourism-products packaged (6th), and insurance assistance (7th). In this context, several foreign patient respondents in this study have given their perceptions and their experiences as below:

"The hospital provided a picking up van service in the airport, and I got accompanied by a translator who also speaks Russian. The hospital also tried to maximize their comfort by preparing TV Program and meals that patient familiar with. So, I could enjoy Russian food in my room prepared by the chef in a hospital kitchen. Before I came to visit, I heard that this hospital is the best for treating spinal disorders. So, I was not worried because I trusted the doctors. The hospital has an advanced medical technologies, state-of-the-art equipment and warm compassion in treating foreign patients. Each time I asked them, they would provide friendly explanations. After having the surgeries, I felt much better now. I'm still recovering, but the symptoms that I had before the surgery are now gone, and I can stand and walk properly. Now I can return home. My family must be worried about me."

Interviewee # 7

"I was recommended by my doctor in Russia for specialized care for my cervical cancer. My doctor told me that this hospital had highly qualified specialists. The hospital has the state-of-the-art medical equipment and doctors. And they were able to make an accurate diagnosis and provide appropriate treatment. I am receiving both outpatient and inpatient radiation therapy at present. I have been getting personal attention throughout the treatment. The staffs has been very kind, dedicated and professional. I feel great and wish you well. The coordinator (translator) has involved from the beginning of the care and planned to stay with me until completion of the treatment. I hope that the hospital continues to help more patients regardless of their nationality."

Interviewee
8

"I had friends who recently learned of this hospital, and they said they should come here next time to receive their examinations in a comfortable environment. I am also very satisfied with the friendly and caring medical staff, the up-to-date medical equipment, and, of course, the beautiful natural environment surrounding the hospital."

Interviewee # 9

Meanwhile, the foreign patients from Indonesia who came to Korea are usually to have plastic surgery. They consider visiting Korea because Korea has been leading in the area of plastic surgery as they have seen from the Korean Stars who look very pretty and handsome.

"I had a good first impression with my English translator in the airport. The clinic is located in Gangnam, and it reminds me to Gangnam Style that was popular in Indonesia and the world as well. The surroundings of the clinic are nice. When I entered the clinic for the registration, the interior of the clinic is luxurious. The doctor is very friendly, and he explained in a very detail of the procedure before having the surgery and now I feel confident and more comfortable to do the plastic surgery. The processes are very systematic, and all staff is very friendly and detail, so I am quite impressive.

After a month of the surgery, I came back to the clinic to have post-surgery treatments that are as important as the surgery. I had a facial treatment for fast recovery and nail manicure treatment as well. And also I was getting a make-up service for the memory of my new look after the surgery. At first, I was hesitating, but after seeing the results, I am very satisfied. "

Interviewee # 10

Although in the beginning the Indonesian medical tourist was hesitated, after having the medical services in the Korean Beauty clinic and a good impression of all services provided by the clinic, the patient feels she looks prettier now and satisfied. Another Indonesian medical tourist had different experience during the medical services in a beauty clinic, as it is expressed below:

"I felt the medical services provided by the medical staff were very hastily."

Interviewee # 11

The above condition may happen to foreign patients because they are not familiar with the Korean daily habit so-called "Pali-pali" (빨리빨리). Pali-pali is a common Korean expression which means "Hurry up!" or "Faster!" that sometimes, it may give the bad impression in the eyes of foreign patients. Therefore, the role of the translator is required to explain this local behavior in a proper way so that it will be understood by the foreign patients.

Part IV: Behavioral Intentions

A study conducted by Cseriova & Konieczna (2012) revealed that trust and distrust are natural internal feelings of humans that drive their behavior, choices, and actions. Furthermore, their study explained that trust is crucial for human being towards having a surgery or any medical procedure abroad.

As already mentioned above, regarding the medical services that the foreign patients have undergone in any hospitals or clinics in Korea, most of our respondents are satisfied with the results, even though some of them were a little bit reluctant or hesitate in the beginning. According to the theory of behavioral intention this positive the foreign patients' experiences, will be more likely to trigger their willingness to reuse the service and or to recommend to others such as by word-of-mouth media. In this study, we also provide several foreign patients' behavior intentions as below:

"When I go back to American I am going to tell all my friends to come here. I send my thanks to the staff in the general medical examination center that made my stay at the hospital comfortable from the very beginning."

Interviewee # 9

"The good thing is I could find Halal food for Moslem. The hospital also told me the Kiblah (direction for praying) for performing my prayers. So, I recommend the hospital

for Moslem foreigners and also any foreigners from any countries to perform spinal surgery."

Interviewee # 12

The above quotations indicate that the foreign patients who have undergone their surgeries in Korea are willing to recommend the hospital or clinic to any friends or relatives or anyone who currently are seeking medical services with the same symptoms.

5. Conclusion

Medical tourism is a growing phenomenon not only in the real industry case but also for the academia research during the last few years. After gaining its economy on semiconductors, ships and steel, South Korea is now pushing its medical tourism through surgeons' skills in the beauty business to carve out a new position. The growth in the South Korean medical tourism industry has been well-supported by the government efforts and initiatives. It was the Former President Lee Myung-Bak as the initiator who identified the medical tourism industry as one of the ROK's growth engines over the next several years.

South Korea is developing its medical tourism industry by duplicating and expanding upon concepts formulated by its Asian neighbors. But, now the country has their world-class physicians, modern technology, and unique caring and compassion at great values for money at a fraction of the cost in the west. The country is also home to some of the best hospitals and stands alone specialty clinics in the world, offering world-class expertise, state-of-the-art facilities, and the warmth of hospitality. South Korea has made its initial foray into the lucrative market of Medical Tourism by launching the Council for Korea Medicine Overseas Promotion. Through medical tourism, Korea has been able to showcase the beauty of its country and its world-class medical facilities and doctors.

The present study was designed to understand the mobility of foreign medical tourists that flock to South Korea for having medical services. There are four variables were investigated in this study, they are Korean Wave, Country Image, Service Quality and Customer Behavioral Intentions. Based on these four variables, we were doing an interview with several foreign patients who have received the medical services in any hospitals or clinics in Korea. According to research conducted by Cseriova and Konieczna (2012) revealed that trust is really important when deciding on medical surgery in a foreign country. Without trust, they cannot imagine having surgery or any medical procedure abroad.

In this study revealed that the Korean Wave is considered still giving the influence for most of foreign medical tourists especially from mainland China to have plastic surgeries in Korea. The Korean wave is still happening now in Mainland China, and the beauty of Korean Stars has triggered them to be looked more beautiful just like the Korean stars. Confucian cultures and traditional values which are showed in the Korean drama have also been giving emotional feeling to the audiences who also share the same cultures and traditions. Even though the Korean Wave has been known for almost a decade in eastern Asia, but popular culture such as TV programs, drama, and pop-star are still very effective vehicle in attracting tourists to a destination while boosting the economic impacts and reinforcing positive images of a destination (Connell, 2005; Crockett & Wood, 2002).

However, in the case of South East Asian Countries and the people from North America and South America, the effect of Korean Wave booming that triggers the mobility of the people to Korea was just started in 2013. The tour of Korean Pop Stars or Korean Drama Stars to those countries to promote their songs and dramas is believed to be one factor that has attracted the people's mobility to Korea either for pure traveling or for having medical services, especially for plastic surgeries.

This study also revealed that South Korea is seen as the best place for shopping and surgeries especially plastic surgery, spinal surgery and others. Our respondents said that the hospitals (and clinics) in Korea had an advanced medical technologies, state-of-the-art equipment and warm compassion in treating foreign patients. For some people, they consider Korea as a hectic, busy, many buildings but still sophisticated and very safe and secure. Regarding the medical services, several foreign medical tourists, especially for the first time visitors are hesitated or doubt whether the results will be good or bad. But, in the end, after seeing the results and after the symptoms are gone, the foreign medical tourist were satisfied and would like to recommend to others to come to Korea for having medical services.

Regarding academic implications, conducting researches in the area of medical tourism seems really interesting since many aspects can be linked into the area of medical tourism, such as marketing strategies, services quality, customer's behavior, anthropology, economics, ethical issues, tourism, etc. Also, it can also give real contributions to either business practices (hospitals and clinics) or government as the regulator that provides the rules and policies.

Moreover, collaboration with other stakeholders is also important for the hospitals or clinics' concern in doing business in the area of medical tourism. For instance, Asiana airline looks to become the primary carrier for foreign medical tourists and has formed business partnerships with 24 hospitals and clinics. The Korean government should also continue promoting Korean Wave and its Medical services in more innovative ways and improve the image of Korea and its people who live abroad as an expatriate. Korea also should prevent low-quality cultural exports by adopting a prior examination and recommendation system for movies, dramas, etc.

Limitation and study forward

This study use qualitative research and secondary data method in the research, the lack of data sources became constraint for authors to analyze, identify, and investigate the research by combining with quantitative research somehow. Quantitative research could also be adopted into further research by using Confirmatory factor analysis and SEM to analyze the factors the travelers to seek medical treatments in South Korea. By reviewing the analysis of the research results, the providers (hospitals or clinics in Korea) can understand their current level of service and the scope for improvement. In addition, it would also help in determining the predictors of medical tourists' loyalty towards medical tourism services, because if the customers are satisfied the quality of services provided by the hospitals or clinics, usually they will either to visit again or giving positive word of mouth to promote the hospitals or clinics to friends or relatives, since word of mouth referral is the highest compliment for those who want to do plastic surgeries in Korea. Finally, it is also important for further research to be emphasize to study about the medical service providers in their plans for sustainability.

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LOCAL PEOPLES RELOCATION POLICY ON SUPER PRIORITY TOURISM DESTINATION KOMODO ISLAND, EAST NUSA TENGGARA (THE PERSPECTIVE OF HUMAN RIGHTS)

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ABSTRACT

The local peoples of Komodo Island have lived in the Komodo National Park for more than 100 years from generation to generation. They live side by side with Komodo dragons but conditions have changed since the number of tourist visits has increased. he discourse on relocation of settlements sparked the anger of the local peoples. This research raises issues regarding the human rights of local peoples to their place of residence in conservation areas which have been designated as super priority tourism destinations of the Indonesia Republic. This study uses an empirical legal method, analyzing the law through problems in the field, namely that government policies in relocating local peoples are assessed from a human rights perspective. Using legal material collection techniques, namely observation, interviews and documentation. Legal material analysis techniques use analysis techniques and evaluation techniques. The results of this study indicate that it is necessary the fulfillment of the goals of human rights must be fully guaranteed by the state as compensation for relocation. There is an in-depth study from the Central Government, namely the Ministry of Forestry and the Environment as the authority for attribution in settlement relocation, so that the right to a decent life and place of residence is guaranteed. Provincial and Regency Government in the authority of the delegation to involve local peoples in the development of super priority tourism destinations, so that the right to earn a living in the tourism sector is guaranteed. The benefit of writing can be used as material for recommendations in policy making in a conservation area designated as a super priority tourism destination

***Keywords**: human right, tourism law, super priority tourism destination*

1. Introduction

The President as the head of a country in the form of a Republic will put forward plans or programs in advancing the country he leads. Indonesia Republic prioritizes tourism as a main commodity, prioritized and designed as best as possible to be able to accelerate and advance the development of regions in Indonesia. Tourism cooperation through bilateral and regional international cooperation is carried out by the Central Government to introduce leading tourism destinations in Indonesia. The 2020-2024 Tourism Development Plan, which is a derivative of the 5 Work Priorities of the President of the Republic of Indonesia, focuses on Quality Tourism Experience, with the following main targets:

1. Foreign exchange and tourism added value
2. Destination, industry and society readiness
3. Human resource capacity

4. Environmental carrying capacity
5. Competitive tourism image of the archipelago

Derivative of the 2020-2024 Tourism Development Plan program from the Central Government of Indonesia Republic, the government establishes a tourism policy, namely developing tourism in 10 Priority Destinations and special programs in accelerating tourism development in 5 tourism destinations called 5 super priority tourism destinations, namely:

1. Lake Toba
2. Borobudur
3. Mandalika
4. Labuan Bajo
5. Likupang

Super priority tourism destinations were set at a limited cabinet meeting on July 15, 2019 by the President Indonesia Republic.

The Government of Indonesia Republic established the Komodo National Park with the aim of preserving the life of the Komodo dragon (Varanus komodoensis) along with its natural surroundings. Based on article 1 Number 9 in the Government Regulation of the Republic of Indonesia Number 28 of 2011 concerning Management of Nature Reserve Areas and Nature Conservation Areas, National Park is a Nature Conservation Area that has an original ecosystem, managed by a zoning system which is used for research, science, education, cultivation support, tourism and recreation purposes. Other Nature Conservation Areas are large forests and natural tourism parks.

Figure 1.
Three Parts Island from Komodo Island


Padar Island


Nusa Kode Island


Komodo Island

(*Source from Google*)

Komodo National Park has received special treatment because it has won several world awards (world recognition) from UNESCO as the Man and Biosphere Reserve (1977), World Heritage Site (1991) and The New 7 Wonder of Nature (2011). These international titles have given the Komodo National Park a strong and special position in the eyes of both the international and national world. The Central Government's policy in determining Labuan Bajo as a Super Priority Tourism Destination is a fast action by the Central Government in arranging Komodo National Park as Indonesia's leading tourism destination.

Dilemma always arises where a national park which has a function and use as a protected area, has a dual use as a national tourism strategic area. Changes will occur if tourism development is prioritized in the national park area. One of the controversial policy plan of the East Nusa Tenggara Provincial Government is the relocation of local peoples from Komodo Island. Relocation policy plan caused upheaval in the community. The restlessness and strong rejection of local peoples who have lived for generations on Komodo Island have resulted in deteriorating relations between the Regional Government of East Nusa Tenggara Province and local peoples.

This legal research analyzes the policy plan of the Provincial Government of East Nusa Tenggara in relocating local peoples settlements on Komodo Island from a human rights perspective because in accordance with the mandate of Law Number 39 of 1999 concerning Human Rights, customary land rights are protected by law, the community and the Government.

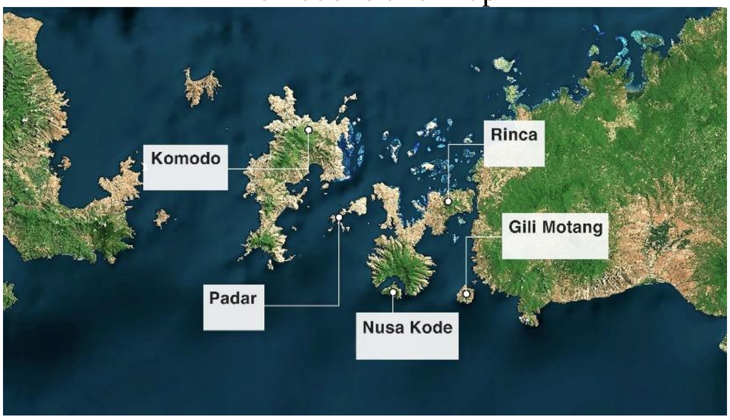
2. Literature review and hypotheses development

Previous research studies were carried out in order to compare previous research with research to be carried out based on the focus and locus of the research so that there was no double research and to find out the advantages of the current research. The research from Oksimana Darmawan, namely the Policy of DKI Jakarta Provincial Government For Relocation of Street Vendors In Perspective Law And Rights. The difference between this study and the research from Oksimana Darmawan is the location of the study and the function of the area. The National Park, which is a conservation area and a super priority tourism destination in Indonesia, has a wider scope and more complex problems. The relocation of street vendors owned by Oksimana Darmawan was due to the discipline of trading locations and requiring street vendors to have a business registration certificate to anticipate moving trade locations. Locations that move around will disturb public order. This research is not about disciplin but nature conservation, biodiversity protection and sustainable tourism. The human rights perspective is seen from the fulfillment of the rights of local peoples to their customary rights and the right to obtain a decent life after relocation.

3. Research methodology

The location of this research is on Komodo Island. Komodo Island is a National Park located in Labuan Bajo, West Manggarai Regency, Flores Island, East Nusa Tenggara Province. Komodo National Park was established in 1980 with an area of 1.733 km2 Komodo Island, covering both land and water areas. Komodo Island consists of three large islands, namely Komodo Island, Padar Island and Rinca Island. Komodo Island also has two small islands, namely Nusa Kode and Gili Motang.

Figure 2.
Komodo Island Map



(*Source from BBC*)

This study uses an empirical legal method, analyzing the law through problems in the field, namely that government policies in relocating local peoples are assessed from a human rights perspective. Sources of legal materials used in this study are sources of primary legal materials and sources of secondary legal materials. Legal material collection techniques are obtained from observation, interviews and documentation. Analysis of legal materials using analysis and evaluation techniques.

4. Results and discussions

Komodo National Park is a nature-based tourism category, promoting the protection of biodiversity on Komodo Island. According to Mac Kinnon (1993), an attraction based on nature has the following characteristics:

1. The uniqueness of the ecosystem
2. Existence of fauna resources that are threatened with extinction;
3. Diversity of species both flora and fauna;
4. Panoramas or geophysical features that have aesthetic value;
5. The area's hydro-orological function for regulating water, erosion and soil fertility.

Komodo National Park fulfills all these characteristics and is therefore included in a protected conservation area. In accordance with the definition of a National Park in Government Regulation of the Republic of Indonesia Number 28 of 2011 concerning Management of Nature Reserve Areas and Nature Conservation Areas article 1 Number 9, the central government policy in establishing Komodo National Park as a Super Priority Tourism Destination is appropriate. This is supported by five main strategies of the Central Government of Indonesia Republic in tourism development Labuan Bajo are:

1. Expansion airport and runway at Komodo International Airport;
2. Management of Komodo International Airport will be auctioned off to management that has an international network;
3. Development of a handicraft center in Puncak Waringin area;
4. The port that originally served as a container port was converted into a tourism port to receive phinisi ships, yachts and cruises
5. Determine the Labuan Bajo tourism market segmentation, namely premium tourism

The local people who live on the Komodo Island are Komodo tribes or they call themself is Mado tribes and Bajo tribes. The population growth rate on Komodo Island is quite fast, so village division will be a problem going forward for Komodo National Park. Based on the authority of the delegation held by the Regional Government of East Nusa Tenggara Province in regional household affairs in the tourism sector, the Governor of East Nusa Tenggara Province plans to issue a policy of relocating the local people of Komodo Island to other islands during the tourism pause period for the closure of the National Park. The Governor of East Nusa Tenggara Province, Mr. Petahana Viktor Laiskodat has strong reasons for closing Komodo Island and relocating local peoples to Padar Island and Rica Island, namely:

1. Environmental conservation of Komodo Island
2. The rampant hunting of deer causes the threat of breaking the food chain for Komodo dragons, which will result in the extinction of Komodo dragons;
3. Komodo dragons are wild animals, so humans are not suitable for coexistence with wild animals (threatening human life).

At point one, the reason from the Government in relocating is not suitable because the local peoples of Komodo Island are very concerned about preserving the National Park as their place of residence and Komodo dragons that are protected by the Government. At point two, deer hunting on Komodo Island is carried out by outsiders, namely residents of the Bima region, not by the local peoples of Komodo Island. At the last point, local peoples adhere to their beliefs, one of the beliefs still held by the local peoples of Komodo Island is that if the local peoples does not disturb the Komodo Dragons, on the other hand, the Komodo dragons also do not attack the community, if local peoples moves from Komodo Island, the Komodo Dragon will also move in search of whereabouts these local peoples. This is inversely proportional to the beliefs of the local peoples. Facts in the field show that several cases occurred in the form of attacks on Komodo dragons against the community without preceded by community behavior that disturbed the Komodo Dragons. Improve the effectiveness of national park management, the factors that influence the attitudes of local peoples towards conservation and national parks need to be studied (Teguh, 2009).

Komodo local people offense offended because they are considered illegal residents by local governments. The history of National Parks in Indonesia, most of the National Parks are inhabited by people who have lived for generations. For more than 100 years, the local peoples of Komodo Island have been living in Komodo National Park. The land that local peoples own on Komodo Island is not illegal land, it is communal land (tanah ulayat) that has been inhabited for generations. Tanah ulayat is a plot of land on which there are ulayat rights of a certain customary law community. All of these things are guaranteed in Indonesian Republic Regulation that is in the Regulation of the State Minister for Agrarian Affairs / Head of the National Land Agency Number 5 of 1999 concerning Guidelines for Solving Problems of Customary Rights of Indigenous Peoples.

Figure 3.
Demonstration Local Peoples of Komodo Island

(*Source from genpi.co*) (*Source from tempo.co*)

Based on the authority of attribution, the issuance of the policy to close Komodo Island falls under the authority of the Ministry of Environment and Forestry, not the Governor of East Nusa Tenggara Province. The authority to relocation local peoples Komodo Island is also the attribution authority of the Ministry of Environment and Forestry. The Ministry will involve the Provincial Government realize Central Government programs. Another form of attribution authority held by the Ministry of Environment and Forestry is in the management of the

Komodo National Park. Komodo National Park is managed directly by the Komodo National Park Office which is the Acting Unit of the Ministry of Environment and Forestry of the Republic of Indonesia.

The Central Government has the authority in accordance with the provisions of Article 33 paragraph (3) of the 1945 Constitution of the Republic of Indonesia, namely that the land and water and the natural resources contained therein are controlled by the state and used for the greatest prosperity of the people. This provision provides legal certainty that the Central Government has the power to utilize resources in the Republic of Indonesia. In the policy of relocating local peoples from the Komodo National Park, the Central Government is obliged to ensure that local peoples are moved to other areas that are deemed appropriate and comparable in exchange for the customary land they have in their places of origin. This is supported by the provisions of article 1 point 2 of Law Number 2 of 2012 concerning Land Acquisition for Development in the Public Interest, namely land acquisition is the activity of providing land by providing appropriate and fair compensation to entitled parties.

Law Number 2 of 2012 concerning Land Acquisition for Development for Public Interest, the Central Government is obliged to pay attention to the rights of the local peoples of Komodo Island. Justice in the customary land rights of local peoples must be realized and administered by the Central Government. The community is obliged to release their land during the implementation of land acquisition for the public interest (in this case the development of a super priority tourism destination) in accordance with the function and designation of Komodo National Park. The meaning of relocation in the Indonesian dictionary is translated as relocation is to rebuild housing, assets, including productive land, and public infrastructure in other locations or lands. In relocation, there are objects and subjects that are affected in the planning and construction of relocation (Sari, 2006). The problem cannot be resolved by simply moving local people. If it has been assessed as fulfilling the rights of the local community after the provision of appropriate and fair compensation based on a court decision that has obtained permanent legal force, the relocation of Komodo Island can be carried out.

Basically, tourism destinations require the involvement of local peoples because local peoples is who know or understand the environment best, protect and preserve the areas where they live and their culture as an inherent attraction for these destinations. Local peoples are at the forefront of protecting their area from external influences, especially those that threaten the balance of the ecosystem in a tourism destination or conservation area. Local people who live in conservation areas are more of a direct user of natural resources in conservation areas (Sudirman, 2016). One clear example of another National Park inhabited by local people is the Gunung Leuser National Park in two provinces, namely the Province of Nanggroe Aceh Darussalam and Province of North Sumatra. Gunung Leuser National Park is one of Indonesia's national parks which has also received recognition as a world heritage site from UNESCO. Gunung Leuser National Park is also home to the endangered species of Indonesian tigers, elephants, orangutans and Sumatran rhinos. Gunung Leuser National Park is also inhabited by local people on the border of the forest. Bad memories have also occurred where local people who do not understand the function of the National Park as a conservation area have cleared forests for plantation business. The Ministry in collaboration with UNESCO conducts education to the public on the importance of conservation areas in protecting biodiversity. Opening their horizons and enlivening people's awareness of the meaning of sustainability. The effort paid off where the local community returned the plantation land to the Gunung Leuser National Park.

Indonesia applies the principle of sustainable development, namely development carried out to meet the needs of the present and future generations. In order to support the availability of natural resources, continuous conservation efforts are needed. Conservation education is the first step that the government can take to local peoples and outside local peoples who live side by side in the border area of the conservation area. Conservation education teaches a variety of environmental and conservation problems caused by the development process (Fandeli, 2014). This option can delay relocation if the government has not been able to act fairly by fulfilling the rights of local peoples to obtain a decent life in a new place to live. Another option so that the government does not injure the rights of local peoples is that the government involves local peoples in developing tourism on Komodo Island. Relocation is still being carried out but the community is still involved as it is given priority as a human resource in the Conservation Center, as well as units established by the government to fulfill the four pillars of tourism development in Labuan Bajo.

Government Regulation Number 28 of 2011 concerning Management of Nature Reserve Areas and Nature Conservation Areas, article 50, namely community participation, states that the community has the right to:

1. Knowing the management plan for Nature Conservation Areas, namely National Parks;
2. Provide information, suggestions, and considerations in the management of Nature Conservation Areas;
3. To supervise the implementation of Nature Conservation Areas;
4. Maintain and maintain the Nature Conservation Area.

Another option that the government can take to improve post-relocation guarantees for the lives of local peoples and that the government does not injure the rights of local peoples is that the government involves local peoples in developing tourism on Komodo Island. Local peoples remain involved in the planning, development and supervision of Komodo National Park. The local peoples gets a portion as a human resource in the Conservation Center, as well as units formed by the government to fulfill the four pillars of tourism development in Labuan Bajo.

When viewed from a human rights perspective in general, the Provincial Government of East Nusa Tenggara is considered too aggressive in planning relocation policies. The Provincial Government of East Nusa Tenggara is obliged to pay close attention to Law Number 23 of 2014 concerning Regional Government and Government Regulation No. 38 of 2007 concerning the Division of Government Affairs between the Provincial Government and Municipal District Government. Understand very well the limits of the authority of the Regional Government so that policies issued do not conflict with the authority of the Central Government and take away or injure the human rights of local peoples to get a decent life insurance from the government.

5. Conclusion

The central government as the holder of the attribution authority of the law and the regional government holding the authority of the delegation as an extension of the central government must coordinate with each other before issuing a policy. Policies that spark controversy are usually latent and difficult to find a middle ground. An imposing policy on the part of the government will injure people's rights. Regarding the temporary closure of the Komodo Island National Park to be reorganized is not a big problem because rejuvenation of the face of tourism to maintain the image of tourism is mandatory. However, if during the temporary closure other policies appear, such as relocation of local peoples, this must be questioned.

The right of local peoples to live and live on their ulayat lands is a right guaranteed by statutory regulations. If the Central Government considers the need for relocation, it is important to pay attention to the following matters:

1. Article 33 paragraph (3) of the 1945 Constitution of the Republic of Indonesia
2. Law Number 39 Year 1999 regarding Human Rights
3. Article 1 point 2 Law Number 2 Year 2012 concerning Land Acquisition for Development for Public Interest
4. Article 50 in Government Regulation Number 28 Year 2011 concerning Management of Nature Reserve Areas and Nature Conservation Areas.
5. Regulation of the State Minister for Agrarian Affairs / Head of the National Land Agency Number 5 of 1999 concerning Guidelines for Resolving Indigenous Rights Issues of Indigenous Peoples

If the relocation will eventually materialize, then to avoid violations of the human rights of local peoples, namely getting a decent life and guaranteed by the government:

1. The central government is obliged to provide appropriate compensation in the form of comparable land and residence;
2. The central government must involve local peoples in planning, development and supervision of the Komodo National Park;
3. There is central government assistance after relocation as well as skills training for both MSMEs and entrepreneurs to foster an entrepreneurial spirit in the local community.

Limitation and study forward

In an effort to emphasize the scope of the problem in this study, the scope of the research can be described as follows:

1. Description of government authority in making relocation policy referred to in this study includes:
    a. Limitation of central government authority over Komodo National Park;
    b. Limitation of local government authority over Komod National Park;
2. The description of relocation in the human rights perspective referred to in this study includes;
    a. Limitation of the customary rights of local peoples;
    b. Limitation of local peoples' rights to Nature Conservation Areas;
    c. Limitation of government options in avoiding human rights violations of local peoples.

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MARKETING STRATEGY OF TOURISM START-UP IN BALI DURING PANDEMIC COVID-19

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Abstract

Today, the digital revolution is sweeping the Indonesian state. The presence of Internet technology has an overall impact on human life, including the economic sector. The phenomenon of the emergence of digital-based start-ups is one of the reactions of Internet activities that cannot be separated in everyday life. In line with the widespread use of the Internet as a lifestyle, the potential for the digital industry is also increasing. This is proven by the number of companies that use technology as a solution to solve problems that exist in society.

One of the start-up companies that are developing in Indonesia and aiming as a problem-solving business is Tourism Start-up. Tourism start-up is a digital online marketplace start-up company in the tourism industry that connects supply and demand between tourist and owner of tourism businesses.

Departing from the problems above, the formulation of the problem is how to analyze the e-commerce business strategy of digital start-up companies in Tourism start-up Bali. The type of research used by the writer in analyzing, explaining and concluding research is using descriptive qualitative research by examining library materials and conducting direct interviews.

The conclusion of this study is that Tourism start-up's online digital start-up company strategy is in the form of an e-commerce strategy through integrated marketing communication, namely website sites and social media. Apart from IMC as marketing, Porter's competitive advantage strategy is also applied to businesses in Tourism start-up. Reducing operational costs to achieve effectiveness through the use of digital technology or what is called cost leadership, product differentiation in the form of environmentally friendly systems from upstream to downstream, focusing on differentiation in which tourism start-up is present as a start-up company that has experience and knowledge in the tourism industry so that business is the focus currently is a business that is controlled or expert.

Keywords: *Digital Start-up, Business Strategy*

1. Introduction

The COVID-19 pandemic is known as the coronavirus pandemic which is caused by the acute respiratory syndrome coronavirus 2 (SARS-CoV-2). This pandemic was first identified in Wuhan, China, in December 2019. In May 2020, this pandemic was reported to have spread to more than 200 countries. The IMF (2020) predicts that the COVID-19 pandemic will cause world economic growth to fall by 3 percent in 2020. Economic growth in developed countries will decline by 6.1 percent, while economic growth in developing countries and developing countries will decline by 1 percent. World trade is expected to fall between 13% and 32% by 2020 as the COVID 19 pandemic disrupts economic activities and normal life around the world (WTO, 2020).

To reduce the spread of this pandemic, all countries have imposed lockdowns, broadly restricted international travel, banned all foreign visitors, and restricted travel from places with confirmed cases. Other restrictions such as suspending all commercial international flights, all travelers must undertake a 14-day quarantine; all visas are suspended (Bloomberg, 2020). UNWTO (2020a) found that 93% of destinations in Europe have completely closed borders to international tourism, 82% of destinations in the United States, in Asia and the Pacific 77% including Indonesia, 70% in the Middle East, and 60% in Africa.

The corona virus does not only have an impact on health, but also on the economy due to changes in consumer and entrepreneurial behaviour, the threat of a deadly corona impact, and the implementation of the work from home (WFH) policy, people are reluctant to shop outside, except in circumstances. This condition does not only occur in Indonesia, but almost in various parts of the world, the COVID-19 pandemic has changed the behaviour patterns of consumers and entrepreneurs around the world where people are afraid to enter survival mode and tend to use online applications to make purchases or carry out activities online virtual company founded by a start-up company that adapts to consumer needs.

The start-up industry in the tourism sector in Indonesia in 2019 has grown to be more attractive, has more impact on society, and has increasingly attracted global attention, one of which was demonstrated by Traveloka by becoming a tourism unicorn start-up in Indonesia after receiving an investment of around 250 million dollars by investment companies. Pegipegi who received an investment of about $ 25 million from the same investment company followed jet Tech. This large amount of investment will of course have an impact on the pace of the Indonesian economy. Syauqi (2016) in his research that concludes that start-ups as one of the applications of industrial digitization play an important role in the growth of Indonesia's creative economy.

In 2020, Industry travel and tourism has clearly felt the impact of the Covid-19 pandemic. According to the World Travel and Tourism Council, the Covid-19 pandemic could cut 50 million jobs in the travel and tourism industry globally. According to Plug and Play (2020), that is a lot start-up in this industry that will not survive the impact of Covid-19 where many tourism business start-ups are shifting their full-time employees to part-time.

Start-up, which provides transportation and accommodation, began to lose their customers since several countries instructed lockdown or local quarantine. In Indonesia, a significant decline occurred in international flight ticket bookings. Meanwhile, local flights are still considered normal as of March 2020. Pegipegi –start-up service bookings for hotels, airplane tickets, and train tickets have increased refunds up to 4 times over the Covid-19 pandemic. Meanwhile Traveloka, an application in the same field, has increased *refund* and *reschedule* up to 10x since February 2020. To deal with the thousands of requests that come every minute, Traveloka is improving the system backend to make it easier for users to do refund through the application, so that it requires innovative entrepreneurial behaviour from start-up entrepreneurs to see other opportunities in accordance with changes in marketing strategies.

Bali as a world-renowned tourist attraction has 31 tourism business start-ups (33%) of all tourism start-ups or 1.51% of all start-ups in Indonesia that are able to survive. TechCrunch (2020) reported, the corona pandemic will test the limits of the resilience of each start-up. This causes a decrease in revenue for each company, not only start-ups, but also established companies. Logistic disruption can be one of the factors that make start-up businesses vulnerable at this time and one of the start-ups experiencing the biggest decline is tourism business start-ups, especially for travel agents, accommodation and MICE (Meetings, Incentives, Conventions and Exhibitions).

The number of foreign tourists who came to Bali in May 2020 was recorded as many as 36 visits, with 34 tourists coming through the airport, and through the seaport as many as 2 visits. This is the achievement of visits this month that is the lowest during the last four decades. The COVID-19 pandemic outbreak appears to have severely affected the tourism sector.

The number of foreign tourist arrivals in May 2020 decreased to -88.99 percent compared to April 2020 record (*month to month*). When compared to May 2019 (*year on year*), the number of foreign tourists to Bali was recorded to have decreased by almost 100 percent (-99.99 percent). Compared with the previous month's record (*m to m*), the number of foreign tourists coming through I Gusti Ngurah Rai Airport has decreased by -87.55 percent. The decline was sharper when compared to the record for the same month in 2019 (*year on year*), foreign tourist visits through I Gusti Ngurah Rai Airport were recorded to have decreased by almost 100 percent (-99.99 percent).

Accumulatively for the January-May 2020 period, the foreign tourists who were recorded to have come to Bali the most during this time were foreign tourists with Australian nationality (21.18 percent). Followed by China (11.15 percent), India (6.42 percent), Russia (5.39 percent), Japan (4.58 percent), United States (4.47 percent), United Kingdom (4.43 percent), South Korea (4.05 percent), Malaysia (2.94 percent), and France (2.79 percent). When compared to the January-May 2019 period, of the ten countries with the highest number of foreign tourists, all experienced a decline. The largest decrease was recorded in Chinese nationality, which reached -77.27 percent, followed by foreign tourists from Malaysia with -55.51 percent and India who fell by -54.92 percent.

The decline in the number of foreign tourist arrivals has mainly occurred since February 2020 after the Indonesian Government decided to close flights to and from China and suppressed the performance of the foreign export component which had an impact on the number of business fields, namely the provision of accommodation, food and drinking decreased. Investment in the tourism sector has also experienced delays, especially the completion of several hotel development projects in Badung Regency due to social distancing health protocols and waiting for the COVID-19 pandemic to end.

The Hotel Room Occupancy Rate (TPK) for star hotels in Bali in May 2020 was recorded at 2.07 percent, down by -1.15 points compared to the ROR in April 2020 (*month to month / m to m*) which reached 3.22 percent. Based on the hotel classification, the occupancy rate of a one-star hotel room of 4.85 percent was recorded as the highest ROR among other star hotel classifications. The lowest ROR was recorded at three-star hotels, reaching 1.06 percent.

The decline in tourism has also had an impact on tourism businesses *offline* and online in Bali, one of which is a tourism business start-up, which is expected to be able to spearhead the marketing of tourism products in Bali. With changes in consumer behavior, a change in the entrepreneurial behavior of start-up entrepreneurs is needed in anticipating the COVID-19 pandemic, having the intention to innovate in order to find new opportunities, so that tourism business start-up companies can survive the COVID-19 Pandemic.

The way people travel changed permanently after Covid-19 where tourism business start-up entrepreneurs had to change their approaches and strategies based on new behavioural changes. Vacation preferences will shift to alternative vacations that are not many people, such as staycations, solo travel tours, wellness tours, as well as virtual tourism. However, in the short term, people will travel for 4 - 6 months after the pandemic is declared safe. There is even a term called revenge traveling (revenge traveling) after being locked down for so long. And most of the forms of traveling are family traveling with the aim of culinary traveling, mountain traveling and sea view traveling.

2. Literature review

Solvoll (2015) reviewed some of the literature on the development of tourism entrepreneurship, analyzing tourism trends and their relationship to entrepreneurship in general. Li (2008) notes that theoretical research on tourism entrepreneurship is still consistent at low levels, lacks theoretical foundations, has weak methodological designs, and low data quality.

The study of tourism entrepreneurship is carried out with a divergent (creative) approach by developing the characteristics of tourism entrepreneurship and converging (analytical) by building new theories in entrepreneurial endeavors. Furthermore, the entrepreneurship literature provides inspiration for Further research related to tourism entrepreneurship includes: entrepreneurial opportunities in tourism, development of entrepreneurial behavior in starting a tourism business and consequences for further development of tourism enterprises, types of tourism entrepreneurs and implications for business development, entrepreneurial processes in tourism companies, resource acquisition, and resource configuration.

Ye (2018) examine the influence of the interaction of entrepreneurial team experiences and resources on the performance of nascent firms, from an entrepreneurial contextual point of view. The results showed that financial resources had a positive impact on the profitability of start-up companies, while the effect of initial firm size on profitability was negative. Start-ups are more profitable when small company size is at a nascent stage, have positive financial resources and greater profitability when the entrepreneurial team has strong industry experience.

Kurckertz (2020) in a study entitled Start-ups in times of crisis - A rapid response to the COVID-19 pandemic which states that the discovery of the corona virus (SARS-CoV-2) and the spread of COVID-19 have made many governments take drastic steps. The lockdown of large sections of society and economic life has been an exogenous shock for many economic actors, including innovative start-ups. This rapid response research combines a qualitative research design informed by entrepreneurs of the entrepreneurial ecosystem with an analysis of the requested, announced, and reported policy measures implemented in the international press.

The interview from the entrepreneurial ecosystem offers a first explanation of the difficulties that start-ups face during the crisis and how by harnessing the bricolage responses they are coping with, and an analysis of policy measures can serve as inspiration for designing support initiatives to protect start-ups from the consequences of the current lockdown and to mitigate the effects. future crises. Managerial summary: Lockdown measures in response to the spread of the new coronavirus threaten the existence of many innovative start-up companies which describe the challenges faced by entrepreneurs as a consequence of the crisis and how entrepreneurs face the effects of the crisis and what is being done to protect their businesses.

The research conducted shows that although start-up entrepreneurs successfully utilize available resources as a first response to a crisis, their growth and innovation potential are under threat. Therefore, policy measures should not only provide first aid to start-up entrepreneurs by reducing the pressure caused by limited cash flow, but also involve long-term measures that are embedded and supported by the broader entrepreneurial ecosystem to ensure recovery and fast growth.

5 Definition of Start-up

2.2.5.2 Definition *Start-up*

According to Graham defines "a start-up is a company designed to grow fast. The only essential thing is growth. Everything else we associate with start-ups follows from growth". Start-up is a company designed to grow fast where growth is what matters. Start-up also taken from English, which means the action or process of starting a new organization. Meanwhile business start-up itself according to Google is an entrepreneurial venture or innovative business in the form of a company.

Start-up is a business where this term became known after the Internet era. This factor is because many companies that were started from scratch by one or a few people later became large. Kaskus is one type of example. This company was founded by two people then this company became big and is no longer so*start-up*. Another example is Tokopedia which was originally founded by William Tanuwijaya and his partner Leontinus Alpha Edison. Tokopedia started from zero until it became big because it got investors. Company*start-up*others are Ruangguru.com, Tiket.com, Bukalapak.com, Go-Jek, which are currently popular, and many more*start-up*other. These companies are quite successful and get a lot of funding from investors. The term start-up itself actually became popular only when many companies using the .com domain emerged. This phenomenon is known as the dot-com bubble, a phenomenon when many companies have their own personal websites.

In essence, start-up is a step in producing something new. According to Mudo (2015) in his article, he states, Business start-up is an emerging business. However, business start-up is more synonymous with technology, web, Internet and related businesses. Meanwhile, according to Kurniarti (2017) in his journal states that Start-up is an institution created to create new and innovative products or services under conditions of high uncertainty. From this explanation, it can be concluded that Start-up is an effort to form an organization in the form of a new company in a network technology-based business venture *the web* by producing an innovative product.

2.2.5.3 Characteristics *Start-up*

The company is called start-up in Indonesia is when the company is still in the developing stage. The company does not yet have large funds and is only run by a few people. For example, Tokopedia was originally a start-up e-commerce with a marketplace site platform where Tokopedia competes with many other e-commerce companies. Lazada is not *start-up* This is because Lazada is present as a giant company that is directly funded by large funds. Elevania, which has characteristics like Tokopedia, is not a start-up because it is funded by XL Axiata and a site that immediately has large funds. There are several characteristics of start-up which the author can take. Some company characteristics Start-up these include (Syauqi, 2017): The company is less than 3 years old, meaning that it is still in the early stages of a digital company, The number of employees is less than 20 people, at first of course start-up only a handful of people behind the establishment of the company, income of less than $ 100,000 / year, not much profit because it still costs for development start-u, still in development stage, generally engaged in the technology business, the use of applications is one example, products that are made are generally applications in digital form or otherwise and usually operates through websites or social media
From some of the characteristics above, it can be seen that start-up more inclined to companies engaged in technology and information business. But the fact is like that, now the development of companies that are named *Start-up* is a company that deals with the world of technology and information.

2.2.5.4 Development Start-up in Indonesia

Use of terms Start-up in Indonesia it's been in use around since the 2000's and a lot start-up produced by Indonesian youth and still survive today. Indonesia is one of the markets that attracts the attention of entrepreneurs start-up. According to Amalia (2017), according to research conducted in 2017, it was noted that Internet users in Indonesia had reached 133 billion users, and of course increasing every year. According to him, the most popular start-up business in Indonesia is in type games or games and educational applications, and there are several supporting factors in the development of the industry start-up in Indonesia, namely: The majority of Indonesian people are open to new technology, as evidenced by the recorded number of internet users reaching 133 billion users out of around 250 billion people in Indonesia, the large population, which is around 250 billion Indonesian citizens, makes it a large market for companies' start-up, a good service start-up, capital from investors and government support, a business start-up indeed at first it felt difficult to be successful. It takes a long time to develop a business and achieve success

The success of digital entrepreneurs is influenced by several characteristics described by Serarols (2016) as follows: Ability to lead, ability to delegate, team expertise, ability to anticipate risks and make decisions, professional in finance, confident in business, don't be too young and have role models or business mentors, have expertise in marketing and communication, being able to choose the right colleague or partner, persistent in developing skills and knowledge related to online business, dynamic and enthusiastic in all odds, have experience and capabilities in industry, products and markets and often attend digital business training. These characteristics explain the behavior of entrepreneurs in order to be able to achieve success in their fields, there are no fundamental differences regarding the characteristics that online entrepreneurs must have with conventional entrepreneurs.

A. Business Strategy in the Company

1. Understanding Business Strategy

Currently, business development is experiencing a rapid technological revolution. This is marked by the transition of traditional markets to modern markets which are increasingly being called buying and selling with the online system. In an organization or company, there are certain conditions where changes and challenges will appear at undesirable times, so it requires a direction or a path that the organization will take in order to carry out its mission to achieve a vision or what is called a strategy.

Griffin said that strategy is a comprehensive plan to achieve organizational goals (Strategy is a comprehensive plan for accomplishing an organization's goals). Not only the achievement of goals, strategy also intends for the sustainability of the organization. Another opinion from Ansoff regarding the definition of strategy is a benchmark for measuring current and future performance. The measure in question is in the form of qualitative in the form of achieving objectives and quantitative that is goal oriented.

Meanwhile, according to Potler's strategy is a tool to achieve competitive advantage. Referring to several views on the definition of strategy expressed by experts. Thus, the term strategy means a set of plans that are comprehensive, comprehensive, and integrated in direction in order to achieve the desired goals

Looking at the term strategy, the concept of strategy was originally defined as a way to achieve goals. The term appears along with the existence of the military world, where at the time of war, the warlords used various methods to fight their enemies. While the method in question is known as tactics. The expansion of the meaning of strategy then changes in line with the development of strategic management concepts, the term strategy is not only meaningful as a way to achieve goals or achievements. But a determination of various objectives with a decision obtained. This decision is a strategic decision by the management company with hopes maintaining a competitive advantage in the company.

Decisions that affect the company and business units in the long run are the definitions of strategic decisions. As an example of the strategic decisions made by the Wings business group. The Wings business group stated its decision to enter the food industry by producing delicious noodles. The presence of the Wings Food business unit will later affect the corporation. This incident is related to Kotler's opinion about the main goal of strategy making, namely so that the company is able to face the environment in the long term

2. Business Strategy Goals

The purpose of establishing a strategy in the business world is to direct how the organization's efforts can win business competition through the use of the environment and organizing the capabilities of the company in order to achieve the desired goals and objectives. Efforts to outperform opponents (competitors) through the company's ability to create a different value so that competitors cannot do so is called competitive advantage. In the business world, every organization strives to outperform the competition. There are three determinants that a company can create to increase its competitive advantage, the three determinants are:

a. Internal perspective, focus on resources and capabilities. Such a resource is unique and cannot be duplicated by competitors.

b. External Perspective focuses on industry structure and the way the company positions itself for profit.

c. Dynamic Perspective, which bridges internal and external perspectives by seeing opportunities and developing unique resources to create disruptive change.

In strategic management, companies implement competitive strategies which are expected to guarantee competitive advantage. The competitive strategy provides the position to be achieved in the market, including:

1) The target market is in the form of broad, limited and narrow markets.

2) The way companies pursue competitive advantage, through low prices or product differentiation.

Basically, the generic competitive strategy according to Porter is a cheap business strategy (cost leadership) and differentiation (difference). Both strategies apply to broad market segmentation. As for the narrow market conditions, Porter emphasizes a focused strategy, namely a focus on low costs or a focus on differentiation.13 This is Porter's generic strategic approach that can be applied as a strategy to outperform other companies to get a decent profit.

Referring to the theory put forward by Porter, Muhammad Taufiq Amir argues in his book entitled "strategic management" that there are four generic types of strategies that can be used in dealing with competitors, the four strategies include:

1) Excellent at Low Cost (cost leadership)

Is a strategy aimed at a broad market and demands efficiency in operations. This strategy emphasizes the action of producing products that can be accepted by consumers at prices that are relatively lower than competitors. Companies need to minimize costs in R&D activities, control over overhead costs, adequate company facilities so as to create efficiency, and an experience curve. Thus the company can set low prices for consumers but still make a profit.

2) Differentiation

This competitive strategy aims at a broad market by emphasizing the creation of products or services that are unique or different in the industry and provide value to customers. By offering unique products, companies can apply premium prices. The aspects of realizing a differentiation strategy can be obtained through features, technology, brand image, customer service and others. Examples of companies with this type of strategy can be found in products or companies Apple, Mercedes Benz, Harley-Davidson and Nike.

3) Focus on Cost

Is a strategy in which the company makes cost efficiency, while looking for a specific niche market or niche market that does not interfere with the market leader (market leader). For example, instead of directly competing, companies supply modern retailers to market private brand products (store trademarks). The quality offered is decent and the company can save a lot of communication costs.

4) Focus on Differentiation

Similar to the cost focus strategy, this strategy is found in a particular group of markets or certain geographies. For example, such as a film production company that offers only children's films

3. Research methodology

1. Types of research

This research is a qualitative descriptive study. Research that focuses on the overall situation studied both aspects of the place, actors and activities that interact synergistically. The focus of the research is obtained after conducting a general exploration or an information obtained from the field, so that a comprehensive picture is found. To understand deeply, it is necessary to establish a focus in research. This is in line with Spradley in Sanapiah Faisal which states that there are four alternatives in establishing focus. First, establish the focus suggested by the informants. Second, set focus on specific domains on organizing domains. Third, which has a finding value for the development of science and technology and finally, based on problems related to existing theories.10 Furthermore, this research uses a case and field study approach. Research is carried out in depth related to certain subjects such as cases or social symptoms with the aim of providing a complex picture.

2. Data source

Sources of data needed to support information on this type of case and field study research are sources obtained from Primary Data Sources which is obtained directly from research subjects using direct data collection tools on the subject as a source of information sought. So the data collection tool used was direct interviews aimed at start-up Tourism start-up Bali and Secondary Data Sources are obtained through other parties, not directly obtained by the researcher from the research subject include documents and reports that have been available from interviews or in the form of writings, videos and literacy related to research.

3. Data collection technique

The collection of data needed in this study is the direct collection method and literature study. The methods that the authors do are observation, and interview

4. Results and discussions.

A. Business Strategy Analysis of Start-up's Competitive Advantage Digital Tourism start-up Bali

Bali's digital start-up business activity is a farm that integrates sociopreneurship and technopreneurship systems. It is sociopreneurship because this business is motivated by a social mission which aims to solve the meat supply deficit problem by involving tourists to be given knowledge and capital in developing toursm. So the digital start-up Tourism start-up Bali is here as an alternative solution to the phenomenon of the global food demand case, which is expected to increase by 60-98% in 2015 due to conditions driven by an increase in human population after the tragedy of the 19th century industrial revolution. Tourism start-up tries to provide solutions to these problems by using an efficient production strategy so as to realize the noble goal of achieving national meat self-sufficiency.

Meanwhile, Tourism start-up's technopreneurship uses technological innovations such as the use of online applications as a tool in entrepreneurship. The use of the internet for business activities is a necessity that must be applied to digital start-ups or digital start-ups in terms of utilizing technology. As explained in the previous discussion, that e-commerce in the context of this thesis is a business process that involves sellers, buyers and certain communities where the entire process is served with electronic media as a means of communicating with each other in conveying information about all business activities that take place without having to meet each other.

Tourism start-up is an Integrated Marketing Communication (IMC) strategy. IMC which is the prima donna is public relations such as utilizing social media, newspapers, radio and television advertisements. Based on the results of the current publication, Tourism start-up has been covered on private TV channels, radio and newspapers. Each promotion illustrates the tagline "Your Urban Qurban Solution" which means the urban qurban solution for you.

According to Porter, an organization to be able to excel and get a decent profit needs to implement a strategy or tactic. This strategy is known as Porter's generic strategy. Based on market segmentation, this theory explains that the strategy is divided into two, namely broad and narrow market strategies. The broad market strategy includes differentiation and cost leadership. Tourism start-up also applies the same thing. The strategies or tactics taken by digital start-up Tourism start-up in Bali out performing competitors are:

1. Cost leadership strategy.

In implementing the online marketplace business strategy, Tourism start-up Bali has designed a website platform as a form of selling products. Since the introduction of technology in the form of the World Wide Web (WWW), companies have been competing to use the website as an access in marketing products and services to the public. Tourism start-up company is no exception, it has also used domain addresses as access in marketing products through the Tourism start-up.com platform.

Apart from functioning as an access to introducing products, this website aims to raise investor funds as capital in developing tourism.

When the offer to invest in Tourism start-up was opened in batches of 4 times within one year. It is known that currently investors who are waiting to invest in Tourism start-up are not proportional to the availability of cattle sheds, so the Tourism start-up.com website is temporarily deactivated and is waiting for the cage work and other infrastructure to decide to reactivate the website.

In the operation, the Tourism start-up website provides a simple design and features. An overview of the transaction model available on the tourism start-up.com website, namely the shopping cart system. This type offers software that displays the items that are selected and placed on the shopping cart provided. After the customer selects the item and puts it on the shopping cart with the specified nominal, next is filling out the identity or form, accompanied by the payment instrument chosen by the customer. The payment instrument applied to this digital start-up uses the mitrans application as an intermediary or a third party that helps with security and convenience when the payment transaction process takes place at Tourism start-up. This application is an application that can offer payments according to consumer desires.

By offering a product catalog along with comprehensive information on the type of business being run offering investments in products sold on the tourism start-up.com site, as well as digital payment activities. So, it can be concluded that his presence technological sophistication in the form of the internet as a decision to have an online system in all business activities in Tourism start-up will save and provide cost efficiency that is needed in company operations. This is in accordance with the cost leadership strategy in emphasizing costs in production activities.

1. To build this business requires full trust from investors. With the growing attitude of trust between parties, investors will automatically not hesitate or worry in handing over their funds as a form of investment in Tourism start-up. The things that have been strived for in growing trust in investors in Tourism start-up are the facility to report on the condition of tourism that has been managed by the company on a regular basis within one month via e-mail and investors.

2. Differentiation strategy.

Tourism start-up is also building an environmentally friendly and sustainable system. Zero waste system or managing waste to make it useful is one of the strategies applied to the Tourism start-up business. Focus on Differentiation

It should be noted that in building an online marketplace-based Tourism start-up digital start-up business, it certainly involves synergy between business actors to achieve the desired goals. The technical knowledge and experience of the founder was obtained before building the platform. Therefore, one of Tourism start-up's competitive advantages is that the tourism platform business is supported by skills and field capabilities by Tourism start-up.

Tourism start-up as the party that facilitates or connects tourists with investors, of course, is not arbitrary in bringing farmers to those who want to invest. The step that Tourism start-up chose in determining trustworthy tourists is by finding tourists on the recommendation of trusted parties, such as tourists and farmers who have worked at Tourism start-up or by utilizing the relations of Urban Regional Planning members in managing development in an area. This is where Tourism start-up will conduct a survey and later tourists and farmers will be able to work with Tourism start-up. The ongoing collaborative transaction process is expected to obtain maximum goals or results according to company standards and objectives.

5.. Challenges for innovative startups created by the COVID-19 lockdown

Startups in tourism indusrty reported being forced to take alternative action and adopt alternative behavior, i.e., some exhibit behavioral capabilities (Williams et al., 2017). The interviewees also reported that their firms were having to abruptly adjust their organizational infrastructure since value generation processes are on hold and supply chains are affected by the crisis. At the same time, some founders reported that their enterprises were not (unduly) affected by the COVID-19 crisis either because their businesses continue to be relevant despite the crisis or owing to the firms having measures in place since before the crisis that bolster their durability (Williams et al., 2017) and mean they remain resilient, albeit such resilience will most likely be time limited.

1. Entrepreneurial crisis management as a response to the COVID-19 lockdown

1.1. Prior research on entrepreneurial crisis management

Resilience is an essential concept in entrepreneurial crisis management (Doern et al., 2019); it not only describes an organization’s ability to continue functioning throughout a disruptive event but the conceptual aspect of the term also considers which resources were accumulated prior to a crisis and then deployed throughout it and during the aftermath (Williams et al., 2017). Crisis management is employed to foster resilience and will be of utmost importance during the COVID-19 crisis. Crisis management is employed to minimize the impacts of a crisis (Spillan and Hough, 2003) and, if done well, can quickly restore functionality to organizations suffering from the effects of disrupted or weakened systems (Williams et al., 2017).

The few studies on crisis management in entrepreneurship research predominantly assess the actions that entrepreneurs or organizations take to mitigate the potential negative consequences of a crisis (Doern et al., 2019), among which are changes in sales, marketing, and employment practices. Small businesses in particular tend to excel at adaptability and flexibility (Smallbone et al., 2012) and we should expect them to demonstrate that in response to the COVID-19 crisis. Crisis management in the entrepreneurial context is thus closely related to the concept of bricolage (Mallak, 1998), and rather than suggesting rigid processes to address the challenges presented by COVID-19, it seems more appropriate for innovative startups to embrace iterative and flexible approaches such as effectual logic (Sarasvathy, 2001). Findings from research on the 2012 Emilia earthquakes in Italy (Martinelli et al., 2018) illustrate this point: The resilient entrepreneurs were those who created change and op- portunities with the resources available at the time, thus clearly following one important effectual principle.

1.2. *Entrepreneurial crisis management of innovative tourism startups during COVID-19 in Bali*

To face the COVID-19 crisis, startups reported relying heavily on what are termed relational capabilities (Williams et al., 2017). Accordingly, their response to adversity has first and foremost been based on purposeful bricolage (Williams et al., 2017; Gilbert-Saad et al., 2018) through combining available internal resources and calling upon external resources from their network (Baker and Nelson, 2005), which would include the goodwill of partners, mutual support in the startup community, and access to social capital through brokers. Moreover, founders re- ported trying to boost their firms' financial capabilities (Williams et al., 2017) by gathering capital through internal measures and applying for government support. However, with regard to government support, founders reported a perceived mismatch between the support services offered by government policy and their organizations' characteristics, in that, startups are being excluded from policy measures because for example they are not bankable, or the support programs are beset by bureaucratic hurdles that outweigh the benefits. Consequently, the startups' first response to the crisis was not founded on obtaining immediate governmental support. Finally, founders reported that they are very cognizant of their customers' shifting needs due to the COVID-19 crisis. Given the above conditions, startups applied their bricolage crisis response to solve new problems, in that they identified and pursued new entrepreneurial op- portunities and established new directions for their firms.

2. Economic policy responses to the COVID-19 lockdown

2.1. *Prior research on economic policy responses to crises*

While crisis management on the micro level is largely the task of entrepreneurs themselves, policymakers are called upon to support entrepreneurs in their endeavors to deal with crises such as COVID-19, meaning that policymakers conduct crisis management on the macro level as they aim to strengthen the resilience of businesses, including startups, and to support their individual crisis management actions. Interestingly, research has shown that regions that exhibit a high level of entrepreneurship pre-crisis are well positioned to deal with exogenous shocks (Williams and Vorley, 2015; Bishop, 2019).

An entrepreneurial region is characterized by the resilience of its enterprises and entrepreneurial activity can contribute to restructuring and adaptation in the aftermath of the crisis. Fieldwork by Grube and Storr (2018) conducted following hurricane Katrina and the tornadoes in Tuscaloosa, Alabama, and Joplin, Missouri, illustrates how post-disaster entrepreneurs contribute to recovery through actions such as supplying necessary resources to disaster victims while leveraging social capital to navigate extreme uncertainty. Such people are motivated by high place attachment, and address both commercial and societal goals. It is very likely that in the aftermath of the COVID-19 crisis we will see regions coping differently with the consequences of drastic lockdown measures, and some will benefit from their entrepreneurial potential. Whether this becomes possible depends on how innovative entrepreneurs can be. From a policymakers' perspective, it would however be unwise to rely solely on entrepreneurial initiative to fix the economic damage triggered by lockdown measures; instead, it should be a key priority of policy- makers in the short-term during the COVID-19 crisis to guarantee that innovative startups can call on sufficient resources. New legis- lation, however, might not be the method of choice. Drawing on in-depth interviews with Greek entrepreneurs, Williams and Vorley (2015) suggest that changes to institutions have constrained entrepreneurial activity rather than enhanced it, and that effect was more pronounced in the midst of crisis. In any case, external assistance for affected regions prior to, during, and in the aftermath (e.g. McEntire and Myers, 2004) of the COVID-19 lockdown will be essential.

3. What entrepreneurs and governments can do

Human life is unquestionably more valuable than economic activity, and this research should not be read as a criticism of the measures taken to control the spread of COVID-19. We have illustrated how the economic crisis caused by infection control measur- es—and in particular the lockdown of much economic activity—affects innovative startups and the measures that could be taken to protect them. Unlike, for instance, the crisis caused by the dotcom boom and bust (Ofek and Richardson, 2003), the COVID-19 crisis threatens potential for innovation that could have proven viable in normal times. With respect to the fall of internet stock prices at the turn of the millennium, it could be argued that this was a shake-out during which unviable business models were eliminated. The COVID-19 crisis seems different; and the situation is not only about state intervention and protection of innovative startups. Table 1 translates our findings into actionable measures for both entrepreneurs and policymakers.

In particular the qualitative part of this rapid response research suggests that some businesspeople in the entrepreneurial ecosystem already perceive entrepreneurial opportunity in a positive sense, that is, they see an opportunity to address current issues by employing entrepreneurial measures. We identified seven factors related to adversity and coping strategies, which, however, only constitutes a first step to understanding startups' reactions to crises in general and to the COVID-19 crisis in particular. Future research will have to identify just how those factors interact, and it will be particularly interesting to determine how adverse situations can be managed to produce positive consequences. Our key dynamics model (Fig. 3) suggests entrepreneurs responding to the COVID-19 crisis are employing a bricolage approach as part of their initial response to turn crisis induced adversity into resilience.

The quality of an organization's response to a crisis is typically associated with resilience and "depends on the capacity to enhance improvisation, coordination, flexibility, and endurance …" (Boin et al., 2010, p. 11). These are qualities that are closer to routine behavior among innovative startups than they are among larger more-established firms. Furthermore, smaller businesses are often more creative than large firms, and this creativity might help to ensure that those businesses remain viable in the face of adversity (Williams et al., 2017). Many entrepreneurs adopt the bricoleur role as they attempt to spur change and create opportunities with the resources available (Martinelli et al., 2018). Bricoleurs demonstrate that crises can nurture the development of new opportunities (Brünjes and Revilla-Diez, 2013), innovation, and alternative products/services (Brem et al., 2020; Irvine and Anderson, 2004).

As crises can also encourage the exploitation of new opportunities (Brünjes and Revilla-Diez, 2013), they can prompt innovation and the development of alternative products and services (Brem et al., 2020; Irvine and Anderson, 2004). In the short-term, there will be opportunities arising from the COVID-19 crisis, such as developing hygiene or digital work solutions. The long-term consequences of the COVID-19 pandemic are, however, not yet foreseeable, but it seems inevitable that broader opportunities will arise. The literature suggests that for entre- preneurs, dealing with uncertainty and failure is a normal part of business (Ucbasaran et al., 2013; Mandl et al., 2016), even when the uncertainty is caused by a crisis like the COVID-19 pandemic. Accordingly, entrepreneurs can be expected to demonstrate flexibility and adapt their business models in response to a crisis. This would suggest startups are better prepared for crises than any other economic actor. Some commentators will no doubt suggest that startups' flexibility and the relatively low numbers they employ mean that excluding them from governmental aid programs will not have a critical impact on the economy, but letting startups go to the wall potentially jeopardizes a state's future innovativeness.

Therefore, mid-, or long-term policy measures targeting future innovativeness, while unlikely to be the first responses to such a crisis, nonetheless seem essential. This finding is in line with prior research suggesting entrepreneurial responsiveness to crises is determined by factors such as entrepreneurial culture and knowledge diversity (Bishop, 2019; Bishop and Shilcof, 2017), which cannot be addressed by short-term measures, but are the result of consistent policies fostering entrepreneurship. Just as the resilience of different state's health systems (Wyns, 2020) is currently proving central to their ability to respond to the COVID-19 pandemic, countries that have established resilient entrepreneurial ecosystems will be able to resume their pre-crisis level of activity more quickly than those that have not.

The interviews conducted in support of this research show that startups will rely heavily on the support of their entrepreneurial ecosystem to manage the crisis. Policy measures are thus only likely to be successful if they are complemented by the wider attributes of an entrepreneurial ecosystem (Spigel, 2017). Incentivizing investors to provide growth capital despite the crisis—as called for by venture capitalists in Great Britain (M2 PressWIRE, 2020)—could be a suitable way to combine both providing short-term liquidity to pay wages and bills while laying the foundations for future recovery.

The international press analysis, for instance, has illustrated the many opportunities to protect the innovation potential of startups. While it remains unclear what specific measures will be most effective, it seems evident that programs specifically targeting innovative startups should be mandatory. Assuming measures targeting SMEs will benefit innovative startups too would be an error policymakers must avoid. Unlike many other crises, the COVID-19 crisis has not hit every country at the same time.

At least in healthcare, many European countries were able to learn from the experiences of China and Italy and to react proactively. While the time-lag of the economic crisis hitting countries might disappear in the long run, policy makers can nevertheless observe how measures taken to protect startups are unfolding and adopt or discard them as appropriate to improve the knowledge derived from crisis situations (Boin, 2009). Future research should thus not only evaluate the effectiveness of the different policy measures on the entrepreneurial activity in various countries but could also aim to understand the effect of short response times to economic crises. It will be important to follow up on the effects of the measures taken during the COVID-19 crisis to prepare for future comparable events.

Conclusion

Based on the discussion described in the previous chapters, the authors conclude that: E-commerce business strategy that has been applied by digital start-up Tourism start-up Bali is the Integrated Marketing Communication (IMC) approach in the form of website and social media platforms such as Facebook, Instagram and Line. The website platform is presented with easy features and useful content. This type of shopping cart is designed by presenting a product catalog along with price information and pictures. To support the transaction process at Tourism start-up, Tourism start-up's selected social media applications to support product promotion are Facebook, Instagram and Line. Apart from introducing and selling through the online system, Tourism start-up also has an offline public relations system, namely in collaboration with BULOG and HO-RE-KA.

While the strategy for competitive advantage in the E-commerce business according to Porter's theory uses the following classifications:

1. A cost leadership strategy or low cost strategy, namely reducing operational costs by utilizing digital technology in the form of a website platform in business applications. Activities that take place through the website aim to promote products to community, in order to create trust in potential investors who wish to invest in Tourism start-up.
2. The differentiation strategy in Tourism start-up's business applications is to provide an environmentally friendly system service or zero waste system in the form of tourism management from upstream to downstream.
3. The strategy to focus on differentiation at Tourism start-up is that this platform business really comes from Tourism start-up's experience and skills in the tourism industry. Also, Tourism start-up's business integrates sociopreneurship, and technopreneurship in its business activities. There is a profit-sharing agreement between investors, and Tourism start-up, contracts used in buying and selling transactions and investments contracts and the concept of funds which functions to help investors avoid losses and risks that occur during the tourism business.

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THE IMPLEMENTATION OF "CHILD-FRIENDLY EXPLOITATION-FREE" RURAL TOURISM MANUAL IN SANUR TOURISM VILLAGE DENPASAR BALI

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ABSTRACT

Sanur tourism village has tourism potential and enchanting natural beauty. Sanur has become one of the most visited tourist destinations by domestic and foreign tourists. Sanur tourism area is synonymous with natural tourism, that is beach. Beside that, this tourism area also has culinary tourism attraction for traditional food. Tourism activity in Sanur has a significant density, so that it can become a fortune for tourism managers. This research aims to maximize the implementation of child friendly exploitation free rural tourism manual. The implementation of this manual is expected to be able to; 1) increase the understanding of the importance of child friendly tourism; 2) provide protection for children not to be forced to work; 3) increase the safety and comfort for child travelers. Data of this research were collected through observation technique, interview technique, questionnaires distribution, literature study, and documentation technique. The techniques used in data analysis are descriptive qualitative and SWOT analysis. The implementation of child friendly exploitation free rural tourism manual is as an effort to provide protection for children when traveling and the absence of child labor in Sanur tourism area. Based on an appeal from the Ministry of Women's Empowerment and Child Protection which hopes to develop tourism that prioritizes harmony of values and integrated tourism activities with system and mechanism to protect children in tourism destination.

Keyword: Tourism Implementation, Tourism Destination, Child Friendly Tourism

I. INTRODUCTION

Bali is one of provinces in Indonesia which has the uniqueness and cultural excellence. Bali has uniqueness and cultural excellence in the form of a harmonious blend of cultural potential and creative human resources with enchanting natural support. It is a basic asset in highlighting the competitive advantage of Bali as the world's leading travel destination.

The capital city of Bali Province is Denpasar. Denpasar has area of territory about 127.78 km2 or 2.27% of the area of Bali Province and is divided into 27 villages and 16 sub-districts. The territory area of West Denpasar is 24,13 km^2 which is divided into 3 sub-districts (Dauh Puri, Padang Sambian and Pemecutan) and 8 villages (Dauh Puru kangin, Dauh Puri Kauh, Dauh Puri Klod, Padang Sambian Kaja, Padag Sambian Klod, Pemecutan Klod, Tegal

Harum and Tegal Kerta). The territory area of North Denpasar is 31,12 km^2 which is divided into 3 sub-districts (Peguyangan, Tonja and Ubung) and 8 villages (Dangin Puri Kaja, Dangin Puri Kangin, Dangin Puri Kauh, Dauh Puri Kaja, Peguyangan Kaja, Peguyangan Kangin, Pemecutan Kaja and Ubung Kaja). Furthermore, The East Denpasar has area of territory about 22,54 km^2 which is divided into 4 sub-districts (Dangin Puri, Kesiman, Penatih and Sumerta) and 7 villages (Dangin Puri Klod, Kesiman Kertelangu, Kesiman Petilan, Penatih Dangin Puri, Sumerta Kaja, Sumerta Kauh and Sumerta Klod). Whereas, South Denpasar has the widest area among the other 3 sub-districts which is about 49,99 km^2 with 6 sub-districts (Panjer, Pemogan, Renon, Sanur, Serangan and Sesetan) and 4 villages (Pemogan, Sanur Kaja, Sanur Kauh and Sidakarya).

In 1990, Sanur designated as the tourism area of Bali Province. This is because Sanur has a coastline that is very popular among foreign and domestic tourists. Sanur was also declared as the oldest tourist destination because Sanur, around the 1930s, for the first time had a resort. The activities of Sanur community are not far from the efforts of tourism sector, this is supported by the large number of tourists who visit and even live in Sanur area.

The coral reefs, the arrangement of shady trees along the road to the beach which provide a cool and comfortable impression, small stalls offering food and handicrafts, villas and hotels that offer comfort and tranquility to take a rest are the mainstay of Sanur for developing tourism.

Sanur, which has been designated as a tourist area, has developed several tourist villages in the area with beautiful beaches and comfortable holidays with all family members.

II. RESEARCH PROBLEM

Based on the background presented above, the research problems that will be discussed in this research are as follow:

1. What kind of tourism villages are in the village of Sanur Denpasar Bali?
2. What are the developments of the tourism villages in the area of Sanur Denpasar Bali?
3. How is the implementation of child friendly exploitation free rural tourism manual in Sanur tourism village in Denpasar Bali?

III. RESEARCH METHOD

1. Research Type

   This research is descriptive qualitative research. This research is done in Sanur village Denpasar. This descriptive qualitative research describes implementation of child friendly exploitation free rural tourism manual in Sanur tourism village in Denpasar Bali.

2. Data Source

a. Primary data

Data obtained directly from informants and respondents who have the competence and knowledge related to this research to provide the information needed for research related to the implementation of child friendly exploitation free rural tourism manual in Sanur tourism village in Denpasar Bali

b. Secondary Data

The data obtained from literature studies or other information materials related to the problem under the study, such as books and notes.

3. Data Collection Technique

The technique used in collecting data in this research are observation, interview, and documentation technique.

1) Observation is an activity carried out in order to find out something from a phenomenon based on knowledge and ideas to gain information related to a phenomenon being studied whether it has been or is happening in the environment. The process of getting this information have to be objective, real, and accountable. According to Nawawi and Martini, observation is observing as well as recording sequentially consisting of elements that appear in a phenomenon in the object of research. The results of the observations will be reported in a systematic order and in accordance with applicable rules.
2) Interview is a conversation between two people or more and occur between the interviewee and the interviewer. According to Arikunto, the interview is a dialogue conducted by the interviewer to obtain information from the interviewee.

3) Documentation is technique used to provide documents using accurate evidence from the recording of specific information sources from essays / writings, wills, books, laws, and so on. In a general, documentation is a search, investigation, collection, preservation, control, use and provision of documents. This documentation is used to obtain information and explanation on knowledge and evidence. In this case, including the use of library and library archives (Wikipedia).

4. Data Analysis Technique

Data analysis technique is a process or effort to process data into new information so that the characteristics of the data become easier to understand and useful for solutions to problems, especially those related to research. Data which were collected through interviews, observation of data collection guidelines, documents and notes obtained from informants, will then be analyzed descriptively and qualitatively. In qualitative research, the data collection processes begin by entering the research location. In this case, the researchers came to the place of research, it was in the village of Sanur Denpasar with a formal research permit. After that, proceed with meeting the research informants. The next process is collecting the data by using interview and documentation techniques to get the complete required information in the research field. After the data has been collected, it analyzed using several data analysis techniques.

IV. FINDINGS AND DISCUSSION

1. Tourism Village of Sanur Village Denpasar Bali

The tourism village in the area of Sanur village, based on the study, is belong to beach tourism. Based on the result of this research, there are 10 tourism villages in Sanur area, among them are Sanur Sub-district Tourism Village which has 5 tourism villages, those are Pantai Sindhu (Sindhu beach), Pantai Duyung (Duyung beach), Pantai Karang (Karang beach), Pantai Batu Jimbar (Batu Jimbar beach), and Pantai Semawang (Semawang beach); Sanur Kauh (West Sanur) Tourism Village that has 2 tourism villages, Pantai Mertasari (Mertasari beach) and Pantai Pengembak (Pengembak beach); and Sanur Kaja (North Sanur) Tourism Village that has 3 tourism villages, those are Pantai Matahari Terbit (Matahari Terbit beach), Pantai Bali Beach (Bali Beach beach), and Pantai Segara Ayu (Segara Ayu beach).

2. The developments of the tourism villages in the area of Sanur Village Denpasar Bali

Each tourism village in the Sanur Village area has its own features that can attract the attention of tourists and almost all beaches are famous for the beauty of the sunrise in the morning. Sindhu Beach tourism village besides offering the beauty of sunrise in the morning, the waves are calm, so it is classified as safe for family holidays. There are many activities that can be done in Sindhu beach such as children using the beach sand to make sand castles, teenagers very often use gazebos to gather with friends or take advantage of the gazebo to take pictures. In addition, Sindhu Beach can be used for those who like to exercise but not for surfing, they can do running or jogging. Along the jogging track is provided and decorated with shady trees and it connects several beaches in the Sanur area. Other facilities include services for renting snorkeling, canoeing, and cycling. There are also available lodges, restaurants or food stalls, minimarkets, souvenir shops, cleaning facilities or toilets and parking areas that make it easier for tourists to enjoy the beach.

The other is Duyung beach. Duyung beach is located behind the Hyatt Hotel Sanur. It offers blackish white sand while enjoying the beauty of sunrise. There are fewer local visitors in this beach and usually and usually crowded with foreign tourists who are sunbathing or just sitting while enjoying the dishes served at the restaurant on the coastline of Duyung beach.

There is also Pantai Karang or Karang beach. It is so called because of the large number of corals that adorn the white sand on the coast. Karang in English is coral. With calm waves, it is perfect for a family vacation spot. The facilities offer at Karang beach are almost as same as the other beaches, such as canoeing, sunbathing, fishing, jogging and cycling.

Moreover, there is Pantai Batu Jimbar. It offers views of other islands around and a stretch of white sand. Its calm atmosphere with calm waves makes this place suitable for families. This is one of the beaches that offers photo spots for those who hunt for sunrise photos, enjoy a massage on the beach, or just shop for souvenirs at the beachside art shops.

In Sanur Kauh Tourism Village, there are Mertasari beach and Semawang beach. These beaches have its own uniqueness from the location of this tourism village. These two beaches face north. Therefore, besides the sunrise, tourists can enjoy the sunset. Mertasari beach is often used for playing kites and was chosen as the location for pre-wedding photo shoot because there are rows of dry mangrove trees that will look very beautiful if used as a photo background. Mertasari beach also offers a new place called Dream Island, part of the Fantasy Park area. The attraction in this location is the swing on the beach for photo spot. Meanwhile, in Semawang beach, tourists can see the silhouette of Nusa Penida and Mount Agung from a distance, the rocky area on the beach can be used for jogging or cycling.

Furthermore, there are Matahari Terbit beach, Bali Beach beach, and Segara Ayu beach which belong to Sanur Kaja Tourism Village. As the name implies, Matahari Terbit beach offers a beautiful view of the sunrise in the morning. In this beach there are lots of street vendors, besides the food traders there are also souvenir traders. Meanwhile, Bali Beach and Segara Ayu Beach are located right behind Grand Inna Bali Beach with its calm waves that is perfect for tourists who want to swim or snorkel.

3. The implementation of child friendly exploitation free rural tourism manual in Sanur tourism village in Denpasar Bali.

In developing a tourism village, there are many things that have to be considered by the management of the tourism village, the most important thing is to ensure that the tourism village is a child-friendly tourism village that free of exploitation. According to child friendly exploitation free rural tourism manual, to develop a tourism village, it has to prioritize the harmony of cultural and traditional values in social life with tourism activities and have a system and mechanism to protect children who are in tourist destinations.

The definition of child-friendly that adopting from the UN General Assembly at the twenty-seventh special session on 10 of May 2002 which provides 10 principles, those are (1) assigning children in an important and first position, so that every policy step prioritizes the best for children, (2) fulfilling children's basic needs and alleviating children from poverty, that is by keeping children away from bad work for children, (3) protecting children from acts of discrimination, (4) the best interests of the child include prioritizing children's growth and development, (5) providing and ensuring that children gain access to free, inclusive and good quality basic education, (6) protecting children from exploitation, violence, abuse, terrorism and affliction, (7) protecting children from war and armed conflict, (8) protecting children and not discriminating against children with HIV / AIDS, (9) giving children access to participate and respecting children's opinions based on children's age and maturity, (10) protecting children from environmental damage, ensuring and guaranteeing that children live in a healthy environment and making efforts to protect children from disasters and environmental degradation.

Meanwhile, exploitation in the form of bad work for children according to ILO convention No. 128 concerning Violations and Immediate Actions for the Elimination of the Worst Forms of Child Labor involves:

a. All slavery or slavery-like practices, such as the sale and trafficking of children, bonded work or obstruction and forced or compulsory labor, including the forced or compulsory use of children to use in armed conflict.

b. The use, procuring or offering of a child for prostitution, for the production of pornography or for pornographic shows

c. The use, provision or offering of a child for illicit activities, in particular for the production and trade of drugs as regulated in the relevant international agreement

d. Work which its characteristic or the work environment can endanger the health, safety or morals of children.

Based on the research conducted in Sanur village, this tourism village has implemented a child-friendly tourism village that is free from exploitation even though in Sanur tourism village can be found underage children workers. Law No. 13 of 2003 stated that children may work as it is in the form of easy jobs, jobs in the context of part of the education or training curriculum and jobs to develop their talents and interests.

The average age of the working children in this area is 10 - 16 years and the work done is not too heavy, that is only selling food such as corn and snacks or soft drinks under parental supervision. The reason of these children work is to help their parents or spent their free time. Therefore, these children can be classified as working children (Child Work) because these activities do not harm the child's health, mental and physical development, but this can teach skills and social values and develop better children's development.

V. CONCLUSION

The type of tourism village in the Sanur area is beach tourism. Sanur has 10 tourism villages which are divided into 3 areas, those are Sanur sub-district, Sanur Kauh Village and Sanur Kaja Village. The uniqueness of these tourism villages is that all tourism villages offer the beauty of the sun and the comfort of a vacation with family.

The implementation of child friendly exploitation free rural tourism manual in Sanur Village has been implemented. This can be seen from the absence of child exploitation according to ILO convention No. 128 concerning Violations and Immediate Actions for the Elimination of the Worst Forms of Child Labor, that is in the form of slavery or slavery-like practices, such as the sale and trafficking of children, bonded bonds or restriction as well as forced or compulsory labor, including the deployment of children by force or compulsory use in armed conflict; the use, provision or offering of a child for prostitution, for the production of pornography or for pornographic shows; the use, provision or offering of a child for illicit activities, in particular for the production and trading of drugs regulated in relevant international treaties; and for work of an environmental or its characteristic where the work is done can save the health, safety or morals of the children.

For children who work in Sanur area, the type of the job done is not too heavy, that is only selling food such as corn and snack or soft drinks with parental supervision, and it can teach social skills and values and develop children's development.

SUGGESTION

Exploitation-free child-friendly tourism villages are very important in tourism development. Therefore, all parties are expected to support both the local community and the government. The role of the government is very important in this case, not only as a supervisor, but also can develop child-friendly exploitation-free tourism villages by implementing policies on child-friendly rural tourism (free of exploitation) and people who offer services or use services to support the policies that have been established.

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THE DIGITAL BASED CREATIVE ECONOMY TOURISM IN LABUAN BAJO

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Abstract

The creative economy is one indicator of achieving quality sustainable tourism. Labuan Bajo has been designated as a super premium tourism destination, which means that its tourism impact must be able to improve the welfare of the local community. This research aims to identify and develop local tourism products so that they are able to reach the digital-based millennial market for the welfare of the local community. This study used a descriptive qualitative approach with data collection techniques in the form of field observations, interviews and literature studies. The aspects analyzed in the research include sustainable development, creative economy tourism, and digital tourism. The assumption in this study is that local tourism products as a form of creative economy must be able to reach the millennial market with a digital-based approach. The result of this research is that creative economy tourism in Labuan Bajo is currently not ready to reach the millennial market. The cause is the lack of supporting facilities and low human resource capacity in the tourism sector. For this reason, the central and local governments must aggressively empower their communities by improving other supporting facilities and infrastructure. The limitation of this research only discusses creative economy tourism in the form of digital-based local product marketing to reach the millennial market. This research has contributed to the development of the tourism sector in Labuan Bajo, because through the creative economy tourism approach there is the possibility of increasing the capacity of human resources as well as being able to provide economic value to local communities.

Keyword : *sustainble development, tourism creative economy and digital tourism*

I Introduction

Economy creative is an vital element of the sustainable tourism development. Researchers argue that it is is in line with the philosophical values in tourism development, namely the wefare of the community. The existence of the creative economy as a fourth wave economy is a continuation of the third wave economy oriented towards creativity, culture, cultural heritage and the environment, Susilo Bambang Yudhoyono cited in Agung Pascasuseno (2014). This is very coherent with tourism because basically tourism offers both natural and cultural resources that are locally based. Researchers argue that tourism creative economy is a conceptual combination that has good influence and synergy in a tourism destination management. The creative economy and the tourism sector are two things that influence each other and can synergize with each other if managed properly (Ooi, 2006).

The development of tourism creative economy is a must in the management of a tourist destination. The presence of the creative economy of tourism can improve the economy of local communities and also give a new color to a tourist destination if it is managed properly. This is able to attract tourists to visit these tourist destinations. UNCTAD (2010) recognises tourism as one of the major drivers of the creative economy worldwide, as tourists are major consumers of creative goods and services. Therefore, the existence of the tourism creative economy has bright prospects as a tool to achieve sustainable tourism.

Labuan Bajo tourism destination has an existence as a super priority tourist destination development in the current national tourism strategic area. Labuan Bajo is expected to be a super premium or international standard tourist destination. The development of the tourism creative economy in Labuan Bajo is one of the areas that is very intensively carried out at this time through the 2020 meeting point expo. Tourism industry is a business that sells experiences (Li, 200; Mannell and Iso-Ahola, 1987 Ooi;2002;Prentice, Wit, and Hamer;1998;Waitt, 2002). The 2020 Labuan Bajo Creative Economy Meeting Point Expo is expected to create synergy from all parties, both creative economy players and business players in Labuan Bajo and surroundings. The implementation of this program is expected to create cooperation for sustainable tourism and the creative economy in Labuan Bajo, Flores in a sustainable manner (Shana Fatina, 2020).

Labuan Bajo tourism destination has massive creative economic assets in quantity. One of them is the craft sub-sector. Creative tourism differs from traditional models of cultural tourism, primarily in being based on intangible skill and knowledge-related assets. There is a shift towards value networks, a focus on innovation and co-creation with consumers Richards, G. W. (2014). The craft sub-sector in Labuan Bajo that has passed the public testing stage through the "Accreditation" program can be displayed as follows:

Number	Script	Music	Art	Performing arts	Publisher
1	Folklore	Sompo	Site specific	Traditional dances	Dummy book series

					about Labuan bajo
2	Colosal show	Flores human orchestra		Komodo pop animal dance	Labua bajo roaming map
3		Labuan Bajo world band		Theater	

Table 1.1. Tourism creative economy
Sources: Author 2020

The existence of the craft sub-sector is able to provide economic value to society but it has not yet been implemented as it should. Creative economy actors have pretty good creativity in producing creative local products but are not supported by good facilities.

The actuality condition shows that the problem lies in the means of supporting the sustainability and marketing of tourism creative economy products owned by local communities (handicraft groups in Labuan Bajo). This is certainly an obstacle in marketing their creative economy products. At present, the availability of adequate infrastructure is one of the critical success factors in marketing the products they have. Therefore, the tourism creative economy actors of Labuan Bajo must have innovations to develop their products towards modern marketing. Tourism has also shifted from an information-based paradigm (Poon, 2003) to a knowledge- and skills-based paradigm, in which the skills and knowledge of the visitor also contribute to the tourism experience (Richards and Wilson, 2007).

The handicraft community only works to produce these creative economy products collectively and market them accidentally. Creative economy marketing in Labuan Bajo is still conventional so that creative economy players have difficulty in accessing the target market for millennial tourists. The practical conditions for the development of the creative economy of tourism in Labuan Bajo, which does not yet have modern means to market their products, are fundamental obstacles. Therefore, the Researchers believes that the development of the creative economy of Labuan Bajo tourism requires a digital touch so that its development has a clear target market.

Digital-based is the key word for developing the tourism creative economy of Labuan Bajo tourism in a sustainable manner in the future. The handicrafts owned by the tourist destination of Labuan Bajo are various things. Therefore, the tourism creative economy can be developed to provide another image for Labuan Bajo tourist destinations, namely as a center of creativity in the context of a tourist city. This opportunity must be optimized by Labuan Bajo tourism stakeholders along with the determination of Labuan Bajo as a super premium destination.

Based on this discussion, the Researchers wants to conduct a study on the digitalized based creative economy tourism in Labuan Bajo, West Manggarai Regency. This study aims to identify the existing conditions for the development of the tourism creative economy. These findings will be used as a basis for implementing development based on digital. This means that in addition to answering questions as well as develops existing hypotheses.

III Research Methodology

This research was conducted using a qualitative methodology. Through this research, the Researchers acts as the main instrument in collecting data. The techniques used are conducting observations related to the reality being sought, in-depth interviews related to the topic of discussion and conducting literature studies as a reference base for the development of the topics being studied. Interviews in this study included three key informants, namely: the Department of Tourism and Culture of West Manggarai Regency, players in the tourism creative economy and local communities. The data that will be displayed in this research is empirical data that is related to the concepts adopted by Researcherss, namely: digital tourism concept, tourism creative economy concept and sustainable development theory. The use of concepts and theories as well as field empirical data were analyzed using a qualitative methodological approach. The scope of this research includes: tourism creative economy, tourist participation, tourist expenditure, stakeholders collaboration, and promotion through social media.

IV Result and discussions

4.1. Exisiting conditions of the tourism creative economy delevopment in Labuan Bajo

1. Tourism creative economy

The existence of the creative economy of Labuan Bajo tourism is one of the important elements in encouraging economic growth in the super premium tourist destination of Labuan Bajo. This is because the tourism creative economy is in direct contact with the local community based on creative resources to produce something to color the ongoing tourism activities. The Labuan Bajo tourism destination which has been designated as a super priority destination development is certainly able to provide opportunities as well as challenges for Labuan Bajo tourism stakeholders. Human capital capacity is one indicator of success in developing these tourist destinations.

The creative economy is an important element in the tourism economy. This aspect must be encouraged in order to be able to generate economic values for local communities. This is because Labuan Bajo has a wealth of tourism creative economy resources. The wealth of the tourism creative economy in Labuan Bajo can be seen as follows:

Number	Tourism creative economy	Category	Players
1	Script	Tourism creative economy	Local society
2	Music art	Tourism creative economy	Local society
3	Art	Tourism creative economy	Local society
4	Performing arts	Tourism creative economy	Local society
5	Publisher	Tourism creative economy	Local society

Table 4.1. Tourism creative economy in Labuan bajo
Source: Author 2020

The existence of Labuan Bajo tourism development encourages the community to do creativity, innovation, and find potential local resources that can be developed to bring economic values. The creativity produced by the local community can be a superior tourism product that can be served to tourists to provide a better experience.

2. Tourist participation

The creativity generated by the local community is able to have a positive influence on tourists to carry out additional activities when visiting Labuan Bajo tourist destinations. The uniqueness of tourism products is able to attract the attention of tourists to be involved in the production of these creative products. Tourists who visit can be involved in the process of making the tourism creative economy. The involvement of these tourists certainly has a positive impact on the economic growth of local communities.

The local community educates tourists who are involved in the process of the creative economy of tourism in Labuan Bajo. The education provided by the community certainly strengthens the relationship between tourists and the community. This certainly has very broad tourism implications. Tourists can have their own perceptions regarding the image of the Labuan Bajo tourism destination visited. The local community must take advantage of this opportunity by continuing to develop the creative economy of owned tourism so that it can be widely known by both domestic and foreign tourists.

3. Tourist expenditure

It is hoped that the tourism creative economy managed by the local community will attract tourists to consume these products. The creative economy of tourism can also be an element to provide a positive image for tourist destinations visited by tourists. The existence of a creative economy is expected to provide comfort for visiting tourists and also be able to encourage the growth of the tourism economy in Labuan Bajo. This creativity is expected to beautify the treasures of the super premium tourist destinations of Labuan Bajo. Tourists who are involved in the creative economy show certainly have to spend money to be able to watch the authenticity of the show from the Labuan Bajo tourist destination.

There were various kinds of tourist expenditure due to the fact that tourist has its own wants. This is because tourists who visit Labuan Bajo tourism destinations can buy the creative economy of tourism in accordance with their tour wishes. The resulting tourism creative economy also has variations. The diversity of the tourism creative economy also certainly has a high selling value. At this time, the super premium tourist destination Labuan Bajo has conducted public tests on 16 works of the creative economy of tourism. Therefore, the existence of these works is expected to be a show for tourists.

4.2. Model of the tourism creative economy development based on digital in Labuan Bajo

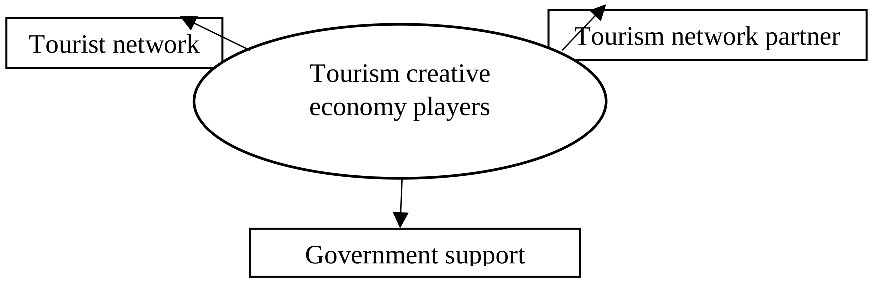
1. Stakeholders collaborations

Collaboration between stakeholders is the key word in developing the tourism creative economy. This is because the tourism creative economy is a special interest category for tourists so that the actual market situation is very difficult to reach. Therefore, cooperation between stakeholders is expected to be able to develop the creative economy of tourism so that it can be widely known by tourists.

Tourism creative economy actors (local communities) are expected to cooperate with tourism business actors in order to provide better creative economy results. Researcherss think that this is because the position of tourism business is a place of movement of tourist so that the tourism creative economy will be more easily recognized by tourist if good coopoeration is established.

The government has an important role as a facilitator and regulator and must continue to facilitate the creativity of local communities and must provide policies to support the acceleration of the development of the tourism creative economy in Labuan Bajo. Government support is a vital aspect to encourage local communities to produce quality creative tourism economy.

Tourist network or a strategy to expand the network with tourists so that there is a relationship with the tourism creative economy actors. The goal is to create cooperation between creative economy actors and tourists so that there is wide open market access. This certainly has massive implications for the local community and also for the Labuan Bajo tourism establishment. The Researchers provides an overview of the model as follows:



Creative economy development collaborative model
Source: Author 2020

2. Promotion through social media

Tourism creative economy products must be developed through social media. The aim is that these products are formed and become truly a product of the tourism creative economy by being promoted through social media. The content format for tourism creative economy products must be very digital, using images or photos, video and text, and posted on social media. Through this approach, it is hoped that the creative economy can develop quickly and reach the millennial market.

Researcherss think this is because along with the civilization revolution 5.0 brought many changes in aspects of human life. Community 5.0 or in the context of tourism, it can be said that millennial tourists are very integrated with this technological revolution. Almost all activities are carried out through social media. Therefore, social media has now become a means to deliver mankind in their activities. One of them is tourism activity. Tourists when they want to travel usually look for information and also arrange their trips using social media.

The development of the tourism creative economy must be able to penetrate digital as a medium to market their creative products. The existence of a creative economy developed in Labuan Bajo that has gone through public testing must aggressively market it through social media. Creative content must be packaged as well as possible in order to attract millennial tourists to consume it. It is hoped that the tourism creative economy of Labuan Bajo will be able to attract massive quantities of tourists visiting.

V Conclusion and suggestion

5.1. Conclusions

Exisiting conditions for the development of the creative economy of tourism in Labuan Bajo have produced 16 creative works that have passed the public testing stage. However, the development of the creative economy of tourism in Labuan Bajo is still minimal in its development. The reason is that there is still a lot of creative economic potential for Labuan Bajo tourism that is still hidden. Therefore, the stakeholders concerned are expected to aggressively explore the potential of the creative economy in Labuan Bajo. The existence of the tourism creative economy still requires a systematic, structured and massive advanced touch. It is intended that tourists can be involved in the development of the creative economy so that it provides massive expenditure which has implications for society.

Tourism creative economy development in Labuan Bajo has not yet been connected with digital tourism. The Researchers argues that the development of the tourism creative economy must collaborate with stakeholders who are considered as actors who can provide positive results. In addition, the development of the tourism creative economy must use digital as a means of development so that there is a clear development model. Researcherss think this is because actuality and practical conditions are still very minimal when associated with digital tourism so that it affects the growth of the tourism creative economy in Labuan Bajo.

5.2. Suggestion

Based on the reality in the field, it shows that the development of the tourism creative economy in Labuan Bajo is still very minimal, especially the digital-based development. Therefore, the Researchers wants to convey some thoughts about the development of the tourism creative economy based digital as follows:

1. Creative economy actors must continue to innovate to produce quality creative economy products.

2. Tourism creative economy actors must collaborate with other stakeholders such as: tourism business actors, tourists, and also the government so that their development is easier to reach the millennial tourist market.
3. Actors of the tourism creative economy must use digital as a means to communicate their creative products to tourists or their intended targets.

Limitation and study forward

The limitation of this research is that it is only intended to develop the creative economy of tourism based on digital tourism. The assumption in this study is that the existence of local products packaged in the creative economy must be able to reach the millennial market by bringing digital-based products. Therefore, this study only discusses the existence of the creative economy of tourism and how to develop its products based on digital tourism so that they can reach the millennial market and become a center of creativity in super premium destinations.

The researcher argues that by developing this hypothesis so the study forward there will be prospects for future research to further the limitations of this study. If the development of the digital-based tourism creative economy already has a very strong existence, future research can propose a new hypothesis with a different paradigm related to the development of the Labuan Bajo tourist destination as a tourism city based on the creative economy.

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SOCIAL MEDIA MARKETING THROUGH THE TIKTOK APPLICATION AND ITS IMPACT ON BALI TOURISM DURING THE COVID-19 PANDEMIC

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Abstract

In 2018 internet users reached 171.17 million and 87.4% use it to access social networking content, in Indonesia. The high level of internet usage makes marketing via social media very effective and efficient. Social media marketing (SMM) is one of the marketing techniques that can be done, one of which is through TikTok, a popular social media that has 30.7 million users in Indonesia. This study was investigated to determine the impact of social media marketing through the TikTok application on Bali tourism during the Covid-19 pandemic by examining the driving factors, inputs, processes, and outputs of stakeholders and consumers / potential tourists using dialogical communication theory by taking 8 video samples from tourism stakeholders and 5 video samples from influencers to analyze the comments column of content or videos made with a content analysis theory approach. From this research it can be seen that the marketing carried out through TikTok has not been able to have a direct impact on the tourism destination or industry, but the TikTok video can attract potential tourists and increase brand awareness of the destination or tourism industry being marketed.

Keywords: Tik Tok, Social Media Marketing, Covid-19, Millenial

Introduction

Tourism according to Herman V. Schulard (in Yoeti, 1996) is a set of activities related to the economy related to the activity of the entry of foreigners through traffic in a particular country, city or area. For this reason, tourism is a sector that has an important influence on the economy of a country. In Indonesia itself, the tourism sector is a leading sector which is one of the largest foreign exchange contributors.

Bali, which is also known as the island of the gods, is the star of Indonesian tourism which is well known throughout the world. Apart from being famous for its natural beauty, especially its beaches, Bali is also famous for its unique and interesting arts and culture. In 2003, around 80% of Bali's economy was dependent on the tourism industry, so Bali became one of the richest regions in Indonesia, Soritua (2015). The tourism sector is a sector that continues to develop and experience progress, but tourism is also a vulnerable sector.

The Covid-19 pandemic, which is now a global problem, has had a very significant impact on all sectors of human life. One of the sectors that has been severely shaken by the Covid-19 pandemic is the tourism sector. Tourism, which initially continued to develop rapidly, is now experiencing a decline and can even be said to be paralyzed. This of course has an important effect on the Balinese economy. The era of a new life order or New Normal began to be established in Bali on July 30, 2020, as well as officially reopening Bali tourism the government, especially the local government of Bali, is trying hard to restore the economy of Bali by reviving the tourism sector and targeting domestic tourists. In its efforts, the government developed an economic recovery strategy, namely by creating programs based on health protocols Covid-19, which is known as the CHSE. CHSE stands for Cleanliness, Health, Safety, and Environment. The CHSE has been implemented in the tourism sector and creative economy in Indonesia since September 2020. The CHSE was made based on the Decree of the Minister of Health regarding health protocols in places and public facilities in the context of preventing and controlling Covid-19. Furthermore, the government has made several programs that can promote and build the trust of tourists to be able to travel to Bali, one example is the We Love Bali program.

In this digital era, humans cannot be separated from the internet and social media. The internet has now become a basic need for mankind, because the internet makes human life easier. That's why internet users continue to grow and develop all the time. In Indonesia, according to APJII (Indonesian Internet Service Providers Association), internet users reached 171.17 million in 2018, Most of them use it to access social networking content (87.4%), searching (68.7%) and instant messaging (59.9%) (in Glennardo, 2018), with an average time span using social media of nearly 3 hours a day (BBC Indonesia, 2015). According to Kotler & Keller (2012: 568) social media is a means for consumers to share information both in text,images, audio and video with each other. Meanwhile, according to Caleb Carr and Rebecca A. Hayes, (2015), social media is internet-based media that allows users the opportunity to interact and present themselves, either instantaneously or delayed, with a wide audience or not which encourages the value of user-generated content and perception of interactions with others. From the two explanations above, in general, it can be concluded that social media is internet-based media that allows usershave the opportunity to interact by sharing text, images, sound, and videos regarding various kinds of information. Foux (2006: 6) states that consumers (tourists) perceive social media as a more reliable source of information about the promotion of a company's products or services.

Social media marketing (hereinafter referred to as SMM) is a process that encourages individuals to promote through their website, products or services through online social channels and to communicate by leveraging large communities that are more likely to do marketing than through traditional advertising channels (Weinberg, 2009: 3-4). According to Tuten (2008: 19) social media marketing is a form of online advertising that uses the cultural context of the social community including social networks, virtual worlds, social news sites, and social opinion sharing sites for communication purposes. SMM carried out by a business can affect a person's thinking which will have an impact on the thoughts of others more broadly before making a purchase decision (Gunelius, 2011: 144-145),

Social media marketing has several dimensions. According to Singh (2010) in the journal As'ad, H. Abu Umman entitled "The Impact of Social Media Marketing on Brand Equity: An Empirical Study on Mobile Service Providers in Jordan (2014)", there are five dimensions of social media marketings, namely : a.) Online Communities, b.) Interaction, c.) Sharing Content, d.) Accessibility, e.) Credibility. Media that can be used for marketing consists of various types of applications. In this research, we will focus on social media marketing through the marketing of the TikTok application.

Launching from wartaekonomi.co.id (2020), Tiktok was developed by Zhang Yiming, a software engineering graduate from Nankai University, who founded a technology company called ByteDance in March 2012. TikTok was developed as a short video maker whose mission is to record and present the creativity and valuable moments of its users. TikTok allows anyone to become a creator and encourages users to share creative expression through videos ranging in length from 15 to 60 seconds.The resulting short videos can then be shared by users with other social media users, such as Instagram.

In Indonesia, TikTok has been present since September 2017. Senior Marketing Manager of TikTok Indonesia, Dina Bhirawa, said that TikTok services continue to experience development in Indonesia (Liputan6, 2019). In Indonesia, TikTok claims to get 21 billion views per month with more than 100 new videos every day. It is known that in addition to the game category, TikTok is the most downloaded application in the world as of July 2020. The application originating from the PRC (People's Republic of China), according to a report by a market research company mobile sensor tower application, has pocketed more than 65.2 million downloads, or the equivalent of 21.4 percent. Which is the same amount of increase from the previous year period. The countries with the most TikTok application installations during the Corona-Virus19 pandemic include the United States, with 9.7 percent (6,324,000) and Indonesia with 8.5 percent (5,542,000). With 8.5 percent total downloads in July 2020, Indonesia is strengthening its position as the fourth largest TikTok user country in the world. With around 30.7 million TikTok users, spread across various regions in Indonesia.

At this time, Tik Tok is not only used as a medium for channeling creativity, but is also used as a medium for education and marketing media. Tik Tok users in Indonesia continue to experience progress and improvement, so that Tik Tok is considered the right platform as a marketing medium because of its wide reach. This is what the government and tourism stakeholders see, so that in April 2019, Wonderful Indonesia collaborated with Tik Tok in launching an Indonesian tourism campaign, where the tourism ministry collaborated with a number of creators and celebrities to market Indonesian tourism, where it is hoped that it can reach promotion to more Tik Tok users, (Puspita, 2019).

Reporting from republika.co.id, the article entitled 'How TikTok Helps Tourism Promotion' which was uploaded in October 2019. Head of User and Content Operations for TikTok Indonesia, Angga Anugrah Putra explained how Tik Tok helps tourism in Medan City. He said that the collaboration with the Tourism Office could make young people more aware of the tourism potential of Medan City. TikTok itself is working with local creators to make videos, also withusing colorfulmedan hashtags. Dozens of divers in Bolaang Mongondow Selatan, North Sulawesi also promote tourism through Tik Tok. Where they made a short video of divers casually doing dances in the sea, under a depth of 12 meters and finally the video went viral on social media, (Mampuk, 2020). This is also what the government and Balinese people see in promoting or marketing Bali tourism.

In this study, researchers focused on millennial tourists, where millennials are the people who dominate the use of the TikTok application. Forbes, (2020) states that more than 60% of TikTok users consist of Generation Z or commonly called millennial children who were born after 1996 - 2015. In Indonesia, TikTok users are dominated by millennials and also the generation below. This was stated by the head of public policy for Tik Tok Indonesia, Donny Eryastha. That generation Z and Y are the generation that dominates the use of TikTok, with an age range of 14 to 24 years, Rakhmayanti (2020). In addition, in 2018, millennial tourist arrivals in Bali reached 40% of the total number of tourist arrivals per year. Launching from Bisnis.com (2018) the number of tourists will continue to increase, supported by the increasing number of millennial generation in Asia. By 2030, it is predicted that 57% of Asia's population will be millennials. In Indonesia alone, in 2030 it is predicted that the millennial generation will reach 82 million and rank the second largest in Asia, for that millennials generation will then become a large target market. Besides that according toTourism Marketing Director Regional (Indonesia, ASEAN and Osenia) Ministry of Tourism and Creative Economy, Vinsensius Jemadu, as quoted from travel.okezone.com (2020), the tourism trend has experienced a slight shift, where younger generation tourists such as gen Z and millennials are the main targets because gen Z and millennial tend to be prefer adventure and it is predicted that they will carry out tourism activities first and will become a global tourism trend.

In an effort to revive Bali tourism, tourism stakeholders market Bali tourism through the TikTok application by making short videos about the tourism industries in Bali. Such as short videos that show the beauty of a tourist attraction and contain information about the uniqueness of the place, the name of the place, how to access it, and other information. From the marketing carried out, of course it has an impact. For this reason, in this study, researchers will discuss "Social Media Marketing Through the TikTok Application and Its Impact on Bali Tourism during the Covid-19 Pandemic". So that you can find out whether the marketing carried out on TikTok is effective in marketing Bali tourism,

Literature review and Hypotheses Development

Research Review in this study is research conducted by Moriansyah (2015), which states that Social media is a marketing communication tool that has great capabilities due to its broad communication capabilities, the ability to share information, and break geographic boundaries. This statement is in line with research conducted by Umami (2015) which states that Yogyakarta Tourism Promotion using social media is very effective at the intended target, namely tourists and potential tourists. In addition to being effective at the intended target, Umami also emphasized that the target of promotion through social media has become broad and most social media users can access or get information quickly and accurately.

Furthermore, another review is a study conducted by Weimann & Masri (2020) which states that TikTok is the fastest growing app to date, attracting a very large audience of 1.5 billion active users, who are predominantly teenagers. This is in line with research conducted by Herrero, et al (2020) which states that Tik Tok is the 6th most popular application in the world and has a great influence, where Tik Tok's influence has reached the news media, where Tik Tok users can easily provide information as well as accessing information, in the study also stated that Tik Tok is a platform characterized by visual and short content and dynamics determined by algorithmic recommendations, trending hashtags, and challenges.

Another research review is research conducted by Xin Du, et al (2020) who discussed Chinese Millennials' production and sharing of short-form travel videos on TikTok or Douyin. The research explains that TikTok is increasingly playing a role in shaping the image of a destination, changing tourist behavior, and mediating the tourist experience, where one viral Tik Tok video can attract many people to travel to a tourist attraction. This is supported by research conducted by Fansuri (2016), which states that promotion through social media on the beauty of Dato Majene Beach increases the number of tourists on the beach. This is due to promotion through social media which is effective and efficient.

Research Methodology

This study used descriptive qualitative method. This study also uses a social media marketing approach. In addition, it also uses dialogical communication theory by Kent and Taylor (1998), which in this study uses dialogical communication theory in the context of social media. In this case the researcher took 8 video samples from tourism stakeholders and 5 video samples from influencers to analyze the comments column of content or videos made with a content analysis theory approach. Sources of data used are primary and secondary data sources with data collection techniques, namely, interviews and observations and literature study.

Results and discussions

In this study, the researcher will present the discussion using a frame of mind which can be seen in Figure 1.

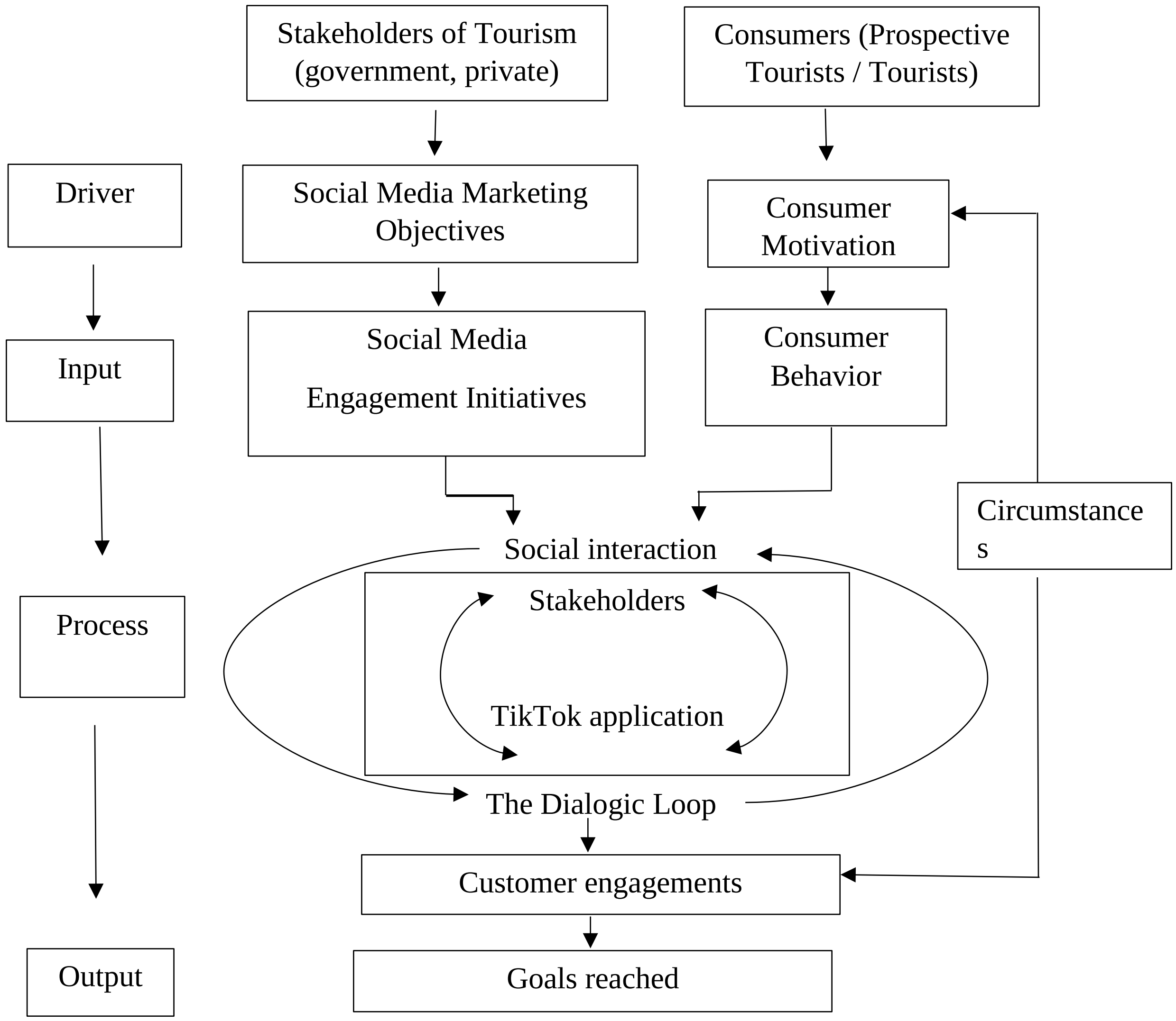

Figure 1
Thinking framework
(adapted from Li, F., Larimo, J. & Leonidou, 2020)

From the picture above, it can be seen that the focus of the research is on tourism stakeholders and consumers (potential tourists). Researchers will discuss the drivers or driving factors of stakeholders and consumers / potential tourists. The driving force of stakeholders is the goal of marketing carried out by tourism stakeholders. Meanwhile, the driving force for consumers / potential tourists is their motivation (tourist motivation) to travel. Next, we will discuss input, namely the efforts made by tourism stakeholders in order to fulfill the objectives of the marketing itself, as well as the behavior of the tourists.

Also explained the dialogical communication relationship between tourism stakeholders and tourists, which occurs through the communication process through the TikTok application. In this study, the circumstances or circumtances affect each process that occurs, starting from the objectives of the tourism stakeholders, to the research outputs, namely the impacts resulting from each process that occurs.

a. Driver

According to Hetifah in Reski et al (2016: 160), stakeholders are defined as individuals, groups or organizations that have an interest in, are involved, or are influenced (positively or negatively) by development activities or programs. In tourism itself, there are three main stakeholders who play a very important role in tourism development. According to Rahim (2012; 1), the three tourism stakeholders are government, private sector and community. Government means covering all political institutions and the public sector. The government acts as a regulator, where the government is the maker of policies, providers of public services, administering governance, and building an environment that is conducive to achieving good development goals. Private stakeholders are the facilitators, including entrepreneurs in the tourism industry. Finally, namely the community, which is individuals or groups that interact socially, politically and economically. The community plays a role as a participant, where the community plays a role as a participant in existing tourism activities.

Quoting from travel.detik.com, (2020) the corona virus pandemic is very significant in affecting Bali tourism. In August, Bali tourism has dropped 81% compared to the previous period, the data was conveyed by Plt Kadisparda Badung, Tjokorda Raka Darmawan in the Indonesia Care Campaign webinar & Guidelines for Health Protocols for Tourism Attraction, organized by the Ministry of Tourism and Creative Economy and Voxpp Shout, on August 4 2020. This is a factor driver or driving tourism stakeholders to conduct SMM.

In the New Normal era, tourism stakeholders worked hard to revive Bali tourism. SMM which focuses on promotion through social media, without the need for face-to-face interaction, and also has a wider reach with minimal promotional costs, making SMM the right marketing technique and can be taken by stakeholders to promote Bali tourism.

In this section, the author will discuss the SMM carried out by tourism stakeholders through the TikTok application media as a means of obtaining the goals of tourism stakeholders. SMM is done to influence the thinking of potential customers. SMM is an activity that is required in an industry, including the tourism industry. With the existence of SMM, tourism stakeholders can increase brand awareness of a destination, accommodation, tourism activities through promotions. Especially promotions made through the TikTok application social media. Currently, we also know that social media is an inseparable thing in our daily lives, by promoting tourism through SMM, tourism will be better known. SMM also makes it easier for stakeholders to communicate with consumers or potential tourists. SMM can be a forum for stakeholders to promote the tourism industry and attract tourists to carry out tourism activities. As a driver of tourism, stakeholders certainly have a role in developing and developing tourism towards better development. Marketing through social media carried out by these stakeholders has the aim of building and developing tourism, where this goal is carried out for the sake of obtaining profit. stakeholders certainly have a role in developing and building tourism towards better development. Marketing through social media carried out by these stakeholders has the aim of building and developing tourism, where this goal is carried out for the sake of obtaining profit. stakeholders certainly have a role in developing and building tourism towards better development. Marketing through social media carried out by these stakeholders has the aim of building and developing tourism, where this goal is carried out for the sake of obtaining profit.

Ali, (2016) states that tourists are "people who carry out tourism activities or people who travel temporarily to places or areas that are completely foreign to them". In this study the driver or driving of consumers or tourists / potential tourists is motivation. A person's travel motivation is influenced by internal factors and external factors of the tourists themselves. Intrinsically, motivation is formed because of human needs and / or desires, according to Maslow's Hierarchy of Needs Theory. These needs start from physiological needs, security needs, social needs, prestige needs and self-actualization needs. Extrinsic motivation is motivation which is influenced by external factors, such as social norms,

Motivation is a very important factor for potential tourists. Potential tourists will perceive possible tourist destinations, where this perception is generated by individual preferences, previous experiences and the information they get, Ali (2016). In this study, what influences the perception of potential tourists is the information obtained from the use of social media, namely through the TikTok application.TikTok is one of the fastest growing social media applications, in Indonesia TikTok was present in 2017 and was blocked in 2018, but in June 2020 TikTok users in Indonesia reached 30.7 million users. Sother than that the features in this application are very supportive for business promotion media. As with other types of application platforms, TikTok users can follow other user accounts, write comments, like and download videos, and share them. The large number of TikTok users is one of the right reasons for stakeholders to market Bali tourism products through this application.

The motivation that consumers or potential tourists using TikTok have is prestige, which is maccording to Ryan (1991) and Pitana (20015) is wanting to show prestige by visiting a destination that shows class and a lifestyle that is an impetus to increase status or social standing. Next is the motivation forself-actualization or self-fulfillment, namely needs that do not involve balance, but involve a continuous desire to fulfill potential. This need is a need that encourages individuals to express themselves or self-actualize, Aulia (2019). The motivation for prestige and actualization by TikTok users is where they want to visit or travel to a place that is currently popular in TikTok so that it raises pride or a feeling of pride because they have traveled or visited a place that is currently famous or popular. Apart from that, the motivation of TikTok users is also for sharing information. Sutanta, (2011) defines information as a result of data processing so that it becomes an important form for recipients of information. With the information, can be used as a basis for decision making by the recipient of the information, which can be felt the consequences either directly or indirectly. What is meant by information sharing motivation is the motivation of TikTok users to create content or videos containing information about Bali tourism products to be shared again on social media.

b. Input

Marketing carried out by stakeholders is basically aimed at meeting and satisfying the needs and wants of tourists or target tourists. SMM has a goal so that stakeholders can learn, know how to influence tourist behavior in order to support the products (goods and services) offered to tourists, so that the purpose of the promotion itself can be realized. The main purpose of each promotion itself is to influence tourists to visit and carry out tourism activities.

With the Covid-19 pandemic which has narrowed the space for both stakeholders and tourists, SMM has played a major role in marketing tourism products, where SMM also makes it easier for tourists to get various kinds of information about a destination they want to go to. In this study, it focuses on the efforts of stakeholders in Bali to make reservations about existing destinations, accommodation, through social media, in this case the TikTok application. Stakeholders make short videos that show the beauty and uniqueness of their products and are informative, so that they can attract potential tourists, besides that the effort is also being made to hook up influencers to help promote their products using TikTok media.

Meanwhile, input from consumers / potential millennial tourists is their behavior. Consumer / tourist behavioraccording to Morrisan (2007: 64) are the processes and activities involved when people seek, select, use, and evaluate products and services to satisfy their needs and desires. According to Loudon and Della Bitta (Buchari Alma, 2008: 236) "Tourist behavior may be defined as the decision process and physical activity individuals engage in when evaluating, acquiring, using, or disposing of goods and service". While,according to Griffin (2005) in Rukmiyati and Suastini (2016), consumer behavior is all activities, actions, and psychological processes that drive these actions before buying, when buying, using, spending products and services after doing the things above or evaluating activities.

In this study, researchers focused on tourist behavior arising from social media. Rukmiyati and Suastini (2016) in their research stated that social media has led to a trend of new tourist objects popularized by posting photos and videos by social media users. The photos and videos that are uploaded represent what a tourist object has or even show facts about the condition of a tourist attraction. Social media, which in this case is the TikTok application, allows users to create short videos that can also be created as attractive as possible and upload them, of course, can affect tourist behavior.

From the motivation of tourists or potential millennial tourists, it can be seen where their behavior is headed, where they are traveling or visiting a place, not only shopping for products provided in the form of beauty and uniqueness. However, they also share their travel activities on social media, where one of the media is the TikTok application. This is in accordance with the results of research from Rukmiyati and Suastini (2016) which states that social media is a popular media and is widely used to get tourist information by young tourists. Young tourists also use social media during their travels to update information about their travels (such as check-in locations, status updates, information about pictures / videos / recommendations).

c. Process

The dialogic loop is a dialogical communication that occurs between an organization or company and the public. In marketing through social media on the internet, this feedback service is important because the public is given a place or means to respond to the goods or services used. Then PR can reply to the public response, so that a dialogic loop occurs.

In this study, dialogical communication occurs between stakeholders or content creators with TikTok users or potential tourists through the comments feature on the TikTok application and can also use the private chat feature provided by TikTok. However, this study analyzes dialogical communication that occurs in the comments column on several sample videos that have been previously determined. In addition, dialogical communication can also occur between viewers, where viewers who have more knowledge about the objects in the content can help other viewers who ask about objects / places in the content.

Here are some comments from a sample video that illustrate the occurrence of dialogical communication:

A: @komanglinda : *Lokasinya dimana kk?*.
B: @lavievillabali : *Kita ada di jalan Pandawa Legian kak*.
A: @nisa : *Wah si guide yang ramah yang temenin kita keliling kemarin*.
B: @balisafaripark : *Terimakasih atas kunjungannya ke Bali Safari Park*.
A: @brilian : *price range-nya berapa ? mohon infonya kak. Terimakasih*.
B: @ellchintya : *harga mulai dari 50.000 keatas*.
A: @ like : *Mesan dimana sih?*.
B: @andrebiranto : *Water BnB or Booking.com*.

The results obtained after analyzing the comments column are that content viewers or potential tourists begin communication with tourism stakeholders by providing comments in the form of questions, such as asking the location of the place, price, expressing admiration and interest in visiting, and even some TikTok users who have already visiting there helps provide a review of the place. Meanwhile, tourism stakeholders respond well to questions and statements from TikTok users, in this case potential tourists. From these comments, it can also be seen that through the TikTok video, it can attract viewers or viewers to come on tours or visit places that have been promoted.

Table 1. Sample Videos

Account name	**Description**	**Number of Interactions (Views, Like, Comment and Share)**
@Balisafari	Bali Safari is the largest and most comprehensive zoo on the island of Bali. Bali Safari Marine Park has an area of approximately 40 hectares which is inhabited by approximately 50 species of rare animals. originating from within and outside the country.	*Views* : 223,538 *Like* : 2621 *Comment* : 11 *Share* : 41 *Hashtag* : 432.9k views
@waterbombali	Waterbom Bali is a water tourism which has an area of 3.8 hectares, consisting of tropical parks and water rides that challenge adrenaline and of international standard.	*Views* : 4,410 *Like* : 117 *Comment* : 4 *Share* : 8 *Hashtag* : 89.2k views

@thekayonujungleresort	The Kayon Resort, Ubud is a 5 star luxury resort located in the traditional village of Bresela, Payangan, Gianyar, Bali. This resort building is designed and inspired by Balinese culture that has long been respected and focuses on environmentally friendly concepts	*Views* : 80 *Like* : 2 *Comment* : 0 *Share* : 2 *Hashtag* : 2.63m views
@toyadevasya	Toya Devasya Natural Hot Spring & Camping resort is located in the Batur Caldera area, Kintamani. Toya Devasya is known as a natural hot spring by the lake. Toya Devasya has hot spring facilities, a restaurant, spa, villas and a camping ground. Tourists can also do nature activities (adventure) and watersports.	*Views* : 1,258 *Like* : 125 *Comment* : 8 *Share* : 26 *Hashtag* : 131k views
@sarahresortubud	Aksari Resort Is a 5-star resort located in Tegalalang. Aksari Resort Ubud offers beautiful forest views with infinity pool, restaurant, bar lounge, spa, yoga, gym, etc.	*Views* : 19,051 *Like* : 23,700 *Comment* : 36 *Share* : 115 *Hashtag* : 9475 views
@aksarivillaseminyak	Aksari Villa Located on Jl.sunset road, this villa has a unique design and architecture.	*Views* : 558,800 *Like* : 1,300 *Comment* : 254 *Share* : 1,325 *Hashtag* : 359,200 views
@lavievillabali	Lavie Villa Bali Located in Legian, Kuta, and designed with a tropical romantic villa concept.	*Views* : 433,200 *Like* : 23,100 *Comment* : 210 *Share* : 842
@villaveronecanggu	Villa Verone Located in Canggu, and offers an outdoor swimming pool, private pool and a garden.	*Views* : 5,489 *Like* : 83 *Comment* : 2 *Share* : -

Source: Processed data

Stakeholders or groups of people who have an interest in the company are that can influence or be influenced by the actions of the business as a whole. Kumalasari (2018). In marketing through social media, stakeholders also hook influencers to help market their products in the form of tourism destinations or the tourism industry through the TikTok application. What is meant by an influencer is a person who has many followers and has the ability to influence his followers to buy or own a product. According to Hariyanti and Wirapraja

(2018) in Amalia (2019), an influencer is a person or figure in social media who has a large or significant number of followers, where the things they convey can influence the behavior of their followers (followers). It can be concluded that the influencers in question are people who have a large following on the TikTok application.

Table 2: Sample Videos of Influencers

Account name	Place Name to Promote	Number of Interactions (Views, Like, Comment and Share)
@Ellchintya	The Kayon Resort, Ubud	*Views* : 1.5 billion *Like* : 118,400 *Comment* : 1801 *Views* : 4408
@ ayikutami.s	Toya Devasya	*Views* : 620,700 *Like* : 184,600 *Comment* : 606 *Share* : 421
@andrebinarto	Aksari Resort	*Views* : 19,900 *Like* : 576 *Comment* : 22 *Share* : 55
@andrebinarto	Aksari Seminyak	*Views* : 3985 *Like* : 177 *Comment* : 8 *Share* : 8
@andrebinarto	Villa Verone	*Views* : 847,500 *Like* : 73,800 *Comment* : 733 *Share* : 4938

Source: Processed data

d. Output

Output is a direct result of the activities, activities or services of a program. In this study, the output seen is the result that emerges from marketing through TikTok social media. From the interview results it can be seen thatThe Covid-19 pandemic has had a huge impact on the number of tourist visits to Bali, in several tourist objects such as Waterbom Bali, where 80% of the market is foreign tourists, experiencing a drastic decrease in the number of tourists or visitors visiting. The efforts made by tourism managers to increase the number of tourists or visitors again are by implementing safety and prevention protocols in a disciplined manner, then the management also tries to build guest trust through promotion or dissemination of information through social media and followed by target adjustments. market, more precisely domestic tourists, especially millennials.

Tourism managers or stakeholders use the TikTok application as a means of promotion, and make TikTok one of the medium-term plans to expand SMM with the main reason that

TikTok's audience continues to grow. To find out the results of social media marketing carried out, researchers examined the comments column from videos uploaded via TikTok. Researchers found many comments from TikTok users, who in this case are potential tourists, which implies their desire to visit the destination that is the content in the TikTok video. The only reason they have not been able to visit these destinations or accommodations is the Covid-19 pandemic which is still real among us today.

In addition, the researchers also found that there were some viewers or viewers of the content or video, only knowing about the product or place through TikTok social media, and some comments also showed that the viewers or viewers were very interested in the meaning of the counter by inviting friends. their friends or family to visit or travel to places that are in the content by mentioning the accounts of their friends / family with an invitation sentence.

@yumiwintari	: *Recommended, good food and facilities. I've been there.*
@erinnafrizka	: *Thank you sister for the information, I want to show my partner so that we can go there.*
@ susita78	: *I've been here, the place was so nice and comfortable.*
@jason	: *Want to go there but the situation is still Covid-19, just pray.*
@ user491419	: @mmittssss @vidaswarii *reference place for holiday*
@ mamichulo	: *let's go here* @gdi @mynice @measdw
@ichaadelia	: *anyway you have to invite me here* @ aiko_botak15
@mamalem	: *add to whislist*
@raratembem	: *I want to go there with my husband*

e. Impact

The impact raised through TikTok social media marketing in several places or the tourism industry through interviews with stakeholders, states that the impact of marketing through TikTok cannot be felt directly by stakeholders where tourist visits are still low.

However, even though marketing through TikTok has not been able to have a direct impact on destinations or the tourism industry that markets its products through TikTok social media, the TikTok video can attract potential tourists to visit the marketed tourism destination or industry. From the number of views TikTok also proves that uploaded videos can increase brand awareness of the destination or accommodation being marketed.

Conclusion

Social media marketing carried out by tourism stakeholders through the TikTok application media as a means of obtaining the goals of tourism stakeholders. With the existence of SMM, tourism stakeholders can increase brand awareness of a destination, accommodation, tourism activities through promotions. Especially promotions made through the TikTok application social media. SMM makes it easy for stakeholders to communicate with consumers or potential tourists. Marketing through social media carried out by these stakeholders has the aim of building and developing tourism, where this goal is carried out for the sake of obtaining profit. Motivation is the driving factor or driver for someone to carry out tourism activities. Prospective tourists will perceive possible tourist destinations, where these perceptions are generated by individual preferences, previous experiences and the information they get. The motivation possessed by consumers or potential millennial tourists using TikTok is prestige, self-actualization, and sharing information.

Input from stakeholders are the efforts made by stakeholders in Bali to market their destinations and the existing tourism industry, by making short videos that show the beauty and uniqueness of their products and are informative, so that they can attract potential tourists, besides business what is also done is by hooking up influencers to help promote their products using TikTok media. Meanwhile, input from consumers / potential millennial tourists is their behavior.Social media has led to a trend of new tourist objects popularized by posting photos and videos by social media users. In this study, researchers focused on tourist behavior that arises due to social media, where they are traveling or visiting a place, not only shopping for products provided in the form of beauty and uniqueness. But also share tourist activities or update information about their travel on social media.

The process of dialogic communication between stakeholders or content creators and TikTok users or potential tourists occurs through the comments feature on the TikTok application and can also use the private chat feature provided by TikTok. Content viewers or potential tourists initiate communication with tourism stakeholders by providing comments in the form of further questions such as asking the location of the place, price, expressing admiration and interest in visiting, and even some TikTok users who have visited there help provide a review of the place. Meanwhile, tourism stakeholders respond well to questions and statements from TikTok users, in this case potential tourists.

Output is a direct result of the activities, activities or services of a program. Tourism managers or stakeholders take advantage of the TikTok application as a means of promotion, and make TikTok as one of the medium-term plans to expand SMM with the main reason that the TikTok audience continues to grow, the impact generated through TikTok social media marketing in several places or the tourism industry has not been felt yet. directly where tourist visits are still low.

Limitation and study forward

This research only examines the role of social media marketing of the TikaTok application for tourism in Bali, uses dialogical communication theory by taking 8 video samples from tourism stakeholders and 5 video samples from influencers to analyze the comments column of uploaded content or videos, with a content analysis theory approach. . The results of this study are centered only on tourism stakeholders in Bali, who use TikTok as one of their marketing media in promoting tourism during the Covid-19 pandemic. From the research we have done, it can lead to more in-depth and detailed follow-up research on social media marketing that can be done through TikTok to help restore tourism in Bali.

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HOMESTAY DEVELOPMENT STRATEGIES IN CIBODAS VILLAGE

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Abstract

Rural areas have quite unique opportunities to attract tourists by building relationships between them and their cultural, historical, ethnic and geographical roots. However, currently the existing homestay has not been included into tourist’ package products, so that it can become a tourist attraction for tourists. This phenomenon causes existing homestays to only be used as accommodation or accommodation facilities. In fact, homestays can also offer a variety of interesting activities related to the culture and social life of the local community. Therefore in developing a homestay it is very important to involve the local community as a tourist attraction. The purpose of this study is to identify the potential of the Cibodas village as an educational tourist attraction. In addition, to identify the strengths, weaknesses, opportunities, and challenges of developing homestay in Cibodas tourism village as an educational empowerment attraction based on community empowerment as well. The last one is to formulate a homestay development strategy. In order for this research could be conducted thoroughly and achieves goals that are in accordance to the expectations of the researcher, multi-method approach of qualitative and quantitave method will be applied.

Keywords: *rural areas, homestay, educational-tourism, Cibodas Village*

1. Introduction

The phenomenon of tourism and tourists has developed and evolved rapidly, both as a "new" scientific cluster, a field of research studies, modern industry, even if viewed from a wider theoretical and practical side. Wiweka and Arcana (2017) note that the phenomenon of the activity of moving a person from their origin to destination with varying motivations has been started since 4,000 BC (BC) by the Sumerians during the Babylonian era, and is growing. in the 17th and 18th centuries in Western Europe with the term "Grand Tour". At this time it is also said that the term tourism began to be known as an industry, and tourism began to be mass-produced. This period continued during the industrial revolution (around the 19th century), which was marked by the development of transportation technology which was considered as a "gateway" in crossing boundaries, such as distance (space), time and cost. This development is increasingly evident, where tourism at this time not only reaches various destinations on earth, but has emerged destinations that may have been difficult to imagine before, known as "space tourism" or space tourism. Not only that, technological advances have also succeeded in pushing tourism beyond time limits, such as "virtual tourism".

Through this Tourism Village, rural communities can revive and maintain their entire culture of local wisdom and can be reconstructed through: (a) utilizing positive values' derived from interactions with urban tourists and (b) managing or reducing negative values originating from tourists who come.

Okech, Haghiri and George (2015: 36-54) add that, "The aim of 'rural tourism' is to increase the net benefits to people from the rural areas, and increase their participation in the development of the tourism product." In other words, the aim of the Tourism Village is to increase benefits for local communities, and increase their participation in the development of tourism products.

The concept of developing a Tourism Village is an effort to increase village economic growth by utilizing the village's local potential, namely natural and cultural potential as a tourist attraction. Therefore, tourism development through the Tourism Village is one of the strategies that can be said to be effective, this is because Indonesia has considerable potential and Tourism Village is also believed to be able to channel the economic benefits of tourism directly to the local community. Various ministries are encouraged to support the ministry of tourism's program in a comprehensive and integrated manner. Based on data from the Ministry of Villages (2016) regarding the development of underdeveloped areas and transmigration, Indonesia has 74,954 potential villages and 277 rural areas that can be developed into tourism villages. However, several challenges such as 122 underdeveloped areas, 58 conflict-prone districts, 57 food-insecure districts and 75 disaster-prone districts still require a special strategy so that they can be developed into Tourism Villages. The following is an illustration of the potential of villages that can be developed into tourist villages in Indonesia.

Table 1

Actual Condition of Tourist Villages Potential in Indonesia

Category	Total
Village	74.954
Outmost Districts in 41 Reg (Priority Location)	187
Conflict Prone Regency	58
Famine Prone Regency	57
Disaster Prone Regency	75
Underdeveloped Regions	122
Rural Areas	277
Transmigration Area	619

Source: Ministry of Rural Areas, 2016

However, from the existing 74 thousand villages, seen from the village progress index, some villages in Indonesia are still in poor condition. This can be seen from the fact that most villages are still classified as underdeveloped and very underdeveloped.

Table 2

Village Developmnet Condition in Indonesia

Village Development Level	Total
Independent Village	173 (0,23%)
Progressive Village	3.610 (4,83%)
Developing Village	22.916 (30,66%)
Underdeveloped Village	33.948 (45,41%)
Very Undrdeveloped Village	22.916 (30,66%)

Source: Kementerian PUPR, 2017

There are several aspects that need to be developed to support the Tourism Village, namely the tourist attractions of a village, doable distance, the carrying capacity of facilities and infrastructure, belief systems and society (religion and culture). Of the 74,954 villages owned by Indonesia, 1,902 villages that have been mapped have the potential to be developed as Tourism Villages. Among them are 787 Marine Tourism Villages, 576 River Tourism Villages, 165 Irrigation Tourism Villages, and 374 Lake Tourism Villages.

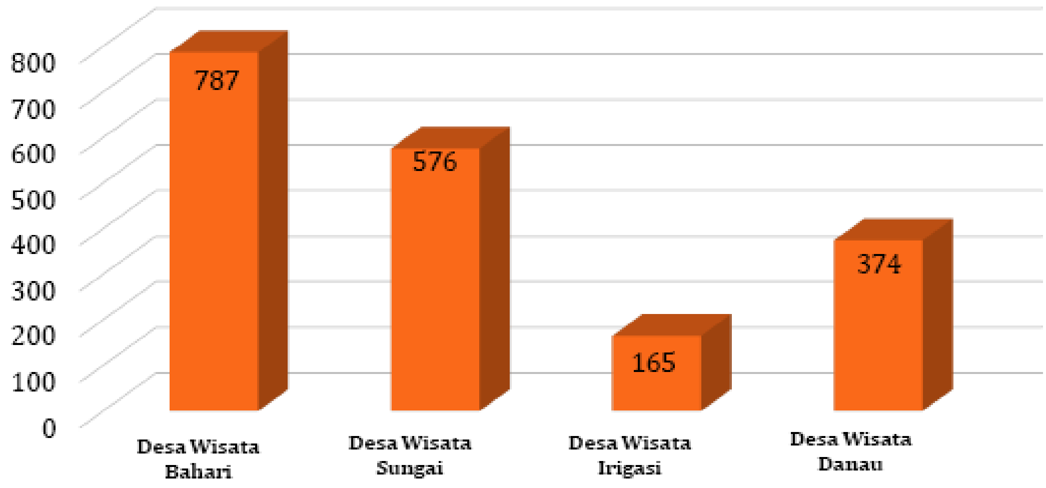

Figure 1

The amount of potential village to be developed as village tourism

Source: Ministry of Rural Areas, 2017

In general, the four types of Tourism Villages above have similar obstacles to being developed as Tourism Villages. Most of them require physical infrastructure support, however non-physical constraints are also one of the main focuses for improvement, such as the quality of human resources and community involvement. Communities living in development areas should be encouraged to identify their own goals and direct tourism development to increase the fulfillment of local community needs. In addition to involving local communities in decision making (Dewi, 2013: 19-20).

The following are some of the factors needed for development in the Tourism Village, namely; Homestay Development, Management Development, Construction of Tourist Information Centers, Handicraft Product Development, Tour Guide and Foreign Language Training and Tourism Awareness Guidance, Village Cultural Festivals / Events, Provision of Guidebooks, Construction of Roads and Bridges, Development of alternative energy, such as biogas, Construction of toilets and Drilling Well, Development of the village creative economy (restaurants and souvenirs) (Ministry of Village, 2016).

One of the areas that has the development of Tourism Village as an alternative tourism which is quite rapid is West Java, to be precise in West Bandung Regency. This regency is one of 27 regencies / cities in West Java Province and one of the autonomous regions that has broad authority to manage, plan and utilize economic potential optimally, as a source of regional

income to finance regional development needs in order to increase regional economic growth.
.

The tourism village that is currently developing is Cibodas Tourism Village, which is an agricultural area located in the Lembang area, which is located in a hilly area. In general, the condition of the village land is very fertile. Most of the people of Cibodas Village work as farmers. Agricultural land in this village area is 433.72 ha / m². Meanwhile, the plantation area is 351 ha / m². The land area used as offices is 0.3 ha / m². The rest of the land is used as a residential area of 111.5 ha / m², conservation forest of 32 ha / m², and other public infrastructure of 0.92 ha / m².

The main livelihood of the people of Cibodas Village is from the agricultural sector. Especially those with great potential are food crops and plantations. In addition, the forestry potential of this village is quite potential. Another sector that is also very potential to be developed is livestock. Currently, agriculture and plantations are starting to be used as tourist attractions. In addition, local people have also begun to realize the benefits of tourism development in their village.

Currently, to be able to provide comfort and convenience for visiting tourists, the Cibodas tourism village manager continues to complete its facilities and infrastructure. In particular, lodging facilities when tourists enjoy the various natural tourist attractions that Cibodas tourist village offers, it also aims to hold tourists staying longer in Cibodas Tourism Village. The local accommodation facilities provided in Desa Wisata are known as homestays. However, currently the existing homestays have not been packaged into tourist products, so they can become a tourist attraction for tourists. This phenomenon causes existing homestays to be used only as accommodation or lodging facilities. In fact, homestays can also offer a variety of interesting activities related to the culture and social life of local communities. Therefore in developing a homestay it is very important to involve local communities as a tourist attraction.

In theory, in managing a Tourism Village, Tourism Village stakeholders also need to pay attention to supply and demand factors from the Tourism Village itself. This can help managers develop their potential and find market segments that match their tourism products. Several issues that were slightly discussed related to the development of Tourism Village are related to community participation through the concept of Community Based Tourism (CBT) (Rodrigues & Prideaux, 2017; Kim & Park, 2017; Taylor, 2017; Pawson et al., 2017).

Based on the background that has been described above, issues related to community empowerment in the logging of tourist villages have become an interesting issue at this time. Therefore, the authors want to research, provide information, and write into a scientific study with the theme "Homestay Development Strategy in Cibodas Village"

1.1 Main Problems

Based on the empirical phenomena that have been described in the background section, and various related references contained in Chapter II, the identification carried out by researchers in this study includes the phenomenon of propaganda, digital marketing, tourist destinations, and social media. Based on this background, in outline the problem of this research is to examine the "homestay development strategy in Cibodas tourism village as a community empowerment-based educational tourism attraction".

From the background and problem identification above, the researcher formulates the main problems that are closely related to the topics discussed, namely:

1) What are the potentials of Cibodas Village as a Tourism Village?

2) Homestay in Cibodas tourism village as an attraction for community empowerment-based educational tours?

3) What is the strategy for developing a homestay in the Cibodas tourism village as an attraction for community empowerment-based educational tours?

1.2 Research Aims

Based on the formula; problems that have been designed, then to support the research, the researcher compiles research objectives which can be described as follows:

1. To identify the potential of Cibodas Village as a Tourism Village.
2. To identify the strengths, weaknesses, opportunities and challenges of developing a homestay in Cibodas tourism village as an attraction for community empowerment-based educational tourism.
3. To formulate a homestay development strategy in Cibodas tourism village as a community empowerment-based educational tourism attraction.

1.3 Research Benefits

This research is expected to provide benefits for research and other parties interested in this research. The expected research benefits are:

1.4.1 Theoretical Benefits

1) Can be useful for academics as reference material who are interested in this field of study.
2) Can add and contribute explanations to the theory of homestay development as an attraction for community empowerment-based educational tours.

1.4.2 Practical Benefits

1) Being a material for consideration for stakeholders, especially for officials of Cibodas Tourism Village, West Bandung Regency in developing homestays as an attraction for community empowerment-based educational tours
2) Contribute to the provision of a data base for the central government and stakeholders

2. Literature Review and Hypotheses Development

2.1 Literature Review

This previous research has become one of the writer's references in conducting research so that the author can enrich the theory used in assessing the research undertaken. The following is previous research in the form of several journals related to the research conducted by the author:

1. Andini, N. (2013). Community Organizing in Agro-Tourism Development in Tourism Villages. This research found that there are some tourist markets who have the motivation to seek experiences related to Tourism Village, especially those that offer traditional agricultural experiences. This research also shows how tourists feel value for money for the programs they carry out in agro-tourism destinations;

2. In addition, research by Dewi, M. H. U. (2013). Related to the development of tourism villages based on the participation of local communities in the Tourism Village, it strengthens the hypothesis of this research, where the community-based tourism model is still an attraction for special interest tourists. Especially for those who want to seek experiences related to interactions with local communities, mingle with tourism-conscious groups, and see how the local government develops a village as a tourist destination.

3. While Stone, L. S., & Stone, T. M. (2011). In his research, Community-based tourism enterprises, shows that local people are a potential attraction, especially when viewed from the social ludomania side.

1) Tourism Requirements

According to Yoeti (2003), the requirements for a trip are referred to as a tourism trip if:
a. Travel is made from one place to another, outside the place where the person usually lives
b. The purpose of traveling is solely for fun, and not earning a living in the place or country he is visiting.
c. Solely as consumers in the places visited.

2) **Tourism Village**

In line with the dynamics, the movement of tourism development has penetrated into various terms such as, sustainable tourism development, rural tourism, ecotourism, which is a tourism development approach that seeks to ensure that tourism can be implemented in non-urban tourist destinations. One of the alternative tourism development approaches is a tourist village for sustainable rural development in the tourism sector (Zakaria and Suprihardjo, 2014: 2).

Tapiador notes the European Commission's definition of rural areas is' a spatial phenomenon that extends across territories, landscapes, natural areas, agricultural land, villages and other major urban centers, industrializing pockets and regional centers. It encompasses diverse and complex economic and social structures. It is the home of a great wealth of natural and cultural resources and traditions. It is becoming more important as a place of relaxation and relaxing activities' (Tapiador, 2007: 1).

Based on this opinion, it can be said that a tourist village is a rural area where the inhabitants have traditions and culture such as local culinary delights and pristine agricultural systems. The beauty of nature and the environment are also important factors that become the attraction or uniqueness for tourists to visit. This must also be supported by supporting facilities such as accommodation and additional services that can facilitate tourists in carrying out tourism activities (http://www.central-java-tourism.com, 2012). The tourism sector will support infrastructure improvements in the village to support tourist needs. In addition, tourism in the village also adapts to environmental conditions and village communities such as nature and culture tourism (Holland, Burian, & Dixey, 2003).

3) Rural Tourism

According to (Nusstiawan, 2012), rural tourism is able to provide social benefits for rural communities such as opportunities to interact with people from outside the village, the ability to socialize, and open broader insights about the world. In addition, rural tourism is also able to provide economic benefits. Rural tourism activities, among others, can take advantage of fishing villages, agricultural land, livestock and plantation land.

4) Home Stay

Homestay is a type of accommodation originating from people's houses whose facilities and facilities have been upgraded as lodging for rent to tourists. Homestay locations are generally close to tourist attractions. The existence of a homestay is not only a place to stay, but also a place to learn about local culture.

Regulation of the Minister of Tourism and Creative Economy of the Republic of Indonesia Number 9 of 2014 concerning Tourism Cottage Business Standards, states that the Pondok Wisata / Homestay Business is the provision of accommodation in the form of residential buildings that are occupied by their owners and partially used for rent by providing opportunities for tourists to interact in everyday life of the owner.

Basically homestays in Indonesia are located in tourist villages, which are residents' homes that are prepared for tourists to stay. Tourists will live under one roof with local residents, follow routines, and experience what life is like there.

3. Research methodology

In order for this research to be focused and achieve the objectives in accordance with the wishes of the researcher, the researcher uses a combination of quantitative and qualitative approaches or what is commonly known as "multi-method". "Mixed methods is a procedure for collecting, analyzing, and" mixing "quantitative and qualitative methods in one study or series of research to understand research problems" (Creswell, 2012: 535). This method is used because in this study it produces two types of data, namely quantitative data and qualitative data. The basic assumption is that the use of quantitative and qualitative methods in combination provides a better understanding of the research problem and question than the method itself.

Quantitative data is data that produces specific numbers that can be analyzed statistically, can produce results to assess the frequency and magnitude of trends, and can provide useful information if it is to describe trends about a large number of people ”(Creswell, 2012: 548). The quantitative approach to this research is carried out by distributing questionnaires to tourists who stay at the homestay and visit Cibodas Village, this survey is to determine the views of tourists on the potential of the homestay as a tourist attraction and to determine the ATP and WTP of tourists. In addition, a questionnaire will also be carried out for local communities to survey local community involvement in the development of tourism products in Cibodas Village.

Meanwhile, "Qualitative data such as open interviews that give the actual words of the people in the research, offer many different perspectives on the research topic and provide a complex picture of the situation" (Creswell, 2012: 548). The qualitative approach to this research is carried out by non-participant observation where the researcher is not involved and only becomes an observer, which aims to study and interpret the content or substance of the tourism products offered in Cibodas Tourism Village and the homestays in the Village. Further data collection was carried out by means of interviews or informal conversations guided by instruments or interview guides related to the information needed with the Village apparatus (Village apparatus), local communities, tourism offices, and tourists.

Furthermore, the researcher will take a sample from a group of population to then represent it entirely. The point is that respondents as a sample will represent the entire population. So that with a group of respondents as a sample, researchers do not need to examine all existing populations.

Figure 3.1

The Model

Tujuan	**Variabel**				Time horizon
	Type	**Method**	**Analysis**	**Observation**	

Penelitian					
T-1	Verification	Survey Description	Cibodas Village as a potential tourist village	Cibodas Village	One Shoot Cross Section
T-2	Verification	Survey Description	Cibodas Village Homestay as a potential educational tourism attraction	Homestay at Cibodas Village	One Shoot Cross Section
T-3	Verification	Survey Description	Strengths, Weaknesses, Opportunities, and Challenges of developing a homestay in Cibodas tourist village as an attraction for community empowerment-based educational tourism.	Homestay at Cibodas Village and the local communities	One Shoot Cross Section
T-4	Verification	Survey Description	Homestay development strategy in Cibodas tourism village as a community empowerment-based educational tourism attraction	Homestay at Cibodas Village and the local communities	One Shoot Cross Section

1. Key Informants

The key informants in this study were tourists who visited the Cibodas Tourism Village and who stayed at the Homestay, in addition to all the managers of Cibodas Tourism Village and Homestay.

2. Research Focus

In the Thesis Guidelines, Kusmayadi (2013: 25) states that, "The operational definition is the definition of a concept given by a researcher to the person, group, or event being studied in the form of criteria or indicators that can be tested empirically".

Figure 3.2

Operationalization Variable

Variable	Concept	Dimension	Indicator	Measurement	Scale
Community Base Tourism	CBT (Community - Based Tourism) is a tourist assessment of the concept of developing a tourist destination involving local communities, tourism conscious groups, and local governments in its development (Bittar & Prideaux, 2017; Blackstock, 2005; Stone & Stone, 2011; Taylor, 2017) .	Involvement of local communities	Activities perception, involvement of local communities	Activities perception level, involvement of local communities	Ordinal
		Travel conscious group	Activities perception, involvement of local communities	Activities perception level, involvement of local communities	Ordinal
		Local government	Activities perception, involvement of local government	Activities perception level, involvement of local government	Ordinal
Tourist Village	Tourism Village is a tourist assessment regarding the form of integration between attractions, accommodation and supporting facilities that are presented in a structure of community life that integrates with prevailing ways and traditions (Andini, 2013; Bowler, et al., 2002; Bramwell, 1994; Briedenhann & Wickens, 2004; Dewi, 2013).	Attraction	Perception of Tourist Attraction	Perception Level of Tourist Attraction	Ordinal
		Tourism Activity	Perception of Tourist Attraction	Perception Level of Tourist Attraction	Ordinal
		Accommodation	Perception of Accommodation	Perception Level of Accommodation	Ordinal
		Amenities	Perception of Amenities	Perception Level of Amenities	Ordinal

		The socio-cultural life of the local communities	Perception of the socio-cultural life of the local communities	Perception level of the socio-cultural life of the local communities	Ordinal

3. Data Analysis Method

According to Creswell (2012), states that, "Triangulation is two sources of data and these phenomena. Refinement in research questions will come from combining the strengths of one type of method and neutralizing the weaknesses of another. This means that researchers can improve their investigations by collecting and aggregating (or integrating) different types of data related to the same phenomenon."

1) Source Triangulation

To test the credibility of the data, this is done by checking the data that has been obtained through several sources. For example, to see the potential of Cibodas Village as a Tourism Village, and the potential of Homestay in Cibodas Tourism Village as a Main Tourist Attraction, data collection and testing can be done through observation and interpretation of existing facts and realities, as well as comments or views from the speakers. Meanwhile, to see how ATP and WTP of visiting tourists, confirmation is done through a questionnaire. The data that has been analyzed by the researcher will produce a conclusion through these two data sources.

2) Technic Triangulasi

Technique triangulation to test the credibility of the data is done by checking the data from the same source with different techniques. For example, data is obtained by interview, then checked by observation, documentation or questionnaire. If the data credibility testing technique results in different data, the researcher will conduct further discussions with the relevant data source or other, to ensure which data is considered correct. Or maybe everything is right, because the point of view is different.

3) Time Triangulation

Time also often affects the credibility of data. The data collected by interviewing techniques in the morning when the informant is still fresh, there are not many problems that will provide more valid data so that it is more credible. For that, in order to test the credibility of the data, it can be done by checking by interview, observation, or other techniques in different times or situations. If the test results produce different data, then it is done repeatedly so that data certainty is found. Triangulation can also be done by checking the results of research, from other researchers who are given the task of collecting data.

4. Results and discussions

General Information of the research location

1 Location and Surface Area:

Cibodas Village is located in Lembang District, West Bandung Regency. The area of this village is around 1,273.44 Ha, located at an altitude of 1260 M above sea level. Rainfall 177.5 mm / year with an average temperature of 19 to 22 ° C.

The boundaries of Cibodas Village are:

North side: Wangunharja Village

South side: Cimenyan Village

East side: Suntenjaya Village

West side: Langensari Village

Topography and soil conditions:

Cibodas Village, located in a hilly area. In general, the condition of the village soil is fertile. Most of the people of Cibodas Village work as farmers. Agricultural land in this village area is 433.72 ha / m². Meanwhile, the plantation area is 351 ha / m². The land area used as offices is 0.3 ha / m². The rest of the land is used as a residential area of 111.5 ha / m², conservation forest of 32 ha / m², and other public infrastructure of 0.92 ha / m².

Transportation: The distance from Cibodas Village to the subdistrict capital is 8 Km. Travel time to the subdistrict capital by motor vehicle is 0.5 hours. There are 29 public vehicles available to the subdistrict capital. In addition there is also transportation in the form of ojek, as many as 6 ojek bases.

Governance

Cibodas Village is divided into 3 hamlets, 17 Rukun Warga (RW) areas, and 66 Rukun Tetangga (RT) areas with a total of 2959 households.

Hamlet 1 consists of 6 RWs, namely RW 01, RW 16 (expansion of RW 01), RW 02, RW 03, RW 14 (expansion of RW 03), and RW 04.Dusun 2 consists of 5 RWs, namely RW 05, RW 06 , RW 07, RW 08, RW 17 (expansion from RW 06) Dusun 3 which consists of 6 RWs, namely RW 09, RW 10, RW 11, RW 13, RW 15.

Location demographics:

The total population of Cibodas Village consists of 4927 men, 4971 women. With a total of 2981 family heads. Population density 0.13 per km. The livelihoods of the villagers are mostly agricultural laborers, namely as many as 892 male farm workers and 528 female farm workers. There are 699 male farmers in Cibodas Village and 35 female farmers. There are 328 male and 27 female breeders in this village. Meanwhile, 516 men and 127 women engaged in self-employment. There are 41 male traveling traders, and 16 female mobile traders. There are 30 male and 26 female civil servants in Cibodas village. The employees of private companies in this village are 39 men and 11 women. There are 24 small and medium entrepreneurs in Cibodas village and 13 women. There are 2 male and 20 female domestic servants in Cibodas village. The home industry craftsmen in this village are 9 men and 1 woman. There are 8 male mechanics, 3 male TNI members, 2 male artists / artists, and 2 trained village shaman women.

There are 1 Polri member and 1 male architect, 1 male and 2 female employees of government companies. The total number of working residents is 9842 people.

Potential locations, such as the level of economy and human resources. The main livelihood of Cibodas Village is from the agricultural sector. Especially those with great potential are food crops and plantations. In addition, the forestry potential of this village is quite potential. Another sector that is also very potential to be developed is livestock. The sectors that are less potential to be developed in Cibodas Village are fisheries, mining, industry, rice fields and fruit commodities.

Common obstacles that are often faced in developing village potential are marketing and lack of land. Apart from that, there are other obstacles such as capital and the need for partnership development.

The potential for human resources in Cibodas Village is high. This is related to the livelihoods of the population, which is from the agricultural sector.

Per capita income from residents of Cibodas Village who work in the agricultural sector is IDR 6,420,000 / year. Meanwhile, the livestock sector is IDR 9,600,000 / year. From the service and trade sectors it is IDR 9,850,000 / year. The total family real income in Cibodas Village is IDR 12,967,500 / year.

Environmental Health:

Health facilities and infrastructure are important things in the community environment. In Cibodas Village, there are 17 *posyandu* units each 1 in each RW. The number of active *posyandu* cadres is 85 people plus 2 *posyandu* coaches. In addition, there is also 1 unit of health center, 1 unit of drugstore, and 1 unit of polyclinic. Cibodas Village has 1 dentist, 9 paramedics, 1 trained birth attendant, 6 midwives, and 3 nurses.

Environmental health is also related to the healthy lifestyle of the community. The number of families in Cibodas Village with healthy toilets is 2835 families. Meanwhile, the number of families that have toilets that do not meet health standards is 146 families. In fulfilling the need for clean water, the people of Cibodas Village prefer to subscribe to PAM / BPABS. The number of families who subscribed was 2981 families.

In general, the fulfillment of nutrition for children under five in Cibodas Village is good. The number of well-nourished toddlers is 945 out of a total of 949 toddlers. As for toddlers who experience malnutrition as many as 80 toddlers. Meanwhile, 4 children under five had malnutrition. And 20 toddlers are more nutritious.

Sociological and cultural conditions in the location (including education and health) The majority of Cibodas residents are primary school graduates. The total population of SD / equivalent graduates is 4,768 people, SMP / equivalent graduates 895 people, 611 SMA / equivalent graduates, 28 D1 / equivalent graduates, 14 D2 / equivalent graduates, 15 D3 / equivalent graduates, S1 / equivalent graduates as many as 65 people, and 1 master degree graduate.

The population of Cibodas village who did not complete elementary school was 68 people, 25 people did not complete junior high school, 5 people did not complete high school. Meanwhile, the total population who never went to school was 51 people.

The educational infrastructure in Cibodas Village is 2 Kindergarten units with 4 teaching staff, 5 SD units with 56 teaching staff, 1 SMP unit with 34 teaching staff, and 1 religious education institution with 8 teaching staff and 1 village library unit. As for the art facilities, this village also has the arts of Rock Dangdut, Kacapi Kawih, Pencak Silat, Degung, and Qosidah.

Religious life

The majority of the population of Cibodas Village is Muslim, namely 4916 men and 4858 women. Other religions embraced by the villagers, namely Christianity as many as 9 men and

8 women, Catholics as many as 2 men and 1 woman, and Buddhism as many as 4 women. The life between religious communities in this village runs in harmony. The religious infrastructure in Cibodas Village is in the form of 23 mosques and 6 prayer rooms.

4. Tourism Potential of Cibodas Village

Potential objects and tourist attractions are the basic capital for the development of a rural area into a tourist village. This potential can be in the form of physical potential of the natural environment and socio-cultural potential (Putra, 2012). Based on this, Cibodas Village has great potential as a tourism village both in terms of the physical potential of the natural environment as well as the socio-cultural potential. Based on the Village profile data in 2016, Cobodas Village area was 988.77 ha consisting of (1) residential area 113.50 ha, (2) 695.27 ha of land, and (3) 180 ha of yards. The total population of the village is 11,206 people consisting of 5655 men and 5551 women. Some types of plants that are the mainstay of farmers are tomatoes, chilies, cabbage, and others. Apart from engaging in agriculture, the villagers are also engaged in animal husbandry.

The livestock which are the prizes of the villagers are cows, free-range chickens, and sheep. The welfare level of the Cibodas village community is quite high. This can be seen from the data on underprivileged families, which only reached 24.8% or 381 families from 1535 families. In addition, the level of community welfare can be seen from the per capita income of each family. Perapita income of the family can be seen from the agriculture, livestock, and small and medium industry sectors.

Based on regional regulation number 14 of 2012 concerning the master plan of tourism development in West Bandung, the tourism potential of Cibodas village can be described as follows;

1. Tourist attraction; the main potential of Cibodas village is agro-tourism, in the form of land and agricultural products (agriculture ranging from nurseries, planting, maintenance, harvesting, and post-harvest; animal husbandry, maintenance, cultivation, and processed livestock products); agricultural special education tours ranging from nurseries to agricultural product processing;

2. Accessibility; the route to the tourist village of Cibodas is adequate but there are still points that need to be repaired; the signs to the tourist village are easily available but are still limited.

3. Facilities; There are 44 homestays available. Each house can accommodate 8-10 people; there is a gift and souvenir center, restaurants, and halls.

4. Community empowerment; Community participation in implementing tourism villages is quite high, however it is still limited to several sectors; the awareness of the people of Cibodas Village has been awakened as a good host in receiving tourists.

5. Marketing and promotion; Promotion is only limited to information from person to person.

6. Institutional and human resources; There is already a regional regulation on the master plan for tourism development in West Bandung (Perda No. 14 of 2012); a community organization that manages a tourist village has been formed. The institution is dominated by the Mekar Tani Jaya farmer group

To develop a strategy for the development of Cibodas tourism village, a SWOT analysis was carried out based on the tourism potential of Cibodas Village. This analysis is conducted to describe the most appropriate strategy in planning the development of a tourism village. The following is an overview of the results of the SWOT analysis and an overview of the strategy.

Based on the results of the SWOT analysis that has been carried out, there are six homestay development strategies that can be done in the development of Wista village, namely;

1. To increase the active participation of the community in tourism village development, starting from the planning, implementation, to program evaluation stages;

2. Development of a distinctive tourism village based on the natural, social and cultural potential of the local community;

3. Capacity building of community institutions as tourism village management institutions (Kompepar) to build coordination and communication between the government, the community and donor agencies;

4. To develop tourism promotion through various media;

5. Enhancing human resources through structured and organized education and training programs;

6. Assistance is carried out in a structured manner from related institutions / offices

The strategies presented above are in line with Law No. 10/2009 concerning Tourism, especially chapter IV regarding Tourism Development Article 7 states that tourism development includes four main components, namely the tourism industry, tourist destinations, marketing, and tourism institutions. Law number 10 of 2009 was followed up by the regional government of West Bandung Regency by issuing regional regulation number 07 of 2013 concerning the Implementation of Regional Tourism. The regional regulation states the main components in the development of regional tourism, namely the tourism industry, destinations, promotions, and tourism institutions.

Ektermal	Strength (S)	Weakness (W)
	1. Daya tarik objek wisata yang menarik dan alami 2. Sikap masyarakat cenderung ikut berpartisipasi 3. Terdapat kelompoka pengelola desa wisata (kompepar) yang dimotori oleh SP4S 4. Keterbukaan masyarakat terhadap pengunjung 5. Pasilitas wisata sudah cukup	1. Keikutsertaan masyarakat dalam pengembangan desa wisata masih bersifat pelaksana (Objek belum subjek) 2. Tingkat pendidikan masyarakat masih rendah yang berpengaruh pada keberhasilan pengembangan desa wisata 3. Belum maksimalnya upaya promosi
Opportunity (O)	**Strategi SO**	**Srategi WO**
1. Adanya regulasi dari pemerintah yang mendorong perkembangan pariwisata 2. Adanya kepedulian dari CSR perusahaan dan perguruan tinggi 3. Pasar wisata yang masih terbuka luas	1. Meningkatkan partisipasi masyarakat dalam pengembangan desa wisata mulai tahap perencanaan, pelaksanaan, dan evaluasi. (S1+S2+S3+S4+S5+O1+O2+O3) 2. Mengembangkan produk wisata yang khas berdasarkan kepada potensi alam, sosial, dan budaya masyarakat setempat (S1+S4+O1+O2+O3) 3. Pengembangan kapasiatas lembaga masyarakat sebagai lembaga pengelola desa wisata (kompepar) (S2+S3+S4+S5+O1) 4. Pengembangan media promosi wisata malalui beragai media (S1+S2+O2+O3)	1. Pendampingan kepada masyarakat untuk mengawal proses pengembangan desa wisata (W1+W2+W3+O1) 2. Peningkatan sumberdaya manusia melalui program pendidikan dan pelatihan yang terstruktur (W1+W2+W3+O2+O3)
Threat (T)	**Strategi ST**	
1. Kurangnya koordinasi antar SKPD 2. Kurangnya koordinasi antar Pemerintah dengan masyarakat	1. Membangun alur komunikasi melalui peningkatan kapasitas kelompok pengembang desa wisata (S2+S3+T1+T2)	Memberi penyuluhan kepada masyarakat desa wisata mengenai pentingnya pengembangan desa wisata dalam meningkatkan kesejahteraan masyarakat (W1+W2+W3+T 1+T2)

This is also emphasized in the regional regulation of West Bandung Regency number 04 of 2012 concerning the Master Plan for Tourism Development of West Bandung Regency, especially in chapter IV about tourism development strategies, article 11 states that the tourism development strategy is implemented through four development sectors, namely industry, destinations, promotions, and tourism institutions.

The following will describe the Wista Village development strategy in accordance with the components of regional tourism development;

1. Increasing Participation of Tourism Village Communities Community participation in the development of Wiasata villages is absolutely necessary. The success of developing a tourist village cannot be achieved without community participation. The local community with their knowledge and experience is a huge asset in carrying out the development of a tourist village. This is in line with Batubara's (2017) opinion that participation is not only one of the goals of social development but is an integral part of the social development process. Community participation means human existence as a whole.

Increasing participation in developing tourist villages must be done by increasing direct citizen involvement in various stages of activities starting from planning, implementation, to program evaluation stages. To build community involvement in a development program, three main elements are needed, namely the willingness, opportunity, and ability to participate. Yuliastuti (2013) argues that the growth and development of community participation in a program depends on the willingness of the community to participate, the opportunities to participate, and the ability to participate.

Willingness to participate is the main key for the growth and development of community participation in the development of Desa Wista. Sufficient opportunities and abilities are not a guarantee for the growth and development of community participation. If the community has the ability and has been given the opportunity to participate but internally they do not have the will, participation will be low. On the other hand, if abilities and opportunities are limited but have a willingness, it will encourage someone to increase their abilities and actively pursue and take advantage of every opportunity (Yustina and Naria, 2008).

Community participation in the planning stage of tourism village development activities can be seen from the presence of the community in the program planning process carried out by the tourism village manager. The presence of the community in meetings held by the management of the tourism village is sometimes not in accordance with the free time of the invited residents. Community participation in the implementation of activities can be seen from community involvement in physical and non-physical activities, especially in the economic sector. Community participation in the provision of facilities that support the implementation of tourism village development activities is quite good. This can be seen from the high awareness of the community in helping provide tourist facilities such as homestays. In the evaluation phase, community participation can be seen from the attention to maintenance or maintenance on a regular basis at all existing facilities. Community participation in this program is seen from how active the community is in maintaining, maintaining, caring for all existing facilities.

2. Development of a distinctive tourism village based on the natural, social and cultural potential of the local community

Potential objects and tourist attractions are the basic capital for the development of a rural area into a tourist village. This potential can be in the form of physical potential of the natural environment and socio-cultural potential (Putra, 2012). Based on this, the potential of Cibodas village as a tourist village can be described in terms of the physical potential of the natural environment and the socio-cultural potential as follows. Cibodas area is a hilly area in Lembang District, West Bandung Regency with an altitude of 1260 meters above sea level. The majority of the population earns from agriculture. The commodities in the Caringin Bandung market and the Tangerang main market are vegetable products from Cibodas village which reach around 100 tons / day. About 695.27 ha of fields in Cibodas produce agricultural commodities in the form of vegetables, tubers and fruits. In addition, there are several springs that never dry up, even in the dry season.

Based on the natural and socio-cultural potential of Cibodas village, the development of educational tourism in agriculture has enormous opportunities. The people's desire to obtain entertainment as well as to gain new knowledge is a great opportunity for the development of an educational wista village. This opportunity occurs because of saturation in the development of education in the room. The learning process in the classroom is rigid and formal so that education in the classroom can create a feeling of boredom or boredom. Therefore, edutainment can be used as an alternative in increasing knowledge, experience, and skills through the entertainment process (tourism). The collaborative process of education and tourism elements can be done through educational tourism activities.

As mentioned in the previous discussion, educational tourism is a tourism concept that presents a combination of the concept of non-formal education with tourism (entertainment) to tourists. In this concept, when tourists visit besides getting entertainment (recreation) they also gain experience / learning with fun methods. In addition, educational tourism is a combination of learning and enriching elements. These two elements are things that must be present in any educational tourism activity. With this concept, tourists have the opportunity to gain new knowledge and experiences as well as enjoyment at tourist objects. Gaining Learning Experience through new knowledge is something that is timeless and can increase one's life or Expansion Life (Kwartolo, 2007).

Based on this concept, the development of an educational tourism village in the Cibodas area can be based on the 3E principle, namely environmental factors, engagement, and exploration (Sharma, 2015: 14-15).

a. Environmental factors (environmental factors) Environmental factors can be in the form of a living atmosphere or learning environment. The environment must be comfortable and can support the smoothness of tourist activities. To create comfort for tourists when doing tourism activities, it must be supported from the physical and social environment. The physical environment is a state that appears around a tourist attraction. Physical environment can be in the form of natural surroundings, cleanliness and environmental health. The social environment comes from the surrounding community, including the attitude of the community in accepting and serving guest visits, friendly attitudes and courtesy, and community attitudes that create a sense of security for tourists. If the physical and social environment is well developed, the development of Wista Village will be easily achieved. This environmental factor will determine the quality of service in the educational tourism village in Cibodas. This can be seen in the chart below;

• 21.00-…. Break
• 07.00-08.00 Breakfast at the Homestay
• 08.00.10.00 Introduction to harvest and post harvest
• 10.00-12.00 Introduction of agricultural product processing
• 12.00-13.30 Rest, eat, pray
• 13.30-… Check out the Homestay

Committee
Tour guide, manager
Tour guide, manager

b. Engagement

The main goal of someone doing educational tours is to get a learning experience. Therefore, in educational tours tourists must be actively involved in tourism activities. The participation or involvement of tourists in every activity is at the core of the learning process.

Efforts to involve tourists in the learning process are by making tour packages. Tour packages are arranged based on the target group. Therefore, managers must make detailed travel packages based on these target groups. For example, the tour package for the student level will be different from the tour package for the student level or the general public. The packaging of tour packages must be based on the strengths / advantages of educational tourism in agriculture.

c. Exploration (exploration)

Exploration provides direct learning to tourists about the tourist objects that are served. With exploration, tourists can further dig up the information they need, by seeing these objects directly in the field. However, prior to carrying out exploration activities, activities are first conducted to provide guidance to tourists. Briefing is carried out to provide basic knowledge, while exploration will provide deeper knowledge and understanding through experiences gained in the field.

Basically the exploration process has been designed by the tourism village manager by presenting agricultural tour packages starting from the nursery period to the processing of agricultural products. Through assistance by tour guides and tourism village managers, tourists are presented with various concepts and practices related to the farming process. In this case, in addition to gaining knowledge from the tour guides and tourism village managers, tourists also gain direct experience when participating in farming practices.

3. Capacity building of community institutions as tourism village management institutions (Kompepar). To maintain community acceptance and commitment to tourism activities, strong institutions are needed to control the progress of the tourism development process in the area. In other words, supportive institutions

• 10.00-12.00 Introduction to Cibodas village environment
• 12.00-13.30 Rest, eat, pray
• 13.30-15.00 Introduction of nurseries
• Tour guide

Committee

Tour guide, manager

The development and management of a tourist village is a supporting factor for the success of developing a tourist village. Institutions are a place for the community to coordinate and communicate in self-development and group development.

• 15.00-16.00 Committee break
• 16.00-17.30 Introduction to plant maintenance
• 17.30-19.30 Rest, eat and pray

19.30-21.00 Bonfire (introduction to cultural arts)

Tour guide, manager

Committee

Tour guide, manager

Community needs and to solve problems faced by society. The formation of this group is in line with the opinion of Friedman (1993) in Prijono and Pranarka (1996: 138) which explains that the empowerment process can be done individually or collectively (in groups). The organization that has been built in the tourism village development program is the Mekar Tani Jaya Agriculture & Rural Training Center (P4S).

4. Promotion of Tourism through various media

Tourism managers must promote tourism products so that these products can be known by the wider community. Through the promotion of tourism products it will be better known by the public. Suryadana and Octavia (2015) quoted by Utama (2017) argue that promotion in tourism is “a one-way flow of information designed to direct potential tourists or tourism business institutions to actions that can create exchanges (buying and selling) in the marketing of tourism products (Utama, 2017). Thus the promotion in the marketing of tourism products acts as a transaction support by informing, persuading, reminding, and differentiating the promoted tourism product from other tourism. Basically, the tourism manager has an obligation to be able to convey information about various information held by the tourism village, especially tourism potential. Therefore, the management of the tourism village must be careful in choosing communicators to convey messages to the public. Selection of communicators must be based on certain criteria and standards. The criteria and standards are source credibility and resource attractiveness (Saepudin, Budiono, and Rusmana, 2017).

To carry out the promotion process, tourism village managers need to take steps to market tourism products. These steps are identifying tourism products to be marketed, formulating superior products, especially the most attractive and unique products, establishing target markets, formulating positioning, building identity (brand), setting prices, and building marketing communication channels. The following is an overview of the steps that must be taken in promoting a tourism village.

a. Identifying tourism products

Tourism village products are the experiences of tourists during activities in the tourist village. Experience is gained from what is seen, what is done, and what tourists buy. Therefore, the first step that the Wista village manager must take is to identify what tourists can see, do, and buy in the tourist area. The steps to identify rural tourism products are;

- Record as much potential as possible. In the process of collecting data on tourism products, tourism managers should not simply consider a product. No matter how small the potential for tourism products must be identified. This is done because the things that are considered simple and normal in the village are not necessarily taken for granted by visitors. It is possible that ordinary and simple things in the village are extraordinary in the eyes of tourists. For example, growing rice may be commonplace for rural people, but it can be extraordinary for visitors from the city.
- Think innovative. In the process of thinking innovative must be able to make something that does not exist into existence. Therefore, the tourism village manager must be able to see the potential that can be developed according to the interests and motivations of the Wista village visitors. Things that are developed (something new) must be able to meet the expectations of the visitors. For example, making dots for selfies (selfie), making rest facilities with a hammock, making a stage for performances etc.
- Formulating and building superior products. The uniqueness of tourism products must be formulated based on the product identification we have done. The tourism products offered must provide benefits to the targeted tourists. However, in developing this tourism product, you must pay attention to the environmental and social carrying capacity so that the tourism village can continue to develop and be sustainable. The uniqueness that can be sold in Cibodas village is its agricultural environment and agricultural culture, especially learning about agriculture and processed agricultural products.

The composition of tourism products that can be packaged by tourism village managers is physical products, tour packages, and tourism programs. (a) Physical products consist of attractions (natural and artificial) and tourist facilities; (b) A tour package is a combination of several tourist visit destinations for a certain price; and (c) programs are events that can be made by tourism village managers, either on a scheduled basis or spontaneously, such as cooking competitions and processed agricultural products.

a. Establish a target market
b. The determination of the target market must be adjusted to the tourism products owned, especially the predetermined superior products. In looking for market segments, tourism village managers can use various segmentation techniques such as segmentation based on tourist destinations, geographic, demographic, psychographic,

behavioral or product-based. The targeted segments must pass a selection process and meet the criteria (1) the selected segment must be able to be served by the tourism village manager (product-market matching); (2) the selected segment must show promising growth; (3) the selected segment must be more efficient in reaching it than other segments.

c. Positioning formulation
d. Positioning is a strategy in instilling the image of a tourist village in the minds of prospective tourists, so that they are perceived as unique compared to other tourist villages. The basis for determining the positioning is a previously formulated Unique Selling Proposition. Based on the Unique Selling Proposition of Cibodas Village, the majority of the community are vegetable farmers and processed agricultural products, a positioning can be formulated as a center / center for organic vegetables and processed agricultural products in the Lembang area.
e. Building an identity (brand)
f. A tourism village must have an identity as a special characteristic and differentiator from other tourism products. A tourism village identity must be unique and easily remembered by the market. In building an identity, the first thing to do is establish a brand (brand). After having a brand, it is then campaigned through marketing communications. According to Keller (2013) in determining a brand, there are several things that need to be considered, namely memorability, meaningfulness, likability, transferability, adaptability, protectability.

   (1) Memorability; this means that a brand must be easy to remember, recognize, read, and take center stage. (2) Meaningfulness; brand must have the meaning and essence of the product (3) Likability; the brand must be aesthetically pleasing (eye-catching).

   (4) Transferability; the brand must be adapted to the language or habits of the market segment. (5) Adaptability; the brand must be flexible or fit in all media, conditions or situations. (6) Protectability; trademarks should not be imitated or duplicated, therefore they must be legally registered.
g. Set a price

   After the tourism products are packaged, the tourism village manager must calculate the basic costs that must be spent in providing tourism products. This basic cost must be calculated in detail and carefully, whether tourism products are in the form of individual products, packages, or events. Based on the results of the calculation of this basic cost, the tourism village manager can set the selling price for each product. There are several techniques for pricing products to market, namely penetration, psychological, variation. Based on observations in the field, the most appropriate price setting technique for tourism products is the penetration technique. The penetration technique is to set a low price at the beginning to stimulate the visit, and then raise the price until it reaches the normal price position that will be offered regularly.
h. Building a marketing communication channel

   Marketing channel is an intermediary for tourism villages in offering tourism products to potential tourists. There are several channels that can be used by tourism village managers, namely (1) without intermediaries; meaning that the village manager Wista brings in tourists without the help of other parties or intermediaries. This can be done by inviting the community, agencies, or certain communities to come directly to the tourist village location, (2) with the help of intermediaries; means that the manager in bringing visitors through intermediaries such as travel agents, travel agents, guides and others. The formulation of marketing tourism products can be based on the marketing communication model (Sutisna, 2001).

5. Increasing human resources through structured and organized education and training programs;

Increasing the quality of human resources for the management of tourism villages is a form of community empowerment. Therefore, the community empowerment process in developing a tourism village must pay attention to the principles of enabling, empowering, and protecting. Enabling, namely creating an atmosphere or climate that allows the potential of the community to develop; Empowering, namely strengthening the potential or power possessed by the community; and Protecting, namely preventing unbalanced competition, as well as the exploitation of the strong against the weak. These principles must be the basis for developing a tourist village.

The implementation of human resource development in tourism village development can go through the stages of awareness, organizing, and delivery of resources. The process of raising awareness is closely related to the process of community motivation in understanding the potential of themselves and their environment. Resource delivery referred to in this program can be in the form of physical, material, or human resources. The process of delivering resources has been carried out by the Mekar Tani Jaya Self-Help Agriculture and Rural Training Center (P4S) with a program of mentoring farmers, producers of processed agricultural products, and communities developing other creative economies.

6. Assistance is carried out in a structured manner from related agencies / offices

Assistance in this program is a community empowerment activity by placing assistants who act as facilitators, communicators, motivators, and dynamists. Thus, the mentoring process is an effort to encourage community involvement in developing self-potential and the environment that has been running so far but still has obstacles. Through the mentoring process, it is hoped that independence will occur both individually and in groups. One measure of independence is the community's ability to make decisions.

The implementation of mentoring is based on the principles of grouping, sustainability and independence. This principle describes togetherness in building independence. By using the concept of "growing from, by, and for the benefit of society", togetherness will be built. This occurs because of a growing sense of collective ownership of the various programs that are being developed.

Thus the main objective of the pendapingan process is the realization of independence in the material, intellectual, organizational and management fields. Therefore, the focus of mentoring is awareness of critical and analytical thinking, namely familiarizing the community to be able to identify problems and be able to solve problems independently.

5. Conclusion

The strategy for developing a homestay in an educational tourism village in Cibodas Village is carried out through six strategies, namely (a) increasing active community participation in tourism village development starting from the planning stage, implementation, to the program evaluation stage; (b) developing a distinctive tourism village based on the natural, social and cultural potential of the local community; (c) capacity building of community institutions as tourism village management institutions (Kompepar) to build coordination and communication between the government, communities and donor agencies; (d) developing tourism promotion media through various media; (e) Increasing human resources through a structured and organized education and training program; (f) Assistance is carried out in a structured manner from related institutions / offices.

Limitation and study forward

The strategies found in this research is applicable limited to Cibodas Village and limited in theme of educational tourism village. Further research should be conducted if the theme would be expanded outside of education.

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THE ROLE OF SOCIAL MEDIA IN INCREASING ONLINE SALES DURING THE COVID-19 PANDEMIC

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Abstract

The purpose of this study was to determine the role of social media in increasing online sales during the Covid-19 Pandemic. This research took place in Denpasar City, Bali Province. The informants who were questioned were tourism workers who had to be laid off and switched professions to become online traders. The data analysis used was thematic content analysis. The main findings of the study show that social media played a very important role in increasing online sales during the Covid-19 Pandemic. The social media used are Facebook, Instagram, Twitter, Line, and WhatsApp. The function of each social media in marketing products online varies.

Keywords: *The Covid 19 Pandemic, Social Media, Online Sales*

1. INTRODUCTION

It is undeniable that the impact of the Covid-19 pandemic has been greatly felt by the tourism sector in Bali. In this fact, it is clear that the tourism industry is very vulnerable to the conditions around it. For this reason, creative ideas are needed in order to support the tourism sector. The impact of the Covid-19 pandemic has been greatly felt by the Province of Bali which is relying on the economic growth of the tourism industry. Many workers who work in the tourism sector who have to be laid off have switched professions to become online sellers. Products sold are food, basic necessities, and other products. This causes social media as a place to sell products to play an important role in increasing sales online.

Social Media according to Hayes (2015) is an internet-based media that allows users to have the opportunity to interact and present themselves, either instantaneously or postponed, with a wide audience or not which encourages the value of user-generated content and the perception of interactions with others. Social media marketing is a form of promoting a variety of business content in various ways to social media users. The purpose of this research is to examine the role of social media in increasing online product sales during the Covid-19 pandemic

2. REVIEW OF LITERATURE

Social Media Concepts

The definition of social media according to Cross (2013): “Social media is a term that describes the various technologies used to bind people into collaboration, exchange information, and interact through web-based message content. The internet is always developing, so the various technologies and features available to users are always changing. This makes social media more hypernym than a specific reference to various uses or designs ”. The definition of social media according to Parks (2012) “social media is media that consists of three parts, namely: information infrastructure and tools used to produce and distribute media content, media content can be personal messages, news, ideas, and products. cultural products in digital form, then those that produce and consume media content in digital form are individuals, organizations and industries”.

The benefits of social media according to Puntoadi (2011: 5) are as follows:

a. *Personal branding is not only figure, it’s for everyone.* Various social media such as Facebook, Twitter, YouTube can be a medium for people to communicate, discuss, and even gain popularity on social media. The advantage of building personal branding through social media is not knowing tricks or false popularity, because the audience will decide (Puntoadi, 2011: 6).
b. *Fantastic marketing result through social media. People don’t watch TV’s anymore; they watch their mobile phones.* A phenomenon where the current way of life of society tends to make more use of their cell phones which are known as "smartphones". With a smartphone, we can see various information (Puntoadi, 2011: 19).
c. Social media provides an opportunity to interact more closely with consumers. Social media offers a more individual, personal and two-way form of communication. Through social media, marketers can find out the habits of their consumers and interact personally and build deeper bonds (Puntoadi, 2011: 21)
d. Social media has a viral nature. Viral according to Danis (2011) means that it has properties like a virus, which is spreading rapidly. Information that emerges from a product can spread quickly because residents of social media have a sharing character.

Social Media Marketing

Social media marketing is a form of promoting a variety of business content in various ways to social media users. This activity is carried out to find the right formula for disseminating the information needed to direct business goals and increase sales. According to Mckee (2011: 4): "Along with the times, consumer buying interest is much influenced by technology. Starting with the advent of Web 2.0 technology, a tool that makes it easier for people to create and publish content, share ideas, choose what they like, and recommend things to others.

According to Gunelius (2011: 10): “Social media marketing or often referred to as social media marketing is a form of direct or indirect marketing that is used to build awareness, recognition, remember, and action for brands, businesses, products, people, or other bodies and is done using tools from the social Web, such as sharing blogging, microblogging, social networking, social bookmarking, and social media content marketing includes specific tactics such as sharing coupons or announcing sales on Facebook or Twitter, or it could include broader brand building initiatives such as communicate with people or create interesting content on a blog, in a video uploaded to YouTube or in a presentation with shared slides. In addition, social media marketing offers great opportunities for entrepreneurs, small businesses, medium-sized companies, and large companies to build their brands and their businesses. "

Wenats (2012: 69) The emergence of social-based internet has influenced consumer behavior, where the presence of new media has changed consumer consumption patterns. If in the past consumers tended to act as a passive viewer (only accepting the messages applied by the media to them), now consumers are moving towards active viewer. In this active viewer consumption pattern, consumers no longer passively receive messages, but actively seek for themselves the information they want and need about the brand / product.

According to Tuten in Wenats (2012: 94) marketing through social media is a form of advertising that uses social media communities where advertisers (producers or brand owners) can directly interact and build dialogue with their consumers.

Social Media Characteristics

According to Sulianta, Feri (2015) the characteristics found on social media, namely

a. Transparency, is the openness of information because social media content is shown for public consumption for a group of people.

b. Dialogue and Communication, when there is a communication there will be a relationship and interactive communication using a variety of features. For example, social media such as Facebook, users can communicate with each other via chat inbox or comment on photos posted on Facebook accounts that appear on the user's timeline.

c. Relationship Network, the relationship between users is like a network that is connected to each other and gets more complex as they communicate and continue to build friendships. The social networking community has a strong role to play in influencing its audience.

d. Multi Opinion, everyone who uses social media can easily argue and express their opinions, for example on Instagram. Someone who uses Instagram can comment on photos uploaded by fellow Instagram friends.

The Covid-19 pandemic

The Coronavirus pandemic 2019–2020 or known as the COVID-19 pandemic is a worldwide phenomenon of the spread of coronavirus disease 2019 (coronavirus disease 2019, abbreviated as COVID-19). This disease is caused by a new type of corona virus named SARS-CoV-2. The COVID-19 outbreak was first detected in Wuhan City, Hubei Province, China in December 2019, and was designated a pandemic by the World Health Organization (WHO) on March 11, 2020.

Quoted from the LIPI website, the Corona virus has one RNA chain so it is often called an RNA virus. This type of virus mutates faster than DNA by up to a million times. A Virus Expert from Yale School of Public Health, Nathan Grubaugh said that although the SARS-Cov-2 corona virus mutated, he considered it not dangerous. This is because mutations are a natural feature of viruses. There are specific factors that can increase the likelihood of your symptoms being related to COVID-19.

Very elderly patients, health care workers, and people with chronic conditions are more likely to experience it than the rest of the population - even if the risk is low, elderly, pregnant, or immunosuppressed patients are patients with a decreased immune system that can be caused by a variety of causes. things, such as pneumonia or kidney failure, are susceptible to being infected with the coronavirus.

The efforts to prevent the spread of the virus include travel restrictions, quarantine, imposition of curfews, postponement and cancellation of events, and closure of facilities. various national border closings or restrictions on incoming passengers, screening at airports and train stations, and travel information regarding areas with local transmission. Schools and universities have closed either nationally or locally in more than 124 countries and affected more than 1.2 billion students. This pandemic has caused global socioeconomic disruption, postponement or cancellation of sporting and cultural events.

3. METHODOLOGY

This type of research is a qualitative approach to data collection techniques through direct observation (observation) and in-depth interviews (depth interviews). Presentation of the results of data analysis can be done, both formally (in tabular form) and informally (in narrative form).

4. Results and discussions

Based on research results, social media currently has an important role and benefits in increasing product sales online and in expanding the target market. This is also based on the fact that currently many consumers use social media to find the products they need. This of course can also support the buying and selling process online. Consumers also become easier in the process of ordering the desired product.

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The social media that is widely used to market products online is Facebook. Through Facebook, the products sold can be known by many people. With the number of new social media that can be used for marketing, currently several social media are being used, namely Facebook, Instagram, Twitter, Line and Whatsapp. The function of each social media in marketing products online varies. Because, each type of social media that is used has its own advantages and disadvantages. The use of social media is adjusted to the features possessed by each type of social media. The difference in features and utilization of each feature in the types of social media that are widely used in selling products online can be seen in the table

Table 1.
Types of social media and the use of their features in marketing products online

Types of Social Media	Features	Benefits
Instagram	- Photos	Displays images about products, such as food and beverages.
	- Caption	Describe the product
	- Videos	Displays product images such as food and beverages with motion and audio
	- Comments	Question and answer room between sellers and potential customers or consumers -
Facebook	- Photos	Displays product images such as food and beverages
	- *Text*	Describe the product
	- Video	Displays product images such as food and beverages with motion and audio
	- Comments	

	- *Fan page*	Question and answer room between sellers and potential customers or consumers Create a group for loyal customers to know the latest info and promos.
Twitter	- *Thread* - *Twitter Polling* - *Hashtag* - *Retweet*	Related tools to share experiences while using the product Question and answer room that asks specific questions to the audience and invites followers to participate in a topic. Hashtags (#) that allow followers to group multiple conversations such as promos and information on certain days. Helping sellers to spread the latest product information to other followers.
Website	- *Search Engine* - *Sharing*	Search tool that makes it easy for buyers to find the product they want. to disseminate information on the seller's website

	- *Information Contact*	Contact information that is owned by the seller to make it easier for prospective buyers to communicate directly.
Whatsapp	- *Direct Contact* - *Broadcast Media*	Answer all information needed by customers, such as descriptions of products sold Disseminates the latest information that sellers have for consumers
Line	- *Direct Contact* - *Broadcast Media*	Answer all information needed by customers, such as descriptions of products sold Disseminates the latest information that sellers have for consumers

Source: Research results, 2020

The role of social media in enhancing Online sales can be seen from the following characteristics of social media:

1. Transparency in social media

   In the use of social media to increase online sales, transparency is of course very concerned, so that social media users can easily find out what products are being sold on these social media. Transparency in selling online products on social media certainly makes it easier for consumers to choose products that are as expected. The use of social media such as Instagram which always explains in detail the products being marketed so as not to cause complaints if the products received are not in accordance with consumer expectations.

2 The existence of dialogue and direct communication on social media. Social media will facilitate dialogue and communication between sellers and potential buyers. All forms of questions and responses will be done quickly so that the sales process can take place quickly. In the use of Facebook, for example, personal dialogue will be carried out via 'messenger' while on Instagram it can be done via 'direct message (DM)'. Very fast communication makes online sales easier because the agreed items will be delivered immediately.

3. Strong network of relationships

Social media is a great way to get a wide network of relationships. Online relationship search events can be done through the use of social media. The more the number of friends in social media networks, the more opportunities it will open to sell online products. Relationships are also used as a promotional event so that they can cut promotional expenses.

4. Multi Opinions

In addition to dialogue and communication in the comments column on social media, it can be a place to get opinions that can be used as a reference in improving the quality of the products being sold. If the opinion is stated positive, it will lead consumers to buy the products offered.

5. Conclusion

During the Covid-19 pandemic, social media was a meeting place for buyers and sellers. The seller sells his merchandise and the buyer can search for the item he needs. Economic growth during the Covid-19 pandemic has of course decreased, but if we use social media to become something productive, it is hoped that economic conditions will return to stability.

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LANGUAGE AND CULTURAL LANDSCAPE IN NOMAD DIGITAL TOURISM DESTINATIONS: A CASE STUDY IN CANGGU

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Abstract

Research paper on Language and Cultural Landscape in Nomad Digital Tourism Destinations: A Case Study in Canggu aims to examine the phenomenon of language and culture as a result of global mobilization in the area of digital nomadic destinations. This research is a case study in Canggu tourism area with the consideration that Canggu has become the best digital nomad tourism destination in the world. The specific objectives of this research are to reveal the representation of language signs and the mobilization of global culture as well as to develop language and cultural policy models in the tourism public sphere. Qualitative methods are used to analyze the phenomenon of global language and culture with a natural setting in a digital nomad tourism destination.

Keywords: language landscape, cultural landscape, tourism destinations, digital nomad

1. Introduction

The phenomenon of digital nomads encourages a change in identity and authenticity of local language and culture along with the commodification of tourism[1]. The change in the language landscape in question is the use of language in the form of public road signs, billboards, street names, place names, commercial shop signs, and public signs in the Canggu area, both monolingual, bilingual and multilingual[2].
Meanwhile, the cultural landscape in question is the entire tourism landscape along with its carrying capacity of natural resources, scenery, topography, water and wildlife visited by tourists with various perceptions[3]. The language and cultural landscape referred to in this study is a tourism landscape as a result of tourist mobilization that forms a global identity in a tourism destination[4]
Bali is usually on NomadList's first place as one of the best places to live and work remotely, and specifically, Canggu is a special place within Bali where digital nomads and Indonesian locals mingle. In fact, in Canggu there is no harassment to tourists or foreigners as it happens in other areas of the island, such as Ubud. There is a perfect integration between locals and foreign, who stay for periods longer than a simple vacation [5].
Changes in language and culture in Canggu tourism destinations have the opportunity to shift the local identity of Canggu as one of Bali's tourism destinations to transform into a global tourism destination. For this reason, changes in language and culture with all the consequences become the focus of research on Cultural Landscape and Language in Nomad Digital Tourism Destinations.

2. Literature review and hypotheses development

In Indonesia, studies of language landscapes have not been carried out a number of studies on language landscapes in Indonesia are focused on the study of the language landscape in Malang found that Indonesians had a strong position in shaping the language landscape in Malang,

while Javanese who used Javanese lacked public space. English as an international language forms the landscape of modernity and lifestyle in Malang.
A study of the language landscape on the names and cultural values of Minang Restaurants in Sumatra, Java, Bali and Lombok. The results showed that the names of the restaurants were derived from the names of the Minang people, a part of the body that is connected to eating, organisms, sensations, sources, hopes and prayers from the family; undiversified values, loyalty and friendliness [6].
In Bali, a language landscape study found that Balinese is only used in 43 out of 1,132 signs. Furthermore, from 43 signs, only 22 use pure Balinese, 19 signs use Indonesian with Balinese letters, and 2 signs use a combination of Balinese and Indonesian. The conclusion of this study is that Balinese glocalization has not been achieved; in fact, the Balinese language is marginalized in Bali as an out-door sign[7].
Further research examines the language landscape as a cultural representation in the Ubud area, shows that there are 28 signs of the Art Gallery and Exhibition, out of the 757 signs studied. Cultural outer signs are divided into three categories: art galleries and museums on the 13 outdoor signs; performing arts at 8 signs outside; and an art shop at 7 signs outside. The findings show that there are 14 external signs (50%) using a combination of Balinese and English. The combination of Indonesian and English can be found in 9 outer signs (32, 15%). English is used in 4 outer signs (14, 28%) and Indonesian is only found in 1 outer sign (3.57%). There are no signs that speak Balinese[8].
Based on the results of previous studies, it shows that landscape studies tend to focus on descriptive linguistic studies related to the use of language in public and commercial spaces. Meanwhile, the cultural landscape behind the language landscape has not been studied in depth. Previous research has also not discussed the model of maintaining local cultural identity as the direction of language policy in public spaces. For this reason, research on Language and Cultural Landscape in Nomad Digital Tourism Destinations will examine the phenomena of language and culture both partially and simultaneously. Canggu is considered adequate as a research location on the grounds that Canggu is a locus for the mobilization of global language and culture.

3. Research methodology

Research on Language and Cultural Landscape uses qualitative methods to reveal the socio-cultural meaning of a phenomenon. The qualitative method used is a case study to study intensively, in detail and in depth about events and activities, at the individual, group, institution, or organizational level regarding what is actually happening [9][10][11]. The actual events in this study are unique phenomena about language and culture in digital nomad tourism destinations, especially in the Canggu area.
.

4. Results and discussions

Landscape seems "imagined worlds", namely various worlds formed from the imaginations of people and groups around the world based on historical traces. Many people in various places in this world live in the "world of imagination", they have the capacity to realize this world through the concept of the presence of the body[12]
Figure 1 Virtual Language and Cultural Landscape of Canggu based on Nomadlist.com

Overall Score	4.63/5 (Rank #2)	Quality of life score	Good
Family score	Okay	Cost	Affordable: $1,373 / mo
Internet	Fast: 19Mbps (avg)	Fun	Good
Temperature (now)	Too hot: 31°C (feels 27°C)	Humidity (now)	Too dry: 0%
Air quality (now)	Great: 27 US AQI	Safety	Great
Education level	Okay	Liked by members	45 likes vs. 10 dislikes
English speaking	Good	People density	Low density: 8k ppl/km² (11x11m
Walkability	Okay	Peace	Okay
Traffic safety	Bad	Healthcare	Bad
Happiness	Okay	Nightlife	Good
Free WiFi in city	Good	Places to work from	Great
A/C or heating	Okay	Friendly to foreigners	Great
Freedom of speech	Okay	Racial tolerance	Good
Female friendly	Good	LGBTQ+ friendly	Good

There are five landscapes in the area of origin of tourists that can be used to describe tourist mobility, namely ethnoscape, technoscape, financescape, mediascape, and ideoscape [13]. The mobility of digital nomads can be seen from the five landscapes.

First, ethnoscape is a group or an actor that performs mobility. It is shown by the quality of life score, healthcare, happiness, peace, friendly to foreigner. It makes Canggu to be a best choice to live and work remotely. Secondly, technoscape as a global configuration of technology, both mechanics and informatics, moving at high speed across various types of constraints that previously existed. Internet in the city are the main purpose of digital nomad to choose Canggu. Thirdly, finanscape involves the process by which markets, national stock exchanges and speculative goods and services move megamonies across national boundaries at high speed. It seems Canggu as a place to work globally shown by the score of places to work from. Fourthly, mediascape is the distribution of electronic capabilities to produce and disseminate information (newspapers, magazines, television, film-making studios), now available for the benefit of the public and a growing number of people and the imagination of the worlds created by the media. It is shown by the score of free Wifi in the city that nomads may access it easily. The fifth, ideoscape is a series of imaginations but political in nature and is directly related to the state ideology and the counter-ideology of movements that are explicitly oriented to seize state power or part of that power. It is shown by safety, freedom to speech, and racial tolerance.

5. Conclusion

This research has identified a nomadic digital destination landscape in Canggu Bali. The Canggu destination landscape includes ethnoscape, technoscape, mediascape, financesacape, and ideoscape. The four scapes form a specific culture, namely work and travel culture

Limitation and study forward

Further research should be focused on exploring the form, function and meaning of nomadic digital culture in Canggu Bali.

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DEVELOPMENT OF A WEB-BASED LIBRARY INFORMATION SYSTEM USING OPEN SOURCE SOFTWARE AT UNIVERSITY LIBRARY

I Putu Suhartika
Ni Putu Premierita Haryanti

Abstract

Purpose – The purpose of this research is to design and improve of the system at university libraries in accordance with the needs of system users.

Design/Methodology/Approach - The development of this system uses open source software. The method uses system prototyping which consists of seven steps as follows: analyze requirements, design, build prototype, critique prototype, implement, test, and operate.

Findings - The results showed that the university libraries mostly use SliMS, and the others use wordpress, and custom web. The system has several disadvantages such as the existence of single sign on, barcode, browser, and the like. In this regard, this research develops the concept of one system one login, automatic barcode, email notification, stock taking, and a friendly user interface. With the addition of several features, the system is expected to be more optimal.

Practical Implication – Library system improved with various useful features to support its service to the user

Originality/Value – This research develops default into custom system with configured by desired features. The configuration is originally developed by the researcher.

Keywords - information system, web library, open source software, system prototyping

Introduction

Information has an important role in all aspects of human life. It is a sine que non (things that must exist) for humans. The productivity of information at any time has increased tremendously along with the development of information and communication technology. This causes an information explosion which is able to complicate the process of information retrieval. Thus, the development of information systems in the library is very necessary in order to facilitate the retrieval of information by library users. Information system is an integrated system that is able to provide information for users. Kurbel (2008) defines an information system as a technical solution to human work in an organization which is oriented to the information produced or processed by the system. Library information system is information system which is obtained through the integration of various library activities to facilitate information retrieval. The electronic library provides new form of services such as online services, easy library access, a good collection maintenance system, the presence of promotional media and preventing duplication or plagiarism.

Information systems as described above usually run through a software. The software is a program or instruction which recognized machine to run a command in the computer. The software can be divided into paid software, freeware and open source software. Paid software is distributed with commercial purposes while free software and open source software are distributed with the aim of being redeveloped in accordance with software development standards so that it can benefit the wider community. Open source software is a program whose developer gives permission to users to run it for anything, learn and modify the program, and distribute copies of original programs or programs that have been modified, without paying royalties to previous developers (Wheeler, 2015). The software uses ability of a computer to perform the tasks desired by the user.

The motivation of libraries considering an open source ILS appear to be both financial and a desire to tailor a system to more closely meet their requirements than the proprietary products allow (Boss, 2014). Small libraries consider cost as their reason using open source software, while larger libraries suggest that the software can be customized as user needs. Raghunadha and Kumar (2013) also said that libraries are taking up Open Source Software as a way to reduce the costs of expensive commercial products and as a viable alternative to the often expensive proprietary library automation systems. Many libraries often use open source software as their system because of lower cost and external support from community. Although open source software has some advantages, there are some limitations for the library to consider, such as lack of personalized support and not compatible with other applications. The library should evaluate their current system including their weaknesses and opportunities in using the system.

Many open source softwares are used specifically to handle library activities such as Greenstone, E-print and SLiMS. Open source software currently used in the library for library automation and digital library. Koha, NewGenLib, Evergreen are some of the open source software which currently being used by libraries all over the world. Lugya (2018) said that by installing Koha, integrated library system will cultivate a strong working relationship between librarians and students, academic staff, college administration and IT managers. Many libraries in Indonesia use open source software called SliMS (Senayan Library Management System). This software was originally created by programmers from the Ministry of Education and Culture of the Republic of Indonesia, and subsequently developed by other programmers who are members of the SLiMS community. Open source software requires serious attention considering that it cannot be directly applied in the library but through the editing process of the source code of the software. It is adopted with integrated activities in the library.

Specifically, the purpose of this research is to develop a web-based library information system using open source software in university libraries. The system will help librarian operates their library optimally.

Literature Review

Library Information System

The term of information system (IS) comes from the fact that the system is related to the creation and processing of information. Kurbel (2008) defines an information system as a social engineering system (socio-technical system) or as a "man-machine-task" system. Information systems can be seen from a technical perspective, organizational and management aspects. From the aspect of information system management (MIS), information systems are defined as interconnected components that function to collect, process, store and distribute information to support decision making and control the organization (Kurbel, 2008). An information system is a social system, which has embedded in it information technology (Alter, 2008). The typical systems development life cycle model suggests five fundamental phases of information systems development process: planning, analysis, design, implementation, and maintenance (Wang and Wang, 2012) This model is included in the systems development life cycle (SDLC).

Library needs information system to integrate its activities. Library information system which often called as library automation is an integrated library system consisting of an interconnected library database used for library activities such as lending, procurement and collection processing. ILS system should be marked by affordability, a web-based server, a robust and highly customizable interface, increased system functionality, and a large degree of local control (Joshua M. Avery, 2016). Library automation concerns with controlling managing and automating library collection and service (Ansari and Chaubey, 2014). He also stated that the overall process of library automation can be categorized into three on the basis of their activities: Integrated Office Automation, Digital Library and Content Management. Library automation refers to the use of computers, associated peripheral media like magnetic tapes, disks, optical media etc. and utilization of computer-based product and services within the performance of all style of library functions and operation (Gavit, 2019). Libraries should have a system to make users easier to find electronic information among the libraries. Nowadays, the users search the information not only from a library but from other institutions to manipulate what they needs. And therefore concept of a library system as a gateway is no longer sufficient. Library users' expectations have grown to include more than resources from other places (Akparobore, 2019). Massis (2018) said that more and more, the public's expectation of the library stands as an academic support institution.

Open Source Software

Software is a program that functions to move system resources. There are several software applications such as operating system, utilities, device drivers and language translators. Software for language translator is application programs or systems created using programming languages. As a part of language translator, open source software is a program in a system where the source code of the program can be changed and redistributed according to the needs of the system user. Open source software provides freedom for system users to run programs for specific purposes, to learn how the program works, to develop programs, and to distribute them to the wider community in accordance with their needs. Open source software can be implemented in many fields include library which is used to integrate all activities in the library. The term "open source" software is used by some people to mean more or less the same category as free (Stallman, 2015) , and therefore, open source software can be written together with free software. FOSS (Free Open Source Software) is applied in the fields of artificial intelligence, CAD (especially, in the field of Electronic Design Automation), statistics, surveys, computer simulation, finance, integrated library system, mathematics and sciences like bioinformatics, grid computing, molecular dynamics, molecule viewer, nanotechnology, microscope image processing, and plotting (Rao, 2015). Open source software is managed by the Open Source Initiative (OSI). OSI declares open source not only signifies accessing to source code but also sharing words of open source Software must allow rights to distribute the software as a module (Rao, 2015).

Library open source software is software used by libraries to carry out library automation. This software is obtained from libraries free of charge accompanied by the source code of the software so that the library can modify and redistribute the software. There are some library open source projects like OSDLS project (Clarke, 2000). The programmer here has done most of the coding and database design. But, we developed library open source software in this research only for maximizing the features of the existing system such as form login, automatic barcode, email notification, and user interface.

System Analysis and Design

The word “system” is often used to relate various interrelated elements to achieve a goal. This system is used to improve data effectiveness and resource productivity in an organization. There are five thematic concepts that are fundamental to understanding systems—WHAT a system is; WHO its users and stakeholders are; WHY it exists and HOW it benefits its users and stakeholders; HOW it is structured; and HOW it operates, is supported, and disposed (Wasson, 2006). These questions can be answered by analysis, design, and development systems.

Systems Analysis and Design (SAD) is a broad term for describing methodologies for developing high quality information system which combines information technology, people and data to support business requirement (Ramakrishnan, 2012). System analysis and design is an interdisciplinary development technique to understand what the user needs and how to provide it. System design is used to describe the system to be made, or a description of the flow of the program to be designed, while the analysis of the system is intended to describe or analyze the parts in the current system, so that can be understood the state of the existing system. Thus, system analysis and system design are two major components in system development. These are usually done in the stages in building a developing system which are system analysis, system design, system implementation, and maintenance. The basic process of analysis involves three steps: understand the existing situation, identify improvements and define requirements for the new system (Dennis et al., 2012).

System Development Method

System development method usually refers to the steps of developing an information system. The development method used in this research is system prototyping. This is a development methodology that is suitable for complex system or application. It implies designing an early version of the system before attempting to build the final system then gradually developing it to meet the user need (Ngbagaro, 2016). This method consists of seven steps as follows: analyze requirements, design, build prototype, critique prototype, implement, test, and operate, as depicted in Figure 1:

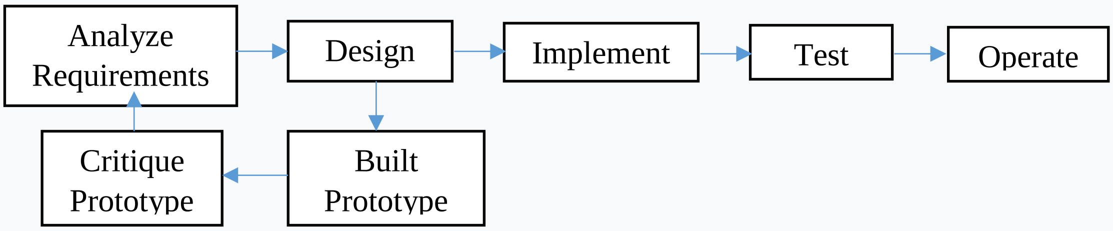


Figure 1: System Prototyping

This model requires user and existing system needs. The preliminary design and prototype are created for the new system. The prototype can be evaluated to find the final product that desired by the user. Then the new system is built, based on the final prototype. The new system is thoroughly tested. After testing, it is ready to use by the user. Prototyping model is able to produce a solution so that it will satisfy the users.

Research findings

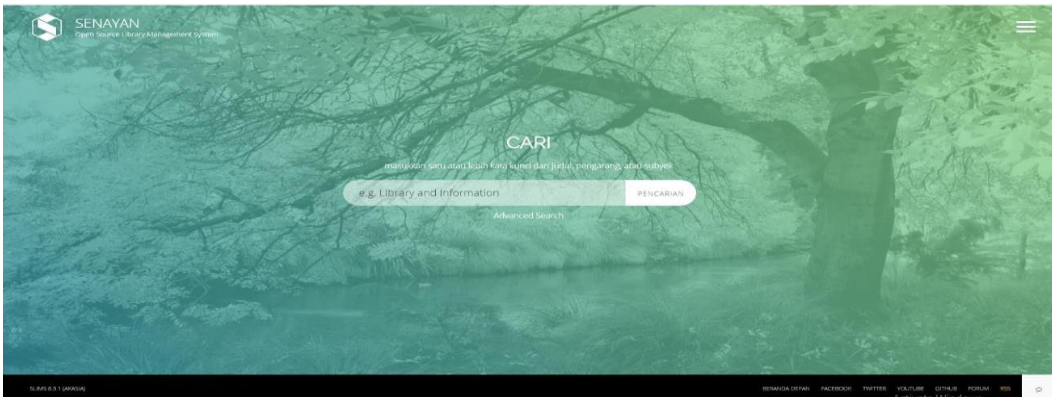
Descriptive findings of the research

Many libraries are already using applications to do library data management. They use both CMS (Content Management System) application and their own systems. The application has advantages and disadvantages. The reason why universities chose to use a custom system is that features can be tailored to their needs. On the other hand they also have an information system development division called the Information Resources Unit. The universities that do not have the division, they utilize CMS. One of the most popular CMS for library management applications used by both state and private university libraries is SliMS (Senayan Library Management System).

Analysis of existing systems

There are some advantages and disadvantages in the system that are used by university library. The advantages of custom web system are as follows: system flow can adjust the needs of the user, more user-friendly template, input validation, scanner support for input media, and the website already uses the concept of responsiveness. Custom web system has several disadvantages such as: the single sign on concept causes user can access all sites, input validation is not maximal, text input has not been validated, barcodes are still not uniform, filter for printing is not complete yet, very many features for novice user, not support for all browser, barcodes are not automatic, filter for printing is incomplete, and no captcha in the system. Meanwhile, the advantages of open source system are as follows: attractive features, able to run on Windows or Linux, free system, and many forums for discussion. The use of open source system in the libraries also has disadvantages as follows: it is difficult for novice because of its many features, it does not support for all browser, no automatic barcode, and incomplete filter for printing.

The display of OPAC (Online Public Access Catalog) in the existing system used in the university libraries looks like in the following template:



The system above uses a minimalist concept. When opening the Online Public Access Catalog (OPAC) page, the display is only available for catalog searches. For beginners, this page is very confusing because there is no other information displayed in the system. The template is not very user friendly and looks static. Besides that, barcode facilities on the system are still not automatic, in this case, users must remind themselves of the barcode numbers that have been used before. The system has not been able to display optimal email notifications so users do not get accurate information about the status of books borrowed and returned. The system development that will be proposed in this research is to make the template more interactive and easier access for the user.

Proposed System Design

Based on the analysis of the existing systems in each library, the system proposed in this study will take the advantages of the existing system, and improve the deficiencies of the system. Some of the features that will be maximized in the system development in this research are one form one login, automatic barcode, email notification, and user interface.

One login form aims to secure if one of our accounts is known by someone, the other account can still be gated. The disadvantage is having to remember a lot of username and password. Automatic barcode for the proposed system is automatic numbering for books, journals, local content and library members. The barcode format is the use of first letter as a collection mark, for example if B means book, J means journal and L means local content. It is then followed by six digit sequential numbers. The design of user interface is done on the membership menu, especially member data search feature on the top of the menu, then the first code is automatically generated by the system. The format is the first letter A then followed by the six digit sequence number. Notification e-mail is designed for lending books in the library. In this case, the notification will be obtained by library members if they are borrowing books. In this e-mail, there is detailed information about what books the members have borrowed, the number of books borrowed, and the date they have to be returned. There is a search feature in the visitor page to search for collections contained in this system. The feature also provides a collection list of libraries sorted by the most popular ones. It also has a link button from several affiliated journals at the bottom.

System Design Implementation

The improvement of login function is carried out with the addition of captcha. Few lines of coding on the admin login page is added, the following is the coding statement:

```
$sysconf['captcha']['smc']['enable'] = true;
$sysconf['captcha']['smc']['type'] = 'recaptcha';
if ($sysconf['captcha']['smc']['enable']) {
   include_once LIB.$sysconf['captcha']['smc']['type'].DS.'smc_settings.inc.php';
}
$sysconf['captcha']['member']['enable'] = true;
$sysconf['captcha']['member']['type'] =
'recaptcha'; if
($sysconf['captcha']['member']['enable']) {
```

The concept of one system one login above and adding captcha will improve the security side of the system. Like the concept that was set earlier, the first digit is letter A. as a library member sign, then followed by a six digit number as the serial number. The automatic barcode code looks like following:

```
public string GenerateID()
{
        string functionReturnValue = null;
        functionReturnValue = "";
        MySqlCommand CommSelect = new MySqlCommand(strSelect,
ObjKoneksi);
        try {
                ObjKoneksi.Close();
                ObjKoneksi.Open();
                MySqlDataReader MyReader = CommSelect.ExecuteReader;
                while (MyReader.Read) {
        }
```

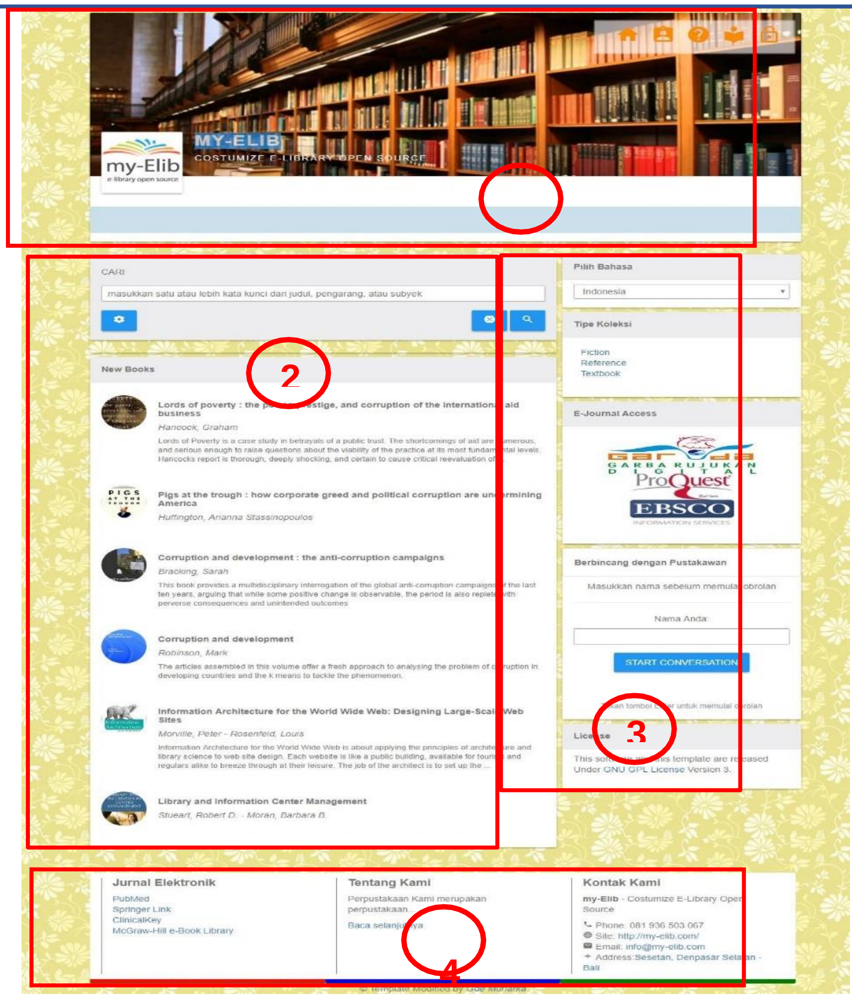
```
        try {
                int NO = 0;
                NO = strJum + 1;

                if (Strings.Len(NO.ToString) == 1) { functionReturnValue
                        = "A0000" + NO;
                } else if (Strings.Len(NO.ToString) == 2)
                        { functionReturnValue = "A000" + NO;
                } else if (Strings.Len(NO.ToString) == 3)
                        { functionReturnValue = "B00" + NO;
                } else if (Strings.Len(NO.ToString) == 4)
                        { functionReturnValue = "A0" + NO;
                } else if (Strings.Len(NO.ToString) == 5)
                        { functionReturnValue = "A" + NO;
```

Every loan or repayment process will get an automatic e-mail notification sent by the system to e-mails from previously registered members. The following is the complete coding in the process of sending email.

```
class Email extends Controller {

    function Email()
    {
      $this->load->library('email');
   }

   function index()
   {
      $config['protocol']    = 'smtp';
      $config['smtp_host']    = 'ssl:
      $config['smtp_port']    = '465';
      $config['smtp_timeout'] = '7';
      $config['smtp_user']    = 'mygmail@gmail.com';
      $config['smtp_pass']    = '*******';
      $config['charset']    = 'utf-8';
      $config['newline']    = "\r\n";
      $config['mailtype'] = 'text';
      $config['validation'] = TRUE;
      $this->email->initialize($config);

      $this->email->from('mygmail@gmail.com', 'myname');
      $this->email->to('target@gmail.com');

      $this->email->subject('Email Test');
```

The code mentioned above needs parameters such as $config['smtp_host'] ='ssl', $config['smtp_port'] = '465'; $config['smtp_user'] ='mygmail@gmail.com'; $config['smtp_pass'] = '*******'; $config['mailtype'] = 'text'; $this->email->to('target@gmail.com'); $this->email->subject('Email Test'); and $this->email->message('isi Email');

The user interface page is divided into four sections to make it easier for system users as the following modified user template.



Four sections provided in the user template are header, main form, sidebar, and footer. All the section are modified according system requirements. By modifying the section the user can easily access the information from the system.

Discussion

The existing system in the library is a single login system where users can access multiple applications through a single password. With one login, users can access library system and other applications such as academic, financial and student systems. Single login system is convenience for user in accessing information in many applications. It can improve user experience. This approach has risks especially in security system. By accessing through one entry point, a hacker gets an entry to the SSO system, they will have access to all applications related to that login. SSO (Single Sign On) depends on the provider. If the SSO provider is down, then the entire system also shuts down so the user cannot authenticate himself and access the system. Thus, it cannot be considered as a total security tool. Sharing of user data with a third party is another underlying factor which enhances the risk factor of SSO usage (Bazaz and Khalique, 2016). That’s why, the use of SSO must pay attention to users and system security.

This research develops multiple entry systems to improve system security. MFA (Multiple- Factor Authentication) development in this research is motivated by the fact that the username and passwords are not sufficient to protect the account from online crimes. This approach can also reduce the risk of hacking because hackers are more difficult to access data in many applications. Multiple entry system which is also known as multi-factor authentication requires more than one identification to access an application. In other words, verification of the identity of system users requires more than one authentication method from outside sources. So the users need to enter more passwords when they login into other applications. MFA is different from Single-Factor Authentication (SFA) which popular with its simplicity and user friendliness. At the same time, the MFA process should be as user-friendly as possible (Aleksandr Ometov, 2018). MFA, is now largely considered to provide more robust protections for users (Monther Aldwairi and Saoud Aldhanhan, 2017).

There is no automatic barcode in the previous system, so the system operator had difficulty memorizing the barcode before inputting bibliographic and membership data. Automatic barcode development in this research is necessary. It will identify books, journals, local contents and member data. It designs the interface page with adding bibliographic and member data, so that there is a search feature for the data completed with filters on that page. By changing their number format into automatic form, the operator is easily to input data without remembering number of previous barcodes. Automatic barcode can improve accuracy, speed and efficiency in inputting data. Singh (2003) stated that the benefits of automatic barcode system in the libraries are to reduce paperwork, decrease human error, increase worker productivity, increase visibility, and improve customer service.

The research also developed e-mail notification, user template, the most popular collection, and link bottom from several affiliated journals. The e-mail notification is intended to all library members who borrow and return books in the library. They will receive official borrowing evidence in the form of e-mail. They also get an e-mail notification when the books have been returned. The improvement of user templates in this research is focused on the visitor page by adding a list of the library's collections that most frequently searched by the users. The system develops form of search options which is possible for the users to access the collections. This template makes the system more attractive and interactive for the users.

Conclusion

Open source software applications do not require expensive costs and it can be modified according to user needs. Many university libraries in Bali choose open-source as a library automation system. Before implementing, the system is tried to obtain input from the user. In this regard, this research has carried out system development using the stages described earlier. The system developed automatic barcode, multiple sign-on, e-mail notifications, and improved user template. It will increase system functionality. The development of this system is expected to meet the desires of users because it has received input from many parties. Therefore, development can provide added value for users and the university library. The development will be supported by its community that can help users to improve the system.

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THE DEVELOPMENT ETHICAL OF AGRITOURISM DESTINATION FROM THE PERSPECTIVE OF STAKEHOLDERS

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Abstract

Purpose: This study describes the stakeholder perception toward the development of Pelaga agritourism attraction.
Methodology: This exploration was led in Pelaga Area was structured utilizing a research study that including 32 Stakeholders at the end of 2019. The distinct measurable and Factor investigation is done through the different stages that characterize various factors relating to looking into issues, at that point decide the ampleness of the example, and afterward factor examination with the revolution of elements, gathering factor, at that point the naming component fitting portrayal of the variable constituent, and the last stage is to decide factor model precision.
Findings: The overall results are very good from the survey of 32 stakeholder's perceptions about Pelaga Agritourism. Stakeholders percept that the development of Pelaga Agritourism a be sustaining as long as it does not violate the aspect *Tri Hita Karana* is three balancing harmony elements, they are People, God, Environment, therefor the agritourism is an action that coordinates farming frameworks and the travel industry frameworks to shape appealing the travel industry fascination. To be able to develop an area into a tourism area three elements must be fulfilled as below: (1) Make sure the agricultural tourist attraction is kept very well. (2) make sure the agricultural development and promotion in line with the goal of local community ideas.
Limitation: Agritourism is essentially an activity that integrates agricultural systems and tourism systems to make a form of attractive tourism attraction. To be able to develop an area into a tourism area three elements must be fulfilled as below: (1) Make sure the agricultural tourist attraction is kept very well. (2) make sure the agricultural development and promotion in line with the goal of local community ideas. This research suggests further research according to quantitative and also qualitative way in-depth and comprehensively.
Contribution: Key Indicators of Agritourism is essentially an activity that integrates agricultural systems and tourism systems

Keywords: *agritourism, conservation, stakeholders, tourism.*

1. Introduction

Pelaga Village is located in Badung Regency, Bali. This village is included in the Petang sub-district located in the northern part of the Badung Regency. Pelaga Village is a village in the highlands with an altitude of 1017 m above sea level. It is located on a hilly green plateau and has a very low level of pollution. This village is also widely used as an alternative route from Denpasar to Batur which passes through the Sangeh tourist attraction.

Pelaga Village offers many agritourism attractions complete with its ecology. The topography of this village is highlands and has comfortable temperatures. Besides, Pelaga has a wide and diverse horticultural farm, ranging from vegetables, coffee, vanilla, corn. One of the tourist attractions is the famous Tukad Bangkung Bridge and its beautiful, comfortable atmosphere, which has the potential to be developed as an ecotourism village (Utama, 2014).

Pelaga Village has an area of 3,545,204 Ha consisting of nine hamlets or banjars, among others; Nungnung, Kiadan, Pelaga, Bukian, Tinggan, Tiyingan, Semanik, Auman, and Bukit Munduk. A similar panorama can be found in the west of the village of Pelaga in the form of a green terraced mountain. The northern boundary of the village of Pelaga is the protected forest and the Puncak Mangu temple which has panoramic views of rice fields and hills. This study describes the stakeholder perception toward the development of Pelaga agritourism attraction.

2. Literature review

The travel industry is an action planned for sorting out the travel industry benefits, giving and commercializing vacation destinations, the travel industry offices organizations, and different organizations identified with the travel industry. The travel industry is one of the main impetuses of the world economy that is demonstrated to have the option to add to the flourishing of a nation. The travel industry advancement can animate business exercises to deliver social advantages, culture, and financial hugeness for a nation. At the point when the travel industry is arranged well, it ought to have the option to give advantages to the network at a goal. The achievement of the travel industry seen from government income from the travel industry segment can support different areas (Mitas, at al., 2017). The success of tourism development can be observed by the increase in the number of tourist arrivals from period to period. Expanding the number of voyagers can be acknowledged whether sightseers who have visited are happy with the goal, and different characteristics offered by the director (Choi and Sirakaya, 2005). Fulfilled explorers will in general be faithful to rehash their excursion later on, and enable them to prescribe their companions and family members to travel to a similar spot. The wonder that happens in the travel industry patterns, particularly on the planet today is the quick development of agritourism that can be created in a few regions in Bali, Indonesia, and encompassing regions (Junaedi and Utama, 2017).

In a general way, from the partner's viewpoint that travel industry division is normal to become (1) getting remote trade for the nation through the trading of outside monetary standards in visitor goals, (2) potential markets for nearby individuals' items and administrations, (3) expanding the salary of individuals whose exercises are straightforwardly related or in a roundabout way with the travel industry administrations, (4) extending the formation of work openings, both in segments legitimately related, for example, inns, eateries, trip specialists, just as in areas not legitimately related, for example, craftsmanship enterprises, the arrangement of farming items, attractions culture, retail business, different administrations, etc, (5) neighborhood wellsprings of pay, and (6) animating the making of craftsmen, both little industry craftsmen and communicates expected for traveler utilization (Putra, 2015) and (Ha, et al, 2016).

From the point of view of sightseers to have the option to form a zone into an agro-tourism territory that is important to vacationers, five components must be met including (1) The presence of vacation spots with regards to agritourism improvement, the attractions being referred to are, the scope of horticultural land, regular magnificence, the excellence of the recreation center, the way of life of the rancher just as everything identified with the rural movement. (2) Available facilities needed may be the addition of public facilities, telecommunications, hotels, and restaurants in market centers. (3) The infrastructure referred to is available in the form of irrigation systems, communication networks, health facilities, transport terminals, electricity and energy sources, sewage or water disposal systems, roads, and security systems. (4) Available public transportation, Bus-Terminal, passenger security system, Travel information system, Labor, fare certainty, tourist map. (5) Community hospitality will be a reflection of the success of a good tourism system (Sunaryo, & Suyono, 2013; Sutawa, 2012).

3. Research methodology

This exploration was led in Pelaga Area was structured utilizing a research study that including 32 Stakeholders at the end of 2019 (Poerwandari, 2011). The distinct measurable and Factor investigation is done through the different stages that characterize various factors relating to looking into issues, at that point decide the ampleness of the example, and afterward factor examination with the revolution of elements, gathering factor, at that point the naming component fitting portrayal of the variable constituent, and the last stage is to decide factor model precision (Utama and Mahadewi, 2012).

The research instrument in the form of a confirmatory questionnaire about several influential aspects that will be asked to the Stakeholders as follows: (1) The existence of tourist attractions in the context of developing agrotourism, the attractions referred to are, the expanse of agricultural land, natural beauty, the beauty of the park, the culture of the farmer and everything related to the agricultural activity. (2) Available facilities needed may be the addition of public facilities, telecommunications, hotels, and restaurants in market centers. (3) The infrastructure referred to is available in the form of irrigation systems, communication networks, health facilities, transport terminals, electricity and energy sources, sewage or water disposal systems, roads, and security systems. (4) Available public transportation, Bus-Terminal, passenger security system, Travel information system, Labor, fare certainty, tourist map. (5) Community hospitality will be a reflection of the success of a good tourism system (Wang, 1999; Weaver, 2012).

4. Results and discussions

The tourist facilities that can be used by visitors include (1) Hiking that allows visitors to walk to explore all forms of beauty that exist in this Agri region both natural scenery, and the beauty of plantations consisting of vegetables, fruit, flowers, and fish in the pond. (2) Tour visiting property using a buggy. (3) Cycling can be done outside the Agri region, which is around Tihingan Village. (4) See and enjoy various kinds of birds that also live here. (5) Children playground, which is specifically provided by the agritourism for those who come accompanied by their children. (6) Some of the waterfalls and popular ones include Nungnung Waterfall. (7) Tukad Bangkung Bridge is the highest bridge in Southeast Asia.

4.1 Stakeholders Profile

In the perspective of Profession (Table 1) involved in this study, it shows that Public figure seems to be more dominant participating in the survey with a proportion of 50%, and Academics at 34.4%, Tourism Practitioners at 9.4%, entrepreneurs at 3.1%, and Provincial Government at 3.1%.

Table 1. Stakeholders Profile

Profile		Frequency	Percent
Profession	Public figure	16	50
	Academics	11	34.4
	Tourism Practitioners	3	9.4
	Entrepreneur	1	3.1
	Provincial Government	1	3.1
	Total	32	100
Aging Group	31 - 40 years old	13	40.6
	Less than 30 years old	10	31.3
	41-50 years old	8	25
	51-60 years old	1	3.1
	Total	32	100

In the perspective of the age group of stakeholders (Table I), it shows that those who participated in this survey appeared to be more dominant by 31 - 40 years old with a proportion of 40.6%, then 31.3% of them aged less than 30 years old, between 41 and 50 years old at 25% and a small percentage and over 50 years old at 3.1%.

4.2 Stakeholder's Perception toward Pelaga Agritourism

The results of a survey of 32 stakeholder's perceptions about Pelaga Agritourism (Table II) can be seen as overall variables that consist of (1) Very Good perception that agritourism can attract tourists visiting the village. (2) The good perception that agritourism can maintain the natural environment along with business and sustainability developed in the village. (3) Very Good perception that agritourism can be a tourist attraction that has a uniqueness that is completely different from other types of tourist attractions. (4) The good perception that agritourism can involve local workers as personnel in its operations. (5) The good perception that agritourism can maintain agricultural or plantation land is used optimally according to its main function. (6) Very Good perception that agritourism can drive the economy of the community as a whole, both communities, investors, and the government. (7) The good perception that agritourism can integrate farming systems and tourism systems to form attractive tourist attractions in the future. (8) Very Good perception that agritourism can attract the attention of the government to build communication networks, health facilities, transport terminals, electricity and energy sources, sewage systems, roads, and better security systems. (9) The good perception that agritourism can attract the attention of the government to provide public transportation, terminals, passenger security systems, information systems.

Table 2. Perception Toward to Pelaga Agritourism

Code	Variable and indicator	Mean	Std. Deviation	Stakeholder's Perception
G.1	Remote trade profit for the nation through outside money trade in visitor goals	4.41	0.499	Very Good
G.2	The potential market for local community goods and services	4.5	0.508	Very Good
G.3	Increment the pay of individuals whose exercises are legitimately or in a roundabout way identified with the travel industry administrations	4.5	0.508	Very Good
G.4	Extending work creation openings, both in straightforwardly related parts, for example, accommodation, homestays, eateries, trip specialists	4.53	0.507	Very Good
G.5	Tourism can be a source of authentic regional income	4.5	0.568	Very Good
G.6	Tourism can stimulate the creativity of artists and small industry craftsmen	4.41	0.499	Very Good
A.1	Agritourism can attract tourists visiting the village	4.5	0.568	Very Good
A.2	Agritourism can maintain the natural environment along with business and sustainability developed in the village	4.13	0.833	Good
A.3	Agritourism can be a tourist attraction that has a uniqueness that is completely different from other types of tourist attractions	4.22	0.751	Very Good
A.4	Agritourism can involve local workers as personnel in its operations	4.16	0.767	Good
A.5	Agritourism can keep up farming or manor land utilized ideally as indicated by its fundamental capacity	4	0.916	Good
A.6	Agritourism can drive the economy of the community as a whole, both communities, investors, and the government	4.22	0.659	Very Good

Code	Variable and indicator	Mean	Std. Deviation	Stakeholder's Perception
A.7	Agritourism can integrate farming systems and tourism systems to form attractive tourist attractions in the future	4.19	0.821	Good
A.8	Agritourism can attract the attention of the government to build communication networks, health facilities, transport terminals, electricity and energy sources, sewage systems, roads, and better security systems	4.25	0.718	Very Good
A.9	Agritourism can attract the attention of the government to provide public transportation, terminals, passenger security systems, information systems	4.16	0.723	Good

Valid N (listwise) = 32. Remark: (1,00-1,80 = Very bad), (1,81-2,60 = bad), (2,61-3,40 = Average), (3,41-4,20 =Good), (4,21-5,00 = Very Good)

While all are said in a done manner (Table 2), partners have awesome recognition about agritourism that it tends to be as (1) Foreign trade income for the nation through remote money trade in visitor goals. (2) The potential market for neighborhood network products and enterprises. (3) Increase the pay of individuals whose exercises are legitimately or in a roundabout way identified with the travel industry administrations. (4) Expanding work creation openings, both in legitimately related parts, for example, cordiality, homestays, cafés, trip specialists. (5) Tourism can be a wellspring of credible local pay. (6)Tourism can animate the innovativeness of specialists and little industry skilled workers.

4.3 The Analysis Factors of Stakeholder's Perception toward Pelaga Agritourism

Decide the factors that are viewed as qualified to be remembered for resulting factor examines, by forcing various tests on all factors, and evacuate factors that demonstrated unfeasibly. For this situation the technique KMO and Bartlett Test of Sphericity, estimation MSA (Measure of Sampling Adequacy) just as testing with Anti Image Matrices. The test outcomes Table 3 shows that the estimation of Kaiser-Meyer-Olkin Measure of Sampling Adequacy is about 0.826 which implies the number of respondents factually is sufficient for factor investigation

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Table 3. KMO And Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.826
Bartlett's Test of Sphericity	Approx. Chi-Square	229.317
	df	36
	Sig.	0

The way toward figuring is to do the extraction of the arrangement of factors which are to decide at least one variable. The strategy used to play out the extraction procedure is the Principal Component Analysis. Table 4 shows that the consequences of the investigation that controlled by the three segments with Total Initial Eigenvalues > 1 or components with eigenvalues beginning a combined rate of about 75.151 or (63.559+11.592) percent.

Table 4. Total Variance Explained

Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
1	5.72	63.559	63.559
2	1.043	11.592	75.151

Extraction Method: Principal Component Analysis.

The following procedure is a revolution to decide factors. The consequences of the turned investigation of Component Matrix as observed as Table 5 shows that the variable (1) agritourism can attract tourists visiting the village, (2) agritourism can maintain the natural environment along with business and sustainability developed in the village, and (3) agritourism can be a tourist attraction that has a uniqueness that is completely different from other types of tourist attractions as factor 2. While (4) agritourism can involve local workers as personnel in its operations, (5) agritourism can maintain agricultural or plantation land used optimally according to its main function, (6) agritourism can drive the economy of the community as a whole, both communities, investors, and the government, (7) agritourism can integrate farming systems and tourism systems to form attractive tourist attractions in the future, (8) agritourism can attract the attention of the government to build communication networks, health facilities, transport terminals, electricity and energy sources, sewage systems, roads, and better security systems, (9) agritourism can attract the attention of the government to provide public transportation, terminals, passenger security systems, information systems are formed into Factor 1.

Table 5. Rotated Component Matrix

Code	Variable	Component	
		1	2
A.1	Agritourism can attract tourists visiting the village	0.412	0.731
A.2	Agritourism can maintain the natural environment along with business and sustainability developed in the village	0.088	0.926
A.3	Agritourism can be a tourist attraction that has a uniqueness that is completely different from other types of tourist attractions	0.429	0.796
A.4	Agritourism can involve local workers as personnel in its operations	0.872	0.039
A.5	Agritourism can maintain agricultural or plantation land used optimally according to its main function	0.756	0.398
A.6	Agritourism can drive the economy of the community as a whole, both communities, investors, and the government	0.781	0.481

Code	Variable	Component 1	Component 2
A.7	Agritourism can integrate farming systems and tourism systems to form attractive tourist attractions in the future	0.724	0.441
A.8	Agritourism can attract the attention of the government to build communication networks, health facilities, transport terminals, electricity and energy sources, sewage systems, roads, and better security systems	0.533	0.522
A.9	Agritourism can attract the attention of the government to provide public transportation, terminals, passenger security systems, information systems	0.808	0.338

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 3 iterations.

The naming of the elements that have been resolved, very well may be begun from a factor that has the best eigenvalues to the littlest as observes in Table 6 beneath:
Test the goodness of fit of the model determine that "Residuals are computed correlations between observed and Reproduced are 21 (58.0%) as nonredundant residuals with absolute values greater than 0:05". The accuracy test means that the model has been formed trustworthy by 42%.

Table 6. Naming Factors

Factor	Variables	Correlations	Initial Eigenvalues Total	Initial Eigenvalues % of Variance
Agricultural Tourist Attraction	Agritourism can attract tourists visiting the village	0.731	5.72	63.559
	Agritourism can maintain the natural environment along with business and sustainability developed in the village	0.926		
	Agritourism can be a tourist attraction that has a uniqueness that is completely different from other types of tourist attractions	0.796		
Agricultural Development and Promotion	Agritourism can involve local workers as personnel in its operations	0.872	1.043	11.592
	Agritourism can maintain agricultural or plantation land used optimally according to its main function	0.756		
	Agritourism can drive the economy of the community as a whole, both	0.781		

Factor	Variables	Correlations	Initial Eigenvalues	
			Total	% of Variance
	communities, investors, and the government			
	Agritourism can integrate farming systems and tourism systems to form attractive tourist attractions in the future	0.724		
	Agritourism can attract the attention of the government to build communication networks, health facilities, transport terminals, electricity and energy sources, sewage systems, roads, and better security systems	0.533		
	Agritourism can attract the attention of the government to provide public transportation, terminals, passenger security systems, information systems	0.808		

5. Conclusion

Factor examination at last establishes that there are two factors as the principal agricultural tourist attraction which can be clarified as follows: (1) agritourism can include nearby specialists as workforce in its activities, (2) agritourism can keep up agrarian or ranch land utilized ideally as per its fundamental capacity, (3) agritourism can drive the economy of the network all in all, the two networks, financial specialists, and the administration, (4) agritourism can incorporate cultivating frameworks and the travel industry frameworks in order to shape appealing vacation spots later on, (5) agritourism can draw in the consideration of the legislature to construct correspondence systems, wellbeing offices, transport terminals, power and vitality sources, sewage frameworks, streets and better security frameworks, (6) agritourism can pull in the consideration of the legislature to give open transportation, terminals, traveler security frameworks, data frameworks with an underlying quality of eigenvalues level of difference about 63.559%.

The second factor is agricultural development and promotion which can be explained as follows: (1) agritourism can attract tourists visiting the village, (2) agritourism can maintain the natural environment along with business and sustainability developed in the village, and (3) agritourism can be a tourist attraction that has a uniqueness that is completely different from other types of tourist attractions with an initial strength of eigenvalues percentage of variance about 11.592%.

Advancement of Pelaga Agritourism in North Badung might be improved because (1) it is accepted that it can get remote trade for the nation. (2) The potential market for North Badung people group for horticultural products and ventures. (3) Increasing the pay of the individuals whose exercises are straightforwardly or in a roundabout way identified with the travel industry administrations. (4) Expanding work creation. (5) Become a wellspring of nearby income. (6)

Stimulating the innovativeness of little enterprises identified with traveler utilization. The aftereffects of this investigation are following the exploration of Utama and Junaedi (2015), and Busby and Rendle (2000). The advancement of Pelaga Agri Tourism in North Badung is likewise deserving of being improved because (1) it is accepted that it can pull in voyagers to Pelaga. (2) It can keep up the regular habitat and business and agritourism supportability. (3) It can be a vacation destination that has uniqueness in Bali. (4) it can include nearby work as vitality in its tasks. (5) Able to keep up agrarian land ideally as indicated by its primary capacity. (6) It can produce the economy of society as a total. (7) It can incorporate horticultural frameworks and travel industry frameworks. (8) It can be a trigger for the development of correspondence systems and transportation offices. (9) It can trigger the arrangement of open transportation, terminals, traveler security frameworks, travel data frameworks, and maps of more vacation destinations. The aftereffects of this examination are following the exploration completed by Fandeli (2011) and Keane (1992).

Limitation and study forward

This research did not conduct qualitative ways in-depth and comprehensively so that the findings are not yet constructive well and collaborative between tourism and agricultural way were not deeply. In a brief qualitative way, according to stakeholders: the development of Pelaga Agritourism which borders the Pucak Mangu as a protected area can be done as long as it does not violate the aspect (1) "Parahyangan" namely obeying Tri Hita Karana which focuses on the temple sanctuary zone. (2) "Pawongan", namely a people-oriented development that promotes the improvement of the people's economy and the empowerment of local communities. (3) "Palemahan" is the concept of ecotourism that is responsible for nature conservation and actively contributes to the sustainability of environmental preservation by trying to reduce the negative impacts that can be caused. The results of this study are in line with the results of the study by Pujaastawa, (2005); Keane (1992); and Arismayanti, et al, (2017).

Agritourism is essentially an activity that integrates agricultural systems and tourism systems to make a form of attractive tourism attraction. To be able to develop an area into a tourism area three elements must be fulfilled as below: (1) Make sure the agricultural tourist attraction is kept very well. (2) make sure the agricultural development and promotion in line with the goal of local community ideas. (Utama, 2015); (Putra, 2015). This research suggests further research according to the quantitative and also qualitative way in-depth and comprehensively.

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TOURIST VISITS AND TRAVELING COST AND IT'S RELVANCE TO GDP IN THE *ASEAN FIVE*

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Abstract

This study analyzes the effect of the number of tourist visits and the average travel cost on the gross domestic product of five countries in the ASEAN region. These countries were Indonesia, Singapore, Malaysia, Thailand and the Philippines in 2009-2018. Testing using analysis techniques in the form of panel data regression and is a type of quantitative research. The data used in this study is secondary data obtained from the official World Bank website and other sources related to this study. The independent variable in this study includes the number of tourist visits and travel costs, while the dependent variable in this study is the Gross Domestic Product. The results of this study indicate that the two variables, namely the number of visits and average travel cost, have a positive and significant relationship to the Gross Domestic Product in five ASEAN countries. The results also show that the number of visits and average travel costs will increase the gross national income in the ASEAN Five countries.

Keywords : Number of visits, Tourists, *Average Travel Cost, PDB, ASEAN Five*

1. Introduction

Globalization is something that cannot be avoided today, with globalization, people can access or visit any place in the world. one of the sectors of globalization is the tourism sector. The reduction of borders between countries makes it easier for many tourists to go on vacation or visit other countries (Wijaya, 2013). The development of the world tourism industry has experienced rapid development. The development of the tourism industry has an impact on increasing the country's foreign exchange earnings because the tourism sector is a sector that plays quite an important role in the contribution of state revenue. The main tourism product is an attractive key that can attract tourists to certain destinations (Sani Alim Irhamna, 2017).

According to Rahma & Handayani (2013), the tourism sub-sector is currently very reliable state revenue after state revenues from oil and nature have declined. Countries in ASEAN have various attractions for foreign tourists, therefore each country has various ways to increase the number of tourists each year. This increase shows that the tourism sector has a high potential to contribute to state revenue. The amount of Gross Domestic Product produced by each country will reflect how the country can manage the existing production factors to be able to produce output for state income. Bank Indonesia (BI) is also a tourism sector which is the most effective way to boost Indonesia's foreign exchange. One of the reasons is because of the resources needed to develop tourism in the country. Apart from Human Resources, the resources in question are the geographical location between the area and the diversity of natural, cultural, culinary, and wealthy resources in the country. This resource is the main attraction for both domestic and foreign tourists (A. A. Rahma, 2020).

According to Purwanti, (2013) the number of tourist visits has an influence in the development of the tourism industry and local revenue so domestic and foreign tourists are more interested in visiting. In addition to the number of tourists in each country, the number of expenditure made by tourists is also an indicator that affects the value of income earned from the tourism sector. Therefore this research is titled "The Effect of Number of Tourist Visits and *Average Travel Cost* on GDP in the *ASEAN Five*"

2. Literature review

2.1. Gross Domestic Product (GDP)

Gross Domestic Product (GDP) is the total value added of goods and services resulting from all economic activities throughout the region during a certain period. In calculating GDP, two prices can be used, namely current price GDP and constant price GDP. Current price GDP is the value of a goods and services calculated by using the current price on that year, while constant price GDP is the value of goods and services by using the price in a certain year which is used as the reference year or base year. Calculating GDP can be done by using these four approaches. (Badan Pusat Statistik, 2019).

a. Production approach
b. Income approach
c. Outcome approach
d. Allocation method

Human Resources play an important role in economic growth. Human capital is the determining capital for productivity for every country. A country's Gross Domestic Product (GDP) calculates the total income that each resident earns in economic activity and the total cost incurs to produce goods and services. The more productive the country, their Gross Domestic Product will increase (Larasati, 2018). Research from Afandi (2016f) and Bonokeling (2016) also states that labor has an influence on the Gross Domestic Product (GDP) in each country.

2.2. Tourists

Tourism is a travel activity which is carried out temporarily from the original place of residence to the destination area for the reason that it is not staying or earning a living but only for visiting or spending free time for holidays and for certain purposes. According to the WTO (World Tourism Organization) tourism is the activity of a person who travels or lives in a place outside their usual environment for no more than one year continuously, for pleasure, business, or other purposes.

Soebagyo (2012) revealed that any increase in the number of tourist visits will have a direct effect on an increase in the output of Gross Domestic Product (GDP) as well as foreign exchange reserves, which in turn have an impact on economic growth. Economic growth as a process of increasing per capita output in the long run emphasizes three main aspects. First, the process by which economic growth is a dynamic aspect of an economy that is able to develop over time. Second, economic growth is seen from the per capita output aspect, where if there is economic growth, there will be an increase in per capita. Third, the interaction aspect between economic factors, in which economic growth is the result of a comprehensive interaction regarding the ongoing process of economic growth. Tourists are defined into two categories, namely foreign tourists and domestic tourists.

a. International Tourists

International Tourists or foreign tourists are people who travel and enter a country other than their country of origin.

b. Domestic Tourists

Domestic tourists are people who travel within their own country's vicinity.

2.3. *Avarege Travel Cost* International Tourists

According to Lumaksono (2012), the Average Travel Cost or tourist expenditure is the amount of money spent by tourists in carrying out tourism activities. Any costs incurred by tourists while carrying out tourism activities include costs for recreation, lodging, and the use of other entertainment service facilities that can generate results in the trade, hotel and restaurant sector. With the consumptive activities of each tourist, it will increase the income received by business owners in the tourism industry from payments for services received by tourists which will increase the amount of tax and retribution revenue for the local government of local tourist destinations which in fact is a component of industrial per capita income tourism. Antara, (2012) states, the number of foreign tourists visiting a tourist destination will have an influence on tourist spending in the tourist destination, because any increase in spending made by tourists will increase demand for output. Costs incurred by tourists must of course be in accordance with the facilities or facilities and infrastructure to be received. According to Dewitri, (2017) in analyzing tourism destinations, there are main components characterized as six A frameworks, namely Ataction, Amenities, Accessibility, Avaibable Packages (available tour packages, Activities, and Ancillary Service (additional services). So that destinations can be linked with the combination of all products, services and experiences offered. These components can help see the impact of tourism in the region and regulate supply and demand to maximize benefits to all actors. These three basic components of tourism are known as 3 A. Attractions, Amenities and Accessibility (3A) these are components that are of major concern to the central government because these three attributes are related to connectivity issues, overlapping authority and the large number of stakeholders in the tourism area, thus requiring cross-sector coordination.

The attraction component can be considered as one of the basic components of tourism which is very important because it is the main destination for tourists to travel to certain tourist destinations. Attractions are tourist attractions that have been prepared to be enjoyed by tourists. The next important component is accessibility or the ability to reach a destination through various means of transportation. Tourism activities depend on accessibility because one of the factors that influence tourists to travel is the distance and time. This accessibility is related to transportation and transportation infrastructure. Good transportation can make the distance seem to be close and meanwhile this transportation infrastructure connects one place to another. A tourist destination that does not have good accessibility will prevent tourists from reaching the tourist spot so that it cannot develop properly. Amenitas are supporting facilities needed to support activities in the tourism area. These amenities aim to create comfort for tourists in a tourist destination. Things that are included in the amenities are the need for accommodation, entertainment facilities and catering services (LPEM, 2018)

Available packages (tour package) is a package that combines several attractions in one time, and is made by intermediaries or main actors. Usually tour packages make it easier for tourists to experience and experience various attractions at one time. Activities are defined as the actions and behavior of people while preparing and traveling in their capacity as consumers (UNWTO, 2008). In other words, activities are activities carried out by tourists at the destination during their visit. One of them is by following the events held, such as ceremonies, festivals, exhibitions. Meanwhile ancillary service (additional services) is a support service that will be used by tourists, such as banks, telecommunications, correspondence, hospitals, news. (LPEM, 2018)

3. Research methodology

In this study, researchers used quantitative methods. Quantitative methods can be interpreted as a research method based on the philosophy of positivism, used to research on certain populations or samples, data collection using research instruments, data analysis is quantitative / statistical, with the aim of testing the established hypothesis. (Sugiyono, 2016). The data used in this study are secondary data in the form of numbers, including data on the number of foreign tourists and the average tourist expenditure (Average Travel Cost) as the independent variable and Gross Domestic Product as the dependent variable. This study uses data processing analysis tools *Eviews 8.*

The independent variable data includes the number of foreign tourists and the Average Travel Cost obtained from the official World Bank website. The dependent variable data in this study is Gross Domestic Product which is obtained from the official website of the World Bank. Data collection was taken from 2009 to 2018 in the ASEAN Five. In this study, a panel data regression model was used. According to Widarjono (2017) panel data is a combination of time series data and cross section data. There are several advantages in using panel data, namely because panel data is a combination of time series data and cross section data, the data to be presented is more informative, varied, reduces correlation between variables, has more degrees of freedom and is more efficient. According to Gujarati (2012) panel data has several advantages, namely panel data has more information, more variation, less collinearity between variables, more degree of freedom and is more efficient. To estimate model parameters with panel data, we usually use several techniques, namely the Common Effect Model / Pooled Least Square (PLS), Fixed Effect Model (FEM) and Random Effect Model (REM). For the method of selecting a panel model to manage data it is also necessary to do an econometric test. In general, testing is done by Chow's test and Hausman test. Apart from using some of these tests, this research also uses classical assumption tests and statistical tests.

4. Results and discussions

4.1. Model Determination

Chow Test

The Chow test is used to determine the best model between the *Common Effect Model* (CEM) and the *Fixed Effect Model* (FEM).

Redundant Fixed Effects Tests
Equation: Untitled
Test cross-section fixed effects

Effects Test	Statistic	d.f.	Prob.
Cross-section F	273.763365	(4,43)	0.0000

From the Chow test results above, it shows that the probability value is smaller than 0.05 or 5% so H0 is automatically rejected so the accepted hypothesis is H1 where H1 uses the *Fixed Effect Model* which is more suitable than *Common Effect Model*.

Hausman Test

The Hausman test is used to determine the best model between the *Fixed Effect Model* (FEM) and the *Random Effect Model* (REM).

Correlated Random Effects - Hausman Test
Equation: Untitled
Test cross-section random effects

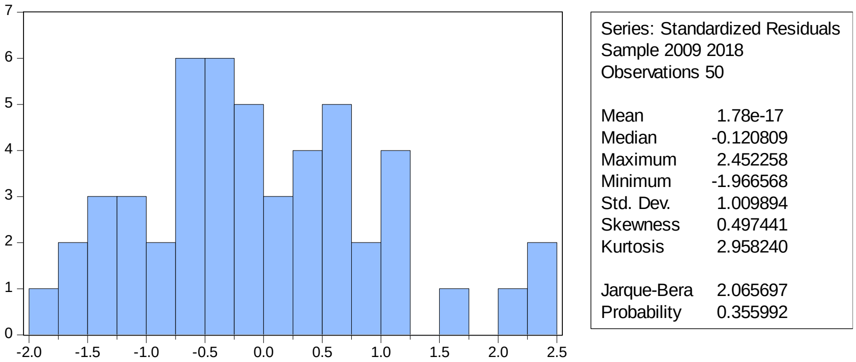
Test Summary	Chi-Sq. Statistic	Chi-Sq. d.f.	Prob.
Cross-section random	7.876781	2	0.0195

From the Hausman test above, it explains that the probability value of the *Cross Section Random* is 0, 0000. The *Cross Section Random* probability value is less than 0.05 or 5% which means H0 is rejected. To be able to use the Random Effect Model, the probability value must be more than 0.05 or 5%. So the Fixed Effect Model is the best model choice compared to the Random Effect Model.

4.2. Classic Assumption Test

Normality Test

The Normality Test aims to test whether the regression model of the dependent variable and the independent variable has a normal distribution or not.



From what we can see from the picture above, it shows that the probability value is 0.355992. The probability data above shows a result greater than 0.05 or 5% so that the data is normally distributed

Multicollinearity Test

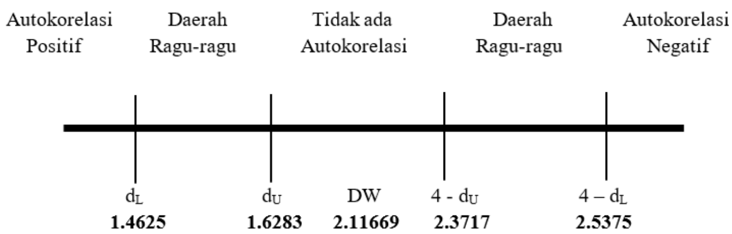
The multicollinearity test aims to test whether the regression model found has found a correlation between the independent variables. A good regression model should not have correlation between the independent variables.

	X1	X2
X1	1	0.1440255040384277
X2	0.1440255040384277	1

From the data above, it shows that all correlation coefficient values are less than 0.85 so that in the Number of Tourist Visits and Average Travel Cost variable do not have a relationship with each other or in other words there is no multicollinearity.

Autocorrelation test

The autocorrelation test is a condition where the error component in a certain period correlates with another error component successively. So that the error component is not random. The test was carried out by looking at the Durbin Watson Value



In the picture above, it is explained that the value of the *Durbin Watson* is 2.116699 and is in between the doubtful areas (d_U with $4 - d_U$) this concludes that the model does not have autocorrelation

Heteroscedasicity Test

The heteroscedasicity test is used to see whether there is an inequality of variance from one residue to another. Testing the heteroscedasicity method uses the Glejser test.

Sample: 2009 2018
Periods included: 10
Cross-sections included: 5
Total panel (balanced) observations: 50

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	1.29E+10	2.51E+09	5.130356	0.0000
X1	-148.4746	171.5746	-0.865365	0.3916
X2	-0.508830	0.270534	-1.880835	0.0668

After testing using the Glesjer test, the probability value of the Number of Tourist Visits (X1) has a variable of 0.3916 and the Average Travel Cost (X2) has the variable of 0.668 and each independent variable has a probability value greater than 0.05 or 5% therefore this model does not contain heteroscedasticity.

4.3 Statistic Test

Coefficient Determination Test (Adj R^2)

The coefficient determination test is used to measure the variation of the dependent variable.

R-squared	0.965770	Mean dependent var	2.754585
Adjusted R-squared	0.960994	S.D. dependent var	10.10099
S.E. of regression	1.078051	Sum squared resid	49.97436
F-statistic	202.2012	Durbin-Watson stat	2.116699
Prob(F-statistic)	0.000000		

From the results above, the R-Square result is 0.960994 so that it can be interpreted that the amount of Gross Domestic Product can be determined that the independent variable is 96% and the remaining 4% is explained by other variables that are not included in this research

T test (partial)

The t test or partial test is used to determine the significance of each independent variable on the dependent variable, which can be seen from the probability value of each independent variable. The following are the results of the test.

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	1.67E+10	8.34E+08	19.97219	0.0000
X1	1263.056	544.9221	2.317865	0.0253
X2	2.842500	0.454179	6.258550	0.0000

Based on the results of the t test, it explains that the variable number of tourist visits (X1) has a probability of 0, 0253, where the value is less than 0.005 or 5%. Therefore it can be concluded that the variable number of tourist visits (X1) has a significant effect on the Gross Domestic Product (Y). The second variable, namely Average Travel Cost (X2) has a probability value of 0.000 which is less than 0.05 or 5%. Therefore the Average Travel Cost (X2) variable has a significant impact on the Gross Domestic Product (Y)

F Test (Simultaneous)

The f test or the simultaneous test is a test used to determine the effect of all independent variables on the dependent variable. The table below shows the results of the f test or simultaneous test.

R-squared	0.965770	Mean dependent var	2.754585
Adjusted R-squared	0.960994	S.D. dependent var	10.10099
S.E. of regression	1.078051	Sum squared resid	49.97436
F-statistic	202.2012	Durbin-Watson stat	2.116699
Prob(F-statistic)	0.000000		

From the results of the table above, the probability value of F is 0.000000. Therefore the value is less than 0.05 or 5%. Which means the Number of Tourist Visits (X1) and Average Travel Cost (X2) variables simultaneously effect the Gross Domestic Product (Y)

5. Conclusion

The results conducted by the researchers analyzed the effect of the number of tourist visits and average travel cost on GDP in ASEAN Five from 2009-2018, this concludes that:

1. Number of Tourist Visits (X1) has a positive and significant effect on Gross Domestic Product in Indonesia, Singapore, Malaysia, Thailand and the Philippines (ASEAN Five)..
2. Average Travel Cost (X2) has a positive and significant effect on Gross Domestic Product in Indonesia, Singapore, Malaysia, Thailand and the Philippines (ASEAN Five).
3. Number of Tourist Visits (X1) and Average Travel Cost (X2) together affect the Gross Domestic Product in Indonesia, Singapore, Malaysia, Thailand and the Philippines.

Limitation and study forward

This study has several limitations. This research only uses secondary data obtained from several worlds bank website and other official sources. This study only took in five southeast asian regions, because they are the five regions that have the highest number of tourist visitors in ASEAN, namely Indonesian, Singapore, Malaysia, Thailand, philippines.

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Website

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THE POTENTIAL OF ECOTOURISM DEVELOPMENT IN KUPANG REGENCY

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Abstract

Purpose: the purpose of this study is identify and map the potential, diversity and uniqueness of natural resources in conservation areas that have the potential to attract tourists and formulate a strategy to develop the research area as a new tourism area with an ecotourism model to strengthen the existence of the conservation area of Mount Mutis and Menipo Island as well as a new economic base for the local community.

Research Methodology: This research used qualitative method. The data analysis used descriptive qualitative.

Results: Menipo Island is a tourist attraction with good and unique natural potential due to the presence of rare animals and beautiful natural charm.

Limitations: This study is only to determine the potential for ecotourism development of Menipo Island in Kupang regency.

Contribution: The results of this study can be used as material for consideration and evaluation in efforts to develop Menipo Island.

Keywords: Ecotourism, Menipo, SWOT

1. Introduction

Economic development and welfare have contributed to the level of mobility of the world's population, both on a national, regional and global scale. The movement of people between regions is carried out for various purposes. Human mobility, regardless of motivation, has socio-economic impacts on the parties involved, either directly or indirectly, including for regions / countries of origin and destination.

The greatest number of those who travel is in the context of tourism, as reported by the United Nations World Tourism Organization (UNWTO) in 2017, the number of tourists worldwide reached 1.2 billion or about one-fifth of the world's population. This figure is predicted to continue to increase in line with economic growth and tourism infrastructure, including the transportation sector. The number of tourists in 2020 is predicted to be 1.4 billion and 2030 could reach 1.8 billion, "(World Travel and Tourism Council - The Global Summit in Bangkok, Thailand, 26/4/2017). However, currently there is anomaly, because many countries have imposed social restrictions or even lockdowns that limit human mobility, which impacts on the development of the tourism sector as a result of the COVID 19 pandemic.

This condition raises concern for those who are involved in the world of tourism, because the impact on the development of this business will be very bad. UNWTO has even estimated that the tourism sector will contract by around 30% - 40%. This means that globally, tourism revenue will be reduced by one third, from revenue in 2019 which reached around $

1.5 Trillion (https://www.unwto.org/news/international-tourism-arrivals-could-fall-in-2020). However, business people in the tourism sector are optimistic that there will be recovery, even with higher growth rates, because psychologically humans always want to escape from situations of "isolation" to "be free" to express their existence.

Most of the tourists who travel internationally come from developed countries. The spending related to the tourism sector which reached $ 1.5 trillion in 2019, at least, implies that the tourism sector has played a significant role in driving the distribution of income throughout the world. The biggest impact is certainly felt by countries that rely on the tourism sector as prime movers to earn foreign exchange. At this point, tourism can become a model for overcoming economic disparities between countries and regions.

However, the role of this sector in contributing to the distribution of income globally, still needs to be studied more comprehensively and deeply from a more micro perspective, namely its impact on the lowest strata of society involved in tourism activities. This was one of the notes at the UNWTO meeting in Bangkok on April 28, 2017. That along with the increase traveler around the world, there are a number of challenges to the tourism sector. First, how the growth of the tourism sector has an economic impact on the people of a country. Second, how is the social impact and labor absorption for a country. Third, how then can this growth be accompanied by an environment that is maintained and does not have an impact on climate change. Fourth, how tourism is able to provide added value to customs and culture as well as its diversity. Fifth, tourism must be able to increase peace and mutual understanding between world citizens.

Implicitly, the note above states that the development of the tourism sector does not only have a positive impact on aspects of human life, both at the micro and macro levels. The positive impact of the presence of tourists to tourist destination areas is always accompanied by negative impacts. The development of the world of tourism continues to attract and encourage other economic sectors, such as the growth and development of Micro Small Medium Enterprises (MSMEs/UMKM) that often appear in tourist areas. But on the other hand, cultural intersections between countries also have social impacts, such as changes in behavior at the community level which tend to be co-opted with incoming foreign cultures. They have become more permissive of things that have been considered taboo.

Tourism is seen as a driving force as well as a pull factor for other resources to synergize in a larger economic activity that creates a multiplier effect. The tourism sector has even become a booster for the economic growth of many countries. At this point, the Indonesian government has taken strategic steps by designating a number of new areas as leading tourist destinations, which are generally based on a natural environment. Some of them have even become premium category tours. This policy is supported by strengthening on the infrastructure side, such as the development of seaports and airports, including opening and improving quality

One of the most prominent issues related to tourism development, apart from socio-cultural and economic aspects, is related to the environment. Many natural tourism areas are experiencing degradation. Policies that tend to be exploitative, such as hunting wild animals, refunctionalization of forest areas in pursuit of short-term economic benefits which also result in the loss of a number of endemic flora are some of the activities that lead to damage to the ecosystem in the area. Likewise, the behavior of tourists who are undisciplined and ignorant of environmental quality, such as disorder in terms of waste can raise issues of environmental pollution. This condition then encourages the development of ecotourism as part of the big concept of tourism lately.

Ecotourism, although relatively new, has managed to steal the attention of tourism experts and business people. This concept is continuously encouraged to be developed and introduced as a new approach to enjoying leisure time, which has been carried out by travelers. Ecotourism is more oriented to the preservation of culture and the natural environment including flora and fauna in and around tourist destination areas. Travelers are invited and involved in preservation efforts. They are no longer only connoisseurs but at the same time can be involved as agents of nature and culture conservation.

The development of ecotourism as a new paradigm in the world of conventional tourism certainly needs to be the attention of the government and tourism business players in Indonesia. This is related to the position and natural condition of Indonesia, as an area known as one of the world's paradises. Indonesia has a very wide geographical stretch. In this area, various kinds of natural resources (flora and fauna) are stored and some of them are classified as endemic. The diversity of natural resources is certainly a magnet or a huge potential in attracting world tourists, including Wisnu. All this potential, so far it has been "sold" to foreign tourists (foreign tourists) and domestic tourists (wisnu).

NTT is included in the national policy scheme to be developed as a leading DTW. Komodo National Park is an icon in which there is Komodo as the main mascot. However, in fact NTT also has enormous tourism potential, both natural and cultural. The potentials include endangered species, conservation areas, natural scenery / savanna, culture, beaches, diving spots, surfing areas etc. The diversity of tourist objects and destinations is generally still relatively well preserved, while others have become favorite destinations for tourists, both foreign tourists and foreign tourists. Potential tourist spots to attract tourists are scattered in all districts and cities. Call it Nembrala Beach, Mulut Seribu and Snake Neck Tortoise (endemic) in Rote Ndao; Kelimutu Lake (Three Colored lakes) in Ende Flores; 17 Island Marine Park in Nagakeo Flores; Warinding Hill in Waingapu, East Sumba; Meko Island Marine Park in East Flores; Kepa Island Marine Park in Alor; Wae Rebo Village in Manggarai Flores; and Kelaba Maja in Sabu Raijua.

Armed with this extraordinary natural potential, NTT has succeeded in attracting tourists whose numbers have continued to creep up in recent years, especially after the determination of Labuhan Bajo as one of the leading tourist destinations. In 2013, there were 397,543 tourists visiting NTT. Furthermore, the number of tourists visiting continues to experience a constant increase until 2017 with 616,538 tourists or an increase of 55% compared to the number of visits in 2013. When viewed from its composition, as many as 93,455 tourists or 15.2% percent of the total tourists in 2017 were foreign tourists. This number has increased by 42.7% compared to 2016.The increase in visits occurred both for foreign tourists and wisnu.

The increase in tourist visits to NTT is an achievement that needs to be maintained and improved. However, there are gaps in the distribution of visits between regions. If we look at the visits per destination area, there is a fairly high variation between districts / cities. Kupang City and West Manggarai Regency are favorite destinations because they are most visited by tourists. Meanwhile, Kupang Regency occupies the last position as a popular destination for tourists

On the other hand, Timor Island itself has no less interesting potential to be developed as a tourist destination with an ecoturism model. There is a natural environment and culture with exotic values that are very tempting for tourists. However, until now these places have not been sufficiently published at the national and international levels, only in a limited circle, one of which is Menipo Island in Kupang Regency. The area is included as a conservation area under the management of the East Nusa Tenggara Province Natural Resources Conservation

Agency (BKSDA) (Law No. 5 of 1990 concerning Conservation of Natural Resources and Ecosystems).

Menipo is a small island that is not on the map. The island is only separated by a narrow strait from Timor Island. It is located in the south and is included in the administrative area Enoraen Village, East Amarasi District, Kupang Regency. The status of Menipo as a conservation area is very relevant to be studied in terms of the potential for ecotourism development, because this concept is very thick with natural preservation values, which in principle allow conservation areas to develop naturally or with interventions that strengthen their natural values. The concept of ecotourism is therefore in line with the breath of the conservation law which is the umbrella of these two areas. Assessing the potential for developing ecotourism in conservation areas as explicitly regulated in Law no. 5/1990 thatactivities that are useful for the continuity of Nature conservation and the development of science can still be done. However, the study of the potential for ecotourism development, of course, is not only from a preservation perspective but also its impact on the socio-economic environment of the community around the area.

This research specifically aims to:

1. Identify and map the potential, diversity and uniqueness of natural resources in conservation areas that have the potential to attract tourists
2. Identify the socio-economic conditions of the community in the buffer zone that can support the presence of tourists during their activities in the conservation area
3. Knowing the perceptions of stakeholders in the buffer zone on the existence of conservation areas
4. Knowing stakeholder responses to the discourse of opening conservation areas for tourism activities
5. Knowing the government's response and support to the discourse of opening conservation areas for tourism activities
6. Develop a strategy to develop the research area as a new tourism area with an ecotourism model to strengthen the conservation area of Mount Mutis and Menipo Island as well as a new economic base for the local community.

2. Literature review and hypothesis development

2.1 Tourism in Economic Development

Tourism is a reliable sector in many countries, including developed countries, in developing their economies. This sector is known to have a very broad multiplier effect because of the thrust and attractiveness it has. The driving force of the tourism sector is more related to its ability to encourage the development of other domestic sectors, such as hospitality, transportation, increasing agricultural products and its associated industries, increasing creative industries, cultural development and so on.

The strength of tourism as a booster for economic growth is also felt by Indonesia. The role of the national tourism sector is increasingly important in line with the development and contribution provided by the tourism sector through foreign exchange earnings, regional income, regional development, as well as in absorption of investment and labor and business development spread across various parts of Indonesia. Even Asronawi et al (2016) mentioned tourism also plays a role in enhancing national identity and encouraging public awareness and pride of the nation's cultural richness by introducing tourism products such as the richness and uniqueness of nature and the sea, museums, art and folk traditions and effective tools for preserving the natural environment and cultural arts traditional, Asrowati and Widarjono (2016).

Currently, Indonesia's tourism sector accounts for approximately 4% of the total economy. By 2019, it is projected that this figure will double to 8% of GDP, a large target because in a short time, the number of visitors will need to be doubled to approximately 20 million. In order to achieve this target, the Government is focusing on improving Indonesia's infrastructure (including information and communication technology infrastructure), access, health & hygiene and also increasing online promotion (marketing) campaigns abroad. The government also revised its free visa access policy in 2015 (for more details, see below) to attract more foreign tourists. According to the 2020 Central Bureau of Statistics (BPS RI) Report the target number of foreign tourists entering Indonesia in 2019 was not achieved because only 16, 1 million. This means that the government's efforts to build various infrastructure and non-infrastructure policies are correct but not sufficient.

Barriers to faster growth in Indonesia's tourism sector are a challenge in the future development of this sector. Because this condition shows something that is contradictory, because theoretically and pragmatically the main attraction of the entry of tourists into a country / region / DTW is the natural and cultural environmental factor. From this point of view, Indonesia is in fact at the top of these countries. Indonesia has very high biodiversity and very diverse cultures. In the report, a number of reasons were stated, among others the reasons why tourist visits to Indonesia were less than the three ASEAN countries, namely the infrastructure factor safety factors and environmental factors.

2.2 Ecotourism Future Perspective of Tourism

The term ecotourism first appeared in the 1980s as a response and world recognition of activities that threaten environmental sustainability globally. The ecotourism concept, then, continues to attract the attention of many circles, because it takes a specific segment (niche market) of the global tourism business. A number of things that encourage increased attention and demand for ecotourism, including: increasing nature-based tourism activities - ecotourism holiday, and growing awareness to minimize the negative impact of tourism on the environment, Diamantis (2010).

The International Ecotourism Society (1991) offers a definition of ecotourism which is: "responsible travel to natural areas that conserves the environment and improves the well-being of local people". This definition emphasizes the awareness and sense of responsibility of tourists to be involved in keeping everything in the tourist area as it is. On this side, the literary aspect is also a focal point. However, there is an expansion of coverage because it links ecotourism activities with improving the welfare of the local community. This concept is compatible with the views of a number of experts and institutions who also take the big theme of conservation, including Tickell (1994) and the Ecotourism Association of Australia / EAS (1992). Both EAS and Tickell emphasize the protection of nature and local culture with slight nuances of difference in sensitivity, curiosity and respect for the natural environment and culture / customs. Ecotourism, thus, is seen as a new paradigm in the global tourism industry. Not only related to nature conservation alone, but to be more comprehensive, because it also includes the various elements that surround it.

The ecotourism concept and Lascurain's thoughts are in line with the guidelines of the Indonesian Ministry of Forestry, cq Nature Convservation Indonesia (BKSDA), in managing conservation areas. In Law no. 5 of 1990 contains the management principles of protected area management. The establishment of such an area is aimed at maintaining the preservation of living natural resources, which consist of vegetable natural resources (plants) and animal (animal) natural resources as well as non-living elements in the vicinity. All of these elements form an ecosystem, which reflects the interrelationships and influences that affect them. Efforts to conserve natural resources, therefore, must adhere to the principle of sustainability or sustainability in its management and utilization.

Substantially, conservation areas include: nature reserves, wildlife reserves, national parks, large forests and nature tourism parks. Nature Conservation area is a protected area because of the uniqueness and uniqueness of plants, animals and their ecosystems. This area contains native flora and fauna from the area whose development is allowed to occur naturally and is ensured that they will not be disturbed by potentially destructive human activities. Even so, activities that are useful for the survival of the Nature Reserve and the development of science such as research and education can still be carried out.

3. Research methodology

This research was conducted with a qualitative approach, data analysis was carried out in a descriptive qualitative manner by systematically compiling data / information obtained from field research in the form of interviews, field notes, and documentation including the results of FGDs by organizing data into categories to facilitate the analysis process. Technique of data analysis uses SWOT analysis to find a strategy for developing a tourism area based on conservation areas. This analysis is built on the premise that a good strategy is a strategy that is built based on factual conditions and various trends of change. The combination of the conditions of internal and external factors will be the raw material that will be formulated in the formulation of the strategy.

4. Results and discussions

4.1 Potential Flora

The flora potential is quite varied due to the type of dry forest and savanna vegetation. The dominance of flora in the vegetation is lontar (*Borrassus flabelifer*), tamarind (*Tamarindus indica*), kesambi (*Schleichera oleosa*), and warn (*Hibiscua tiliacius*). The vegetation type of the coastal forest is covered with sea pine (*Casuarina equisetifolia*) and the type of brackish forest vegetation is dominated by *Rhizophora mucronata, Rhizophora Stylosa, Ceripos tagal, Bruguiera conyugata* and *Bruguiera exaristata*.

4.2 Potential Fauna

Potential types of wildlife found on the mainland of this Nature Park include timor deer (*Cervus timorensis*), monkeys (*Macaca fascicularis*), wild boar (*Sus vitatus*), monitor lizards (*Varanus salvator*), python timor (*Python timorensis*), gulls (*Sterna sp*), lorikeet (*Tricholosus haematodus*), yellow crested small white cockatoo (*Cacatua sulphurea*), albatross (*Haliaretus leucogaster*), king prawn (*Halcyon sp*), snake cormorant (*Anhinga melanogaster*), sparrow (*On orizyphora*) , white stork (*Egretta sacra*), *turtledove* (Geopelia striata), black stork (*Ciconia episcopus*), and koa kiu (*Philemon inornatus*). In addition, there are also various types of aquatic and marine fauna such as estuarine crocodiles (*Crocodiles porsus*), leatherback turtles (*Dermocheyis coriacea*), loggerhead turtles (*Caretta caretta*), and hawksbill turtles (*Eretmochelys imbricata*).

4.3 Potential of Nature Tourism and Environmental Services

Natural panoramas, from this area we can enjoy the beautiful natural scenery in the form of a stretch of the open sea on the south coast, and at night in sunny weather and calm seas you will see the lights from the northern coast of the Australian continent. In addition to enjoying nature, visitors can take advantage of these attractions for photographing activities. White sand beach, this natural tourism park has a beautiful, sloping, white sandy beach with high waves for surfing sports. In addition, the view can see directly the Timor Sea adds to the beautiful natural panorama for tourism activities. The beauty of this beach is supported by the formation of shallow beaches as a consequence of the close relationship with the mainland of Timor Island which is renewed by sea silting.

The savanna, ecologically the savanna here is a derivative of the lowland ecosystem where the vegetation changes due to frequent fires and tree cutting. In this field, we can see Timor deer looking for food and playing. Visitors can take advantage of the tourism objects for bird watching, cross-country sports, camping and taking pictures. Besides that, in the middle of the Menipo Island area there is also a source of fresh water that can be used as a source of clean water for bathing and drinking water while on Menipo Island.

4.4 Accessibility

Accessibility to the Menipo Tourism Park area can be done by using a land vehicle through 3 (three) routes:

- Kupang - Oesao - Oekabiti - Ponain - Tesbatan - Bikoen - Taman Wisata, about 119 kilometers and takes about four hours.
- Kupang - Oesao - Camplong - Takari - Batuputih - Panite - Bikoen - Taman Wisata, 124 kilometers with a travel time of about three hours and forty five minutes.
- Kupang - Camplong - Silu - Seki - Oemolo - Enoraen - Taman Wisata, 120 kilometers and takes about 4 hours.

4.5 Physical Condition of the Area

The Physical Potential of Menipo Nature Tourism Park (TWA Menipo) is in the form of topography, soil and climate. Each of these potentials causes the diversity of vegetation that lives in Menipo Island. Topographically, Menipo Island has a flat contour with a maximum height of 40 masl. Slope ranges from 0 - 8%. The soil types in the area are alluvial and eutric cambis.

4.6 Social Conditions, Economic and Culture

Menipo Nature Park has two buffer villages that are directly adjacent to the area. The two villages are Enoraen Village and Pathau Village. The communities of the two villages are mostly indigenous people of Timor / Dawan Island with some migrants from Rote Island, Flores and the Belu tribe community. The main livelihoods of the people of the two villages are farming and fishing. When the rainy season comes, people will carry out farming activities and when the dry season comes, people will turn to be fishermen. By farming the community can produce natural products such as corn, rice, tubers, etc. By going to sea they will get Fish, Shells, Snails, etc. The proceeds will first be used to meet the needs of daily living, the rest will be sold to get money.

The existence of the Menipo Nature Park which will be developed with an Ecotourism perspective if it can cover all the natural potentials and culture of the local community so that it can be used as a uniqueness that can attract interest or if it is Menipo's typical tourism products for tourists.

4.7 SWOT ANALYSIS

Internal Aspects

Internal aspects are used to determine the strengths and weaknesses that are considereimportant. Internal aspects consist of:

1. Strength
   a. The existence of rare animals such as Timor deer, turtles, long-tailed macaques, bats, parrots, yellow crested, shellfish, fish and beautiful natural charm.
   b. Customary traditions or rituals that exist but have not been carried out consistently (or it can be said that if necessary they will be carried out).

c. Until now, the traditional / traditional ceremony still exists.
d. The existence of mystical and sacred stories about the island of Menipo.
e. No cuisine yet: unique food and drink from the region prepared.

2. Weakness
   a. The road conditions are very poor / badly damaged.
   b. Lack of clean water availability both on the island of Menipo and in the surrounding areas.
   c. Menipo Island is actually a conservation area protected by law and also a protected tourist attraction.
   d. There is a village regulation regarding Menipo Island.
   e. Transportation from Enoraen Village to Menipo Island is smooth because of motor boats.
   f. For transportation to Enoraen village, people usually use a pick-up or motorbike to transport the produce to the city.
   g. So far, Menipo Island is managed by the NTT BBKSDA.
   h. Each visitor must pay a ticket as retribution.
   i. The only available port is a mini port / jetty.
   j. Availability of directions from Enoraen village to Menipo island and assisted by officers.
   k. There are information boards, warning boards, etc. but they are not maintained.

External Aspects

External aspects are used to identify opportunities and threats that are considered important. these external aspects, namely:

1. Opportunity
   a. There is tourist data
   b. The number of tourists is quite a lot, including from abroad
   c. The management is the NTT BBKSDA
   d. There is an economic impact that is felt by the community
   e. Providing job opportunities to local communities
   f. There are already community groups that are ready to attend trainings
   g. Management of Menipo island by the central Technical implementing Unit (UPT) and also in collaboration with the village government.
2. Threat
   a. Inadequate road infrastructure and internet network
   b. There are already developments such as lopo-lopo, guesthouses, jetties, information boards and others but they are not maintained
   c. The community is not maximally involved in the construction of Menipo Island so that people lack a sense of belonging
   d. There are overlapping policies related to the formation of community groups
   e. No foreign investment yet

4.8 ANALYSIS OF IFAS and EFAS

The results of the IFAS and EFAS analysis were carried out by the village head and an existing resident by giving weights and ratings to existing internal and external factors. IFAS analysis includes internal factors, namely the strengths and weaknesses of Menipo Island and EFAS analysis which consists of external factors, namely opportunities and threats. These factors include:

1. Strength
   a) The existence of rare animals and beautiful natural charm

The existence of rare animals and the natural charm of Menipo Island is very powerful because it is the uniqueness of Menipo Island.

b) The existence of traditional / traditional rituals
The existence of this unique and distinctive customary ritual / tradition is quite powerful so that it can be developed as a cultural attraction other than nature.

c) Preservation of traditional / traditional rituals
The traditional / traditional rituals owned by the people on the island of Menipo and its surroundings are still maintained until now so that they have great strength because they can become a tourist attraction that continues to be passed down from generation to generation.

d) The existence of mystical and sacred elements
The existence of mystical stories and beliefs in sacred things on the island of Menipo is another strong enough attraction because it will add to the impression of culture, beliefs and values of the local community.

e) There are traditional specialties
The existence of special dishes from the local community can be a product of culinary tourism on the island of Menipo, which is quite powerful because special food is also one of the tourist attractions for tourists.

2. Weakness

a) Road Condition
Until now, the road conditions are still very poor. In fact, good road access is an important infrastructure to support tourist objects.

b) Availability of clean water
The insufficient availability of clean water in this place is a big weakness because the availability of clean water is very important to support sanitation around tourist attractions.

c) The island is a conservation area
The status of Menipo Island as a conservation area is a big weakness because the community cannot be fully involved in the development of the tourist attraction.

d) Related village regulations
The existence of village regulations also limits efforts to develop the potential for tourism onjek on the island of Menipo.

e) Transportation limitations
The weakness is very big because the existing transportation is still very minimal. The availability of transportation is very limited. To get to Menipo Island from Enoraen Village, only motorboats are available as means of transportation. The local people themselves usually use motorbikes or pick-ups as their main transportation.

f) Management
The weakness is quite large because until now the management of the Menipo island tourism object is still dominated by the NTT provincial government. This causes a low sense of community ownership of tourist objects.

g) Every visitor must buy a ticket
For tickets or retribution, it has a small weakness because everyone is required to buy an entrance ticket, including local residents.

h) Availability of ports
Until now, there is only a small port / *jetty* as a stop location. The *jetty* is made of wood and is not qualified so that it becomes a big weakness as a pre-infrastructure for a tourist attraction.

i) Poorly maintained information boards, warning boards and instructions
Information boards and signs are a big drawback because many are neglected or neglected.

3. Opportunity
   a) There is tourist data
   The existence of tourist data is very useful and has great opportunities because with tourist data, there is a reference basis for various programs to develop potential tourism objects in the future.
   b) The number of tourists is quite a lot
   With a large number of tourists, it shows the magnitude of the tourist attraction of Menipo Island and the interest in visiting tourists to that place.
   c) Managed by the NTT BBKSDA
   With the presence of BBKSDA as the manager, it can ensure that the management of tourism onjek can be carried out on a conservation basis. This is important to monitor and protect the flora and fauna on the island of Menipo.
   d) Economic impact on society
   With the Menipo Island tourism object, the community can feel the economic impact and the opportunity is quite large because the surrounding community can sell marine products such as fish and shellfish to tourists.
   e) Employment Opportunity
   With the existence of the Menipo Island tourism object, the opportunities are quite large because with the existence of these tourist objects, various new forms of business have emerged that allow new jobs for the community.
   f) There are community groups ready to be trained
   The existence of community groups around tourist objects is a good opportunity because skilled human resources are needed to be able to take advantage of the existing tourism potential.
   g) Government cooperation with villages
   Cooperation between the government and the village is a big opportunity and opportunity because with the cooperation, the government and the community can jointly build tourist objects that have an impact on the surroundings.
4. Threat
   a) Infrastructure and internet networks
   Poor road infrastructure greatly affects the interest in visiting tourists to tourist objects, so that it becomes a dangerous threat because roads and the internet are the supporting facilities that are needed by tourists.
   b) Development that can destroy nature
   It is feared that efforts to build preparations or other structures could damage nature and harass existing animals.
   c) Community involvement
   Community involvement in the development and development of tourism objects in Menipo Island is very minimal, so that the community does not have much role and minimal sense of belonging.
   d) Overlapping community group formation
   The formation of overlapping community groups is a threat because it can result in training or briefing programs not running effectively and efficiently.
   e) No foreign investment

Lack of investment is a threat because it can result in efforts to develop tourism objects to be not optimal. Without investment in the capital aspect, it is not necessarily sufficient to develop the tourism potential of Menipo Island.

4.9 SWOT matrix

Based on the internal aspects (strengths and weaknesses) and external aspects (opportunities and threats) that have been discussed previously, the following strategies can be formulated.

SWOT matrix

IFAS / EFAS	**Strength:** • The existence of rare animals and beautiful natural charm • The existence of traditional / traditional rituals • preservation of traditional / traditional rituals • The existence of mystical and sacred elements • There are traditional dishes that can be offered	**Weakness:** • Lack of clean water availability • The island is a conservation and protected area • There are village regulations regarding the island • Limited transportation • Management is still being donated by the provincial government • Every visitor is required to buy a ticket • There is only a small port / jetty • Poorly maintained information boards, warning boards and instructions
Opportunities: • There is tourist data • The number of tourists is quite a lot • Managed by bbksda ntt • There is an economic impact that is felt by the community • Provide job opportunities for the community • There are community groups ready to be trained • There is cooperation between the central government and the village	**SO strategy** 1. Helping the development of tourism potential by conducting training and education for people around tourist objects 2. Promote the promotion of tourism objects in Menipo Island so that these attractions are increasingly recognized by tourists 3. Government and community cooperation to protect the Menipo island ecosystem and preserve the traditions of the community so that it becomes a package of tourist attractions on Menipo island	**WO strategy** 1. Utilizing collaboration with the government, management by the government and tourist data to formulate policies that address conservation policies and related village regulations, construction of transportation facilities and infrastructure, provision of clean water and other supporting facilities 2. Take advantage of the economic impact on society and job opportunities to formulate more flexible regulations and allow for greater community involvement. 3. Taking advantage of the large number of tourists to reduce ticket sales to residents around tourist attractions.
Threats: • Poor road infrastructure and internet network • Development can destroy nature • The community is not maximally involved	**ST strategy** 1. Build road infrastructure and internet networks in the tourist attraction area and its surroundings either with independent funds or in cooperation with investors. 2. Involving the community to introduce traditional cultural	**WT strategy** 1. Cooperate with investors for the construction of roads, internet networks, clean water facilities and other supporting facilities. 2. Evaluating policies and regulations that unwittingly

• Overlapping community group formation • No foreign investment yet	and culinary attractions around the tourist attraction area. 3. Evaluating the formation of existing community groups.	reduce community involvement. 3. Conducting conservation-based development so that development can be carried out without threatening the preservation of the tourism object ecosystem

Based on the results of research and discussion, general conclusions have been made as follows:

1. In general, Menipo Island is a tourist attraction with good and unique natural potential. Its uniqueness lies in the presence of rare animals and beautiful natural charm.
2. By using a SWOT analysis there are several strategies, namely:
   a. **SO Strategy:** 1. Assisting the development of tourism potential by conducting training and education for communities around tourist objects. 2. Promote the promotion of Menipo Island tourism objects so that these tourist objects are increasingly known to tourists and 3) Government and community cooperation to protect the Menipo Island ecosystem and preserve community traditions so that they become a package of tourist attractions on Menipo Island.
   b. **WO strategy:** 1. Utilizing cooperation with the government, management by the government and tourist data to formulate policies that address conservation policies and related village regulations, construction of transportation facilities and infrastructure, provision of clean water and other supporting facilities, 2. Take advantage of the economic impact on the community and the emergence of job opportunities to formulate more flexible regulations and allow for greater community involvement, and 3. Make use of the large number of tourists to reduce ticket sales to residents around tourist attractions.
   c. **ST strategy:** 1. Build road infrastructure and internet networks in the tourist attraction area and its surroundings either with independent funds or in cooperation with investors, 2. Involve the community to introduce traditional cultural and culinary attractions around the tourist area, and 3. Evaluate the formation of existing community groups.
   d. **WT strategy:** 1. Cooperate with investors for the construction of roads, internet networks, clean water facilities and other supporting facilities, 2. Evaluate policies and regulations that unconsciously reduce community involvement and 3. Carry out conservation-based development so that development can be carried out without threatening ecosystem sustainability tourist attraction.
3. By using the IE matrix, it is known that the appropriate strategy to use is defense and maintenance along with market penetration and product development strategies.

5. Conclusion

Based on the results of the research discussion, several conclusions can be drawn as follows:

1. Menipo Island Nature Park presents some uniqueness, diversity of natural resources such as the diversity of rare flora and fauna. In addition, it is also supported by a panoramic view of natural tourism and environmental services such as the expanse of the ocean off the south coast, white sand, green mangrove forest, you will see the flickering lights of the Australian continent at night. All is the potential and wealth of Menipo Nature Park.
2. Supporting capacity of the buffer area the buffer zone is Enoraen village, Pakubaun village, Bena village, East Sea and Oebesi and Oemolo village which surrounds the Menipo Nature Park. Facilitate the mobilization of the transportation of agricultural products, development of market areas especially for Micro Small Medium Enterprises (MSMEs/*UMKM*), and facilitate the entry of traders from buffer villages to improve the skills and readiness of the community, creative groups based on local wisdom have been formed to build and improve the community's economy.

3. The community welcomes and supports the presence of Menipo Nature Park as one of the community assets and also as one of the selling points of the village community. This support can be seen from the presence of village officials, religious leaders, community leaders and youth in meetings to discuss the development of Menipo Nature Park as well as cooperation, real work (construction of guesthouses, jetties, mangrove maintenance, road opening, etc.) as implementation. From the results / decisions of the meeting.
4. Support that comes from stakeholders, especially in terms of opening up to visits of both domestic and global tourists as well as efforts to develop the potential for diversity and the unique nature of Menipo Tourism Park. Because with the opening of the Menipo Nature Park for various tourism activities, it will bring many benefits to the surrounding community as well as the buffering village community in terms of improving the community's economy.
5. Government support is very clear and tangible, marked by various things that have been implemented, such as the construction of houses, jetties, road opening, the formation of business groups and infrastructure development such as roads, electricity and networks which are still being developed to this day.
6. Based on the results of the analysis using the IE matrix, it is known that the right strategy to develop Menipo Ecotourism is strategy defense and maintenance along with market penetration and product development strategies.

Suggestion

Suggestions from this research are:

1. Preserving the nature of Menipo includes preserving the rare flora and fauna that exist and maintaining it as a uniqueness of Menipo.
2. Empowerment of potential community groups with training and skills improvement as well as community education, especially in terms of producing and developing various creative economy products.
3. Increase promotion, cooperation with the government and stakeholders in infrastructure development, especially road access, internet networks
4. Preserving local wisdoms of the community such as cultural attractions and traditional culinary specialties of the surrounding community.
5. Evaluating policies and regulations that unconsciously reduce community involvement and Undertaking conservation-based development so that development can be carried out without threatening the preservation of the tourism object ecosystem.
6. The development of Menipo's Ecotuorism Potential is carried out using the right strategy, namely defense and maintenance along with market penetration and product development strategies.

Limitation and study forward

This study is only to determine the potential for ecotourism development of Menipo Island in Kupang Regency. For further research, it is expected to expand the research area and to seek more deeply about the development of ecotourism by using other indicators that are not described in this study.

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THE ANALYSIS OF FACTORS THAT AFFECTING THE BEHAVIOR OF FINANCIAL MANAGEMENT ON STREET VENDORS

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Abstract

Purpose: This study aims to analyze the factors that influence the financial management behavior of street vendors (PKL) in Belu Regency.

Research Methodology: Research method used in this study is associative causal research. The data collection technique used a questionnaire.

Results: Financial knowledge, financial attitudes and personality have a positive effect on financial management behavior in Belu Regency street vendors partially and simultaneously.

Limitations: This research was only conducted in Belu Regency.

Contribution: The results of this study can be used as evaluation material and reference material in developing the business carried out by street vendors.

Keywords: Behavior of Financial Management, Financial Attitudes Financial knowledge, Personality

1. Introduction

High population growth causes an imbalance between the number of employment opportunities and the population of the labor force. Employment is engaged in the formal sector and the informal sector. (1) The formal sector, namely the non-agricultural sector which usually requires workers with sufficiently high educational provisions. On the opposite side, the total population of the workforce in Indonesia is largely without a sufficiently high level of education and skills so that they cannot meet the available job criteria. (2) The informal sector is usually used to indicate small-scale economic activity and often experiences many difficulties in establishing formal relationships. The informal sector referred to here is a small-scale activity that aims to obtain job opportunities. The informal sector is often seen as an alternative economic activity and does not receive positive attention from various parties, including job seekers themselves. However, in reality it can provide answers to job opportunities and contribute to reducing unemployment as well as providing hope for business development for the small community because of its advantages and conveniences.

Street vendors (PKL) are one of the jobs in the informal sector. The presence of street vendors is often a problem in big citiesrelated to disturbance of security and public order. The impression of being slum, wild, destroying the beauty, seems to have become a label attached to this micro business. They sell on sidewalks, in city parks, on pedestrian bridges, and even on roads. The public order apparatus repeatedly disciplined those suspected of being the cause of traffic jams or destroying the beauty of the city. Street vendors are seen as part of the problem (part of the problem) in order. In fact, if its existence is polished and organized consistently, its existence will actually add to the exotic beauty of a tourist location in the middle of a city. This can happen if street vendors are used as part of the solution (part of the solution). In the context of the growth of six million new business units as a manifestation of the government's commitment to empowering micro and small businesses, the main target of the program should be aimed at street vendors; and has been tested as seeds for entrepreneurs to be empowered into new business units that are strong and able to overcome unemployment (Bagyo Handoko 2010). Street vendorsalways take advantage of places that are always seen as profit, for example, the city center, crowded places to places that are considered to have the potential to become tourist objects.

The desire to get profit is often not accompanied by the ability to manage business finances. The ability to manage finances well will have an impact on financial management behavior. Business actors are required to have financial management skills. According to Ida and Dwinta (2010) describe financial skills as a technique for making decisions in financial management behavior, such as preparing a budget, choosing an investment, choosing an insurance plan, and using credit are examples of financial skills. Meanwhile, financial tools are the means used in making financial management decisions such as checks, credit cards, and debit cards. Management behavior is influenced by several factors, including financial knowledge and financial attitudes.Financial knowledge and a good financial attitude can help business owners make the right decisions in their business financial management, resulting in good financial management behavior. Many attempts were made to reveal what factors influence the low behavior of financial management. The results of Mien and Thao's research (2015) state that the factors that influence financial management behavior in the younger generation aged 19-30 years include financial attitudes, financial knowledge, and locus of control.

Belu Regency is part of the province of East Nusa Tenggara, whose capital is Atambua. Based on the statistical data of Belu Regency in 2017, it is known that the number of workers in West Manggarai Regency is 95,455 people. Of the total workforce there are 13,163 people who work on their own. The number of micro, small and medium enterprises (MSMEs/UMKM) was 2,378. PKL which are included in the UMKM category are increasingly growing in Atambua because it is a border area with the Republic of Timor Leste. Atambua City is a stopover for domestic and foreign tourists who enter Timor Leste by road. Based on the above background, it is necessary to conduct research on "Factors Affecting the Behavior of Financial Management Management of Street Vendors in Belu Regency".

2. Literature review

2.1 Street Vendors (PKL)

Street vendors are hawkers, people who offer goods or services for sale in public places, especially on the streets. According to Damsar (2002) street vendors (informal sector) are those who carry out individual or group trading business activities that use public facilities, such as sidewalks, on the sides of public roads and so on.

Street vendors Having existed since the colonial colonial period, government regulations stipulated that every highway built should provide facilities for pedestrians or pedestrians (now called sidewalks). The width of the sections for pedestrians or sidewalks is five feet. The government at that time also urged that the outside of the sidewalk be given a space that is rather wide or some distance from residential areas. This space is used as a garden for greening and water absorption. With this rather wide space, traders began to place their carts to just rest while waiting for buyers to buy their wares. Over time, many traders used this location as a place to sell, thus inviting passers-by to buy food, drink and rest. Starting from there, the Dutch Colonial Government referred to them as street vendors, which came from the thoughts of traders selling in the pedestrian crossing or sidewalks that were five feet wide (mujibsite.wordpress.com/2009/08/ 14 /sejarah-pedagang-kaki-lima-pkl / accessed on May 10, 2020).

Regulation of the Minister of Home Affairs of the Republic of Indonesia number 41 of 2012 article 14 concerning Guidelines for Structuring and Empowering Street Vendors, it can be seen that the types of place of business for street vendors are divided into types of immovable and mobile business premises. The types of places of business are:

1. Pedestals, traders use mats, cloth or the like to peddle their wares
2. *Lesehan*, traders use mats or floors to sell their wares and consumers also use them to sit.
3. Tents, traders use a shelter from cloth or other material to cover attached to a pole frame or with a support rope.

4. Shelters, the form of this facility uses boards arranged in such a way that it becomes a booth, which is used for the merchant's residence.
5. Non-motorized, traders usually use wheelbarrows / carts that are used to sell food, drinks or cigarettes.
6. Motorized, traders use motorized vehicles, either two, three or four wheels to sell their merchandise.

2.2 Financial Management Behavior

Behavioral finance according to Riciardi (2000) science in which there is an interaction of various disciplines (interdisciplinary) and continues to integrate so that isolation cannot be carried out in the discussion. Behavioral finance grows from various assumptions and ideas from economic behavior. In behavioral finance it also involves emotions, traits, preferences and various things that exist in humans as intellectual and social beings who will interact and underlie the emergence of decisions in

The premise of behavioral finance is that conventional financial theory ignores how humans actually make decisions and each person takes different decisions (Barberis and Thaler: 2003).

Picture 2.1 Behavioral Finance engagement with various disciplines

Source: Barberis and Thaler: 2003

Based on picture 2.1, it can be seen that behavioral finance is influenced by several factors, namely, sociology, finance, economics, accounting, investment, and psychology. This explains that behavioral finance is not only always rational but also influenced by irrationality, such as psychology and sociology.

Behavioral finance according to Riciardi (2000) science in which there is an interaction of various disciplines (interdisciplinary) and continues to integrate so that isolation cannot be carried out in the discussion. Behavioral finance grows from various assumptions and ideas from economic behavior. In behavioral finance it also involves emotions, traits, preferences and various kinds of things that exist in humans as intellectual and social beings who will interact as a basis for decisions to take action.

According to Pompian (2006), to understand behavioral finance it is necessary to divide it into two. First, micro behavioral finance, which examines the behavior or can of different individual investors with rational actors envisioned in classical economic theory. Second, macro behavioral finance is detecting and illustrating that behavioral models can detect deviations in the efficient market hypothesis.

According to Dew and Xiao (20110), a person's financial management behavior can be seen from four things, namely:

1. Consumption. Consumption is expenditure by households on various goods and services (Mankiw, 2003). Ida and Dwinta (2010) also say that a person's financial management behavior can be seen from how he carries out his consumption activities such as what someone buys and why he buys it.
2. Cash-flow management. Cash flow is the main indicator of financial health, namely a measure of a person's ability to pay for all costs he has, good cash flow management is a balancing act, cash input and expenses. According to Hilgret and Hogarth (2003), cash flow management can be measured by whether a person pays bills on time, pays attention to notes or proof of payment and makes a financial budget and future planning.
3. Saving and investment. Savings as part of income that is not consumed in a certain period because someone does not know what will happen in the future, money must be saved to pay for unexpected events. Meanwhile, investment is allocated with the aim of getting benefits in the future (Henry, 2009).
4. Credit management. Debt management is intended as a person's ability to take advantage of debt so that it does not go bankrupt, or in other ways the use of debt to improve welfare (Sina, 2014).

2.3 Factors Affecting Financial Behavior

Several factors influence financial management behavior, namely:

1. **Financial Attitude**

Understanding financial attitudes according to Pankow (2003), which is defined as a state of mind, opinion, and assessment of finance that is applied to attitudes.Lim and Teo (1997) stated that a person's financial attitude also affects the way a person manages their financial behavior.

According to Furnham (1984) there are six concepts of financial attitudes, namely:

a. Obsession, related to one's mindset about money and perceptions to manage money well in the future.
b. Power, that is, someone who uses money as a tool to control other people and thinks money can solve problems.
c. Effort, namely someone who feels worthy of having money with what he has done.
d. Inadequacy, that is, someone who always feels that they don't have enough money
e. Retention, that is, someone who has a tendency not to want to spend money
f. Security, related to someone who is very old-fashioned view of money and thinks that money is better just kept alone without saving in the bank or for investment.

2. **Financial Knowledge**

Financial knowledge is one's mastery over various things about the world of finance (Kholilah and Iramani, 2013). Andrew and Nanik (2014) say that to have financial knowledge it is necessary to develop financial skills and learn to use financial tools.

During its development, knowledge of finance was introduced at various levels of education. According to Ida and Dwinta (2010), there are various sources of knowledge that can be obtained, including formal education, such as high school or college programs, seminars and training classes outside of school, as well as informal sources, such as from parents, friends, and the environment. profession).

Financial knowledge has a close relationship with financial literacy or financial education. According to Hilgert and Hogarth (2003), financial knowledge is a conceptual definition of financial literacy. According to Lusardi and Tufano (2008), financial literacy describes a financial education program by learning certain skills so that individuals have the ability to control their financial future.

According to Chen and Volpe (1998), financial literacy is knowledge for managing finances in financial decision making. Financial knowledge includes:

- General knowledge of personal finance
- Savings and loans

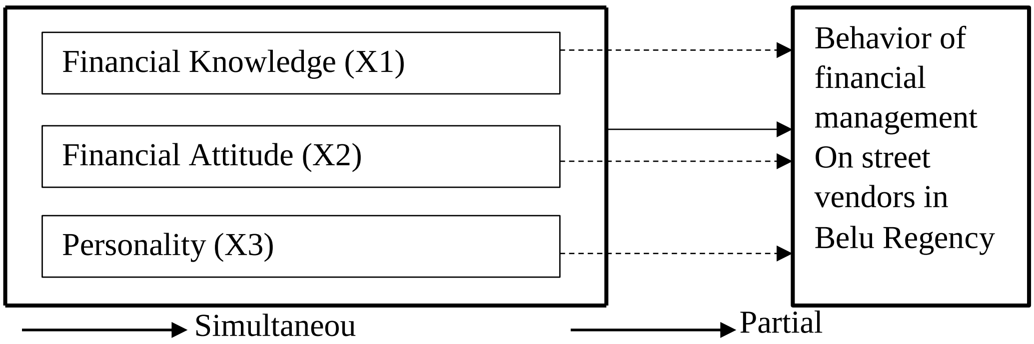
- Insurance.
- Investation

3. Personality

According to Feist (2010: 3) personality is a character pattern that is relatively permanent, and a unique character that provides consistency as well as individuality for one's behavior. Meanwhile, Yusuf (2008) stated that personality is an assumption about the quality of human behavior with its empirical definition. Based on the opinions of several experts above, it can be concluded that personality is a character that a person has that is formed from the environment and is unique.

According to Sina (2014), understanding personality aspects in managing finances is needed to successfully manage finances because each personality type is different in how to manage finances. After an in-depth analysis, several weaknesses of each personality type were found that would cause financial problems, such as excessive debt.

2.4 Research Paradigm



3. Research methodology

This research was conducted in Belu Regency from August 2020 until October 2020.

3.1 Research Variables

The variables in this study are:

1. Dependent Variable in this study is the Behavior of Financial Management.
2. The Independent Variable in this study is Financial Knowledge, Financial Attitudes, and Personality.

3.2 Data collection technique

Primary data obtained by field research techniques (Field Research), in which in this study the authors visited the street vendors who were studied directly to obtain data. Primary data in this study were obtained from a research instrument in the form of a questionnaire. The questionnaire filled out by research respondents, namely street vendors in Belu Regency. The sample used was 30 street vendors.

3.3 Research Instruments

The instruments used in this study are instruments that have been used previously in relevant research. The scale used Likert scale.

3.4 Data analysis technique

1. Classic assumption test
2. Multiple linear regression

4. Results and discussions

4.1 Classical Assumption Test

1. Linearity Test

The linearity test criterion is if the significance value is greater than 0.05, then the relationship between the independent variable and the dependent variable is linear. The linearity test can be seen in the following table:

Table 1. Linearity Test Results

Variable	Sig.	Conclusion
Knowledge of finance	0.258	Linier
Financial attitudes	0.194	Linier
Personality	0.278	Linier

Sumber: Primary Data Processed, 2020

The results of the linearity test in table 1 show that all variables have a significance value greater than 0.05 (sig> 0.05), this indicates that all research variables are linear.

2. Multicollinearity Test

For detect the presence or absence of multicollinearity, can be seen in the tolerance and VIF values. If the tolerance value is above 0.1 and the VIF value is below 10, multicollinearity will not occur. The multicollinearity test results for the regression model in this study are presented in table 2 below:

Table 2. Multicollinearity Test Results

Variable	*Tolerance*	VIF	Conclusion

Financial Knowledge	0.937	1,387	Multicollinearity does not occur
Financial Attitude	0.887	1,483	Multicollinearity does not occur
Personality	0.925	1,237	Multicollinearity does not occur

Sumber: Primary Data Processed 2018

From table 2 it can be seen that all variables have a tolerance value above 0.1 and a VIF value below 10, so it can be concluded that the regression model in this study does not occur multicollinearity.

3. Heteroscedasticity Test

The Glejser test is used to determine the presence of heteroscedasticity. If the independent variable is not statistically significant and does not affect the dependent variable, then there is an indication that heteroscedasticity does not occur. The following are the results of the heteroscedasticity test on the regression model presented in table 3:

Table 3.Heteroscedasticity Test Results

Variable	**Sig.**	**conclusion**
Financial knowledge	0.258	Heteroscedasticity does not occur
Financial Attitude	0.754	Heteroscedasticity does not occur
Personality	0.537	Heteroscedasticity does not occur

Sumber: Primary Data Processed, 2020

From table 3 it can be seen that all variables have a significance value greater than 0.05, so it can be concluded that there is no heteroscedasticity

4.2 Multiple linear regression

Multiple linear regression analysis using statistical analysis whose results can be seen in table 4 below:

Table 2. Summary of the Results of Multiple Regression Analysis

Variable	Regression Coefficient (b)	T_{hitung}	Sig.	Conclusion
Financial Knowledge	0.532	4,535	0,000	Significant

Financial Attitude	0.435	3,632	0.017	Significant
Personality	0.537	3,486	0.007	Significant
Constant = - 10,437				
R2 = 0.596				
F count = 15,752				
F table = 2.92				
t table = 3.18				
Sig. = 0,000				

Sumber: Primary Data Processed 2020

Based on the regression results, it is known that the multiple linear regression equation:

$Y = a + b_1 X1 + b2\ X2 + b3\ X3$

$Y = - 10{,}437 + 0.532\ X_1 + 0.435\ X2 + 0.537\ X3 + e$

1. **Coefficient of Determination (R^2)**

   The determination coefficient ranges from 0 to 1, the coefficient of determination is close to 1, the greater the influence of the independent variable on the dependent variable. The results of the coefficient of determination (R^2) in this study obtained a value of 0.596. This proves that the variables of financial knowledge, financial attitudes and personality affect the financial management behavior of street vendors in Belu Regency by 59.6%. While the remaining 40.4% is influenced by other variables which are not included in this research model.

2. **Partial effect (t)**

   The results of the influence research partially prove that there is a positive influence on financial knowledge, financial attitudes and personality on financial management behavior in street vendors in Belu Regency. This can be seen from the results of t count which is greater than t table, and the significance is smaller than 0.05. For financial knowledge variables, this means that the more individuals increase their financial knowledge, the better the behavior of financial management will be. Financial knowledge is obtained from formal and non-formal education. The results of this study are in accordance with the results of research by Ida and Dwinta (2010) which state that Financial knowledge can be a supporting factor for individuals to manage finances more wisely. Individuals who know basic financial principles will have better retirement plans, have more wealth, and can better avoid debt for consumptive activities. The results of this study are in line with research conducted by Mien and Thao (2015) which states that there is a significant relationship between financial attitudes and financial management behavior. The results of this study are also in line with research conducted by Damanik and Herdjiono (2016) that there is an influence between personality and financial management behavior. Thus it can be said that someone will tend to have wiser financial behavior if they have a good financial attitude. For personality variables, this means that a good person will produce good financial behavior as well. The results of this study are in line with Sina's (2014) opinion that the personality aspect is one of the indicators that significantly affects a person's success in managing his finances.

3. **Simultaneous effect (F)**

   The results of the study simultaneously influence financial knowledge, financial attitudes and personality have a positive effect on financial behavior in street vendors in Belu Regency. This can be seen from the results of F count which is greater than F table. This means that every individual who has good financial knowledge, financial attitude and personality will produce good financial behavior as well. This study is in line with Sina's previous research (2014).

5. Conclusion

Based on the results of research and discussion, it can be concluded:

1. Financial knowledge, financial attitudes and personality partially have a positive effect on financial management behavior on street vendors in Belu Regency.
2. Financial knowledge, financial attitudes and personality have a positive effect on financial management behavior in Belu Regency street vendors simultaneously.

Limitation and study forward

This research was only conducted in Belu Regency, East Nusa Tenggara Province. For further research, it is expected to use a larger number of samples and use interviews so that more information is obtained.

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EXAMINING TRANSITIONS AND CHARACTERISTICS OF POPULATIONS IN TOURIST AREAS

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Abstract

Purpose: This study aims to examine the transitions and characteristics of populations in tourist areas such as historical places in the city

Methodology: The survey was conducted based on the statistical population data of mobile phone users collected by the mobile phone company.

Findings: This study revealed the population structure and characteristics of tourist areas in Nagoya City.

Limitation: It is difficult to obtain data in a narrow area such as a specific tourist facility because unnecessary data cannot be excluded.

Contribution: This study demonstrated the usefulness of utilizing the statistical population data.

Keywords: *Mobile Phone, Mobile Kukan Toukei™, Statistical population data, Nagoya City*

1. Introduction

In Japan, many people have struggled to promote tourism in their regions to vitalize their local economies. The low-cost carriers have boosted competition in the transportation industry, and domestic transportation costs have dropped in many regions. Therefore, tourism is likely to become increasingly important to local economies. Initially, Japan's tourism industry suffered significant volatility in demand depending on the season and day of the week. In addition, there was significant loss of business opportunities because of congestion during the busy season.

To cope with such volatility, various events have been held to eliminate the seasonal gap. Many events are newly launched. To date, it has been difficult to accurately grasp the extent to which these events attract visitors and the types of people who visit. However, by employing the recently provided Information and Communication Technology (ICT) services, it is possible to verify the number and characteristics of visitors to a particular event.

In this study, the application of "Mobile Kukan Toukei™" (mobile spatial statistics) provided by NTT DOCOMO, Inc. and DOCOMO Insight Marketing, Inc. is introduced to infer the number of travelers in specific tourist destinations and examine their characteristics. Mobile Kukan Toukei is statistical population data created by operational data from mobile phone networks. It is possible to estimate the population structure of a region by gender, age, and residential area using this service (Figure 1). Statistical population data obtained herein are derived through a non-identification process, aggregation processing, and concealment processing. Therefore, it is impossible to identify specific individuals.

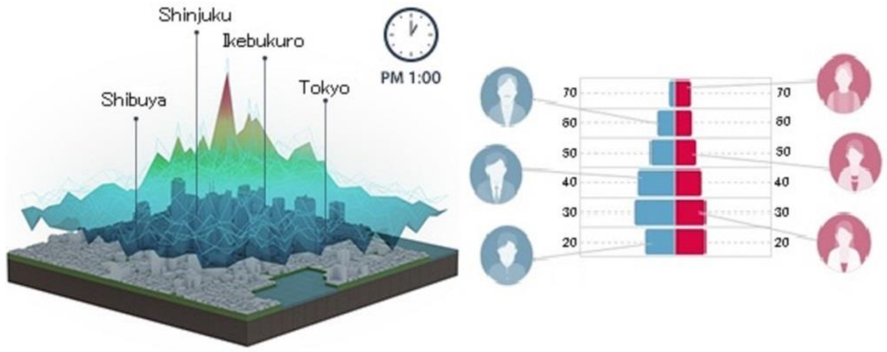

Figure 1: The Statistical Population Data Collected from Mobile Kukan Toukei

Note: Retrieved July 2, 2019, from https://www.nttdocomo.co.jp/corporate/disclosure/mobile_spatial_statistics/#p01

2. Literature review and hypotheses development

Previous tourism marketing research has primarily focused on the ways service promises are made and kept, mostly generating frameworks to improve managerial decisions or providing insights on associations between constructs (Dolnicar and Ring, 2014). Big data have become important in many research areas, such as data mining, machine learning, computational intelligence, information fusion, the semantic Web, and social networks (Bello-Orgaz et al., 2016). To date, several attempts have been made to use large-scale data or mobile phone location data in tourism marketing studies.

Most studies dealing with big data in tourism were published after 2010. Fuchs et al. (2014) presented a knowledge infrastructure that has recently been implemented at the leading Swedish mountain tourism destination, Åre. Using a Business Intelligence approach, the Destination Management Information System Åre (DMIS-Åre) drives knowledge creation and application as a precondition of organizational learning at tourism destinations. Xiang et al. (2015) tried to apply big data to tourism marketing. The study aimed to explore and demonstrate the utility of big data analytics to better understand important hospitality issues, namely, the relationship between hotel guest experience and satisfaction. Specifically, the investigators applied a text analytical approach to a large number of consumer reviews extracted from Expedia.com to deconstruct hotel guest experiences and examine the association with satisfaction ratings. These studies are similar to this study in that they attempted to utilize big data in tourism. However, the research methods and objectives of these studies are different from that of the present study.

Studies on using mobile phone location data for tourism surveys can be traced back to 2008. Ahas et al. (2008) introduced the applicability of passive mobile positioning data for studying tourism. They used a database of roaming location (foreign phones) and call activities in network cells: the location, time, random identification, and country of origin of each called phone. Using examples from Estonia, their study described the peculiarities of the data, data gathering, sampling, the handling of the spatial database, and some analytical methods to demonstrate that mobile positioning data have valuable applications for geographic studies. Japan Tourism Agency conducted a similar study using international roaming service in December 2014 (Japan Tourism Agency, 2014).

Since the work of Ahas et al. (2008), several studies employing location data have emerged. Liu et al. (2013) investigated the extent to which behavioral routines could reveal the activities being performed at mobile phone call locations captured when users initiate or receive voice calls or messages. Using data collected from the natural mobile phone communication patterns of 80 users over more than a year, they assessed the approach via a set of extensive experiments. Based on the ensemble of models, they achieved prediction accuracy of 69.7%. The experiment results demonstrated the potential to annotate mobile phone locations based on the integration of data mining techniques with the characteristics of underlying activity-travel behavior.

Alternative related studies have also been conducted. Gao and Liu (2013) attempted to examine the methods used to estimate traffic measures using information from mobile phones, accounting for the fact that each vehicle likely contains more than one phone because of the popularity of mobile phones. Steenbruggen et al. (2015) used mobile phone data to provide new spatio-temporal tools for improving urban planning and reducing inefficiencies in current urban systems. They addressed the applicability of such digital data to develop innovative applications to improve urban management.

Among those studies, the present study could be characterized as similar to Ahas et al. (2008). However, Ahas et al. (2008) is based on results obtained by analyzing data roaming activity. Mobile phone users in the study are obviously limited. Therefore, whether the knowledge gained applies to the average traveler is not clear. This study analyzed data provided by NTT DoCoMo, Inc., which is the largest mobile phone service provider in Japan. Therefore, their data should be more reliable in that the parameter is quite large.

3. Research methodology

The survey was conducted between April 2015 and October 2019. The sites studied in this survey are mainly tourist destinations in Nagoya city, which became temporarily popular when a theme park opened in 2017. Moreover, the locations and characteristics of individuals obtained herein are derived through a non-identification process, aggregation processing, and concealment processing. Therefore, it is impossible to identify specific individuals.

Table 1: The Survey Areas and the Regional Mesh Codes

Survey Area	Mesh Code	Type of Codes
① Nagoya Station	5236-6700	Tertiary
② Nagoya Castle	5236-6721-2, 5236-6722-1	1/2
③ Port of Nagoya Public Aquarium	5236-5700-3, 5236-5710-1	1/2
④ Atsuta Shrine	5236-5752-2	1/2
⑤ Kinjo Wharf	5236-4667-1, 5236-4667-2	1/2
⑥ Kanayama Station	5236-5772-1	1/2
⑦ Sakae	5236-6702	Tertiary
⑧ Osu Shopping Street	5236-5792-1	1/2

Note: A regional mesh code is a code for identifying the regional mesh, which is substantially divided into the same size of a square (mesh) based on the latitude and longitude in order to use it for statistics. The length of one side of a primary mesh is about 80 km, and those of secondary and tertiary meshes are about 10 km and 1 km respectively.

The survey areas are presented in Table 1 and Figure 2. A regional mesh code is a code for identifying the regional mesh. It stands for an encoded area that is substantially divided into the same size of a square (mesh) based on the latitude and longitude in order to use it for statistics. With regard to regional mesh, there are three types of meshes: primary, secondary, and tertiary. The length of one side of a primary mesh is about 80 km, and those of secondary and tertiary meshes are about 10 km and 1 km respectively.

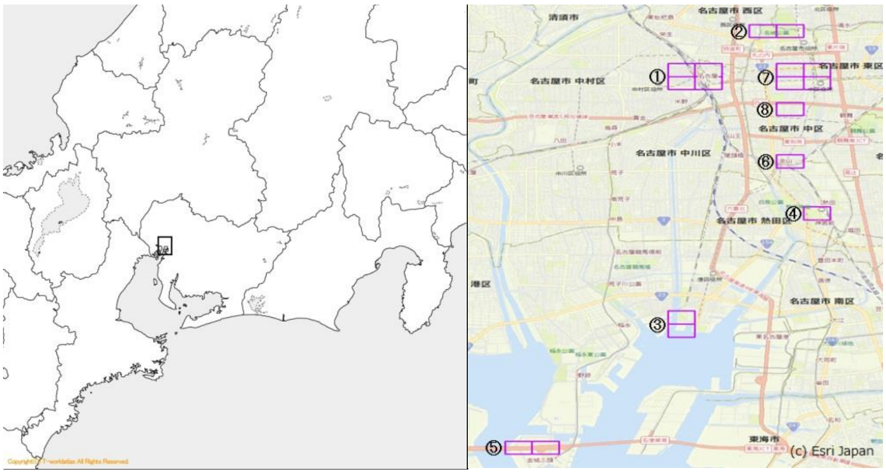

Figure 2: Survey Areas in Nagoya City

In addition, split regional meshes also exist, which are a more detailed regional division. A half-regional mesh is a tertiary mesh that is divided into two equal pieces in the vertical and horizontal directions. The length of one side is about 500 m. Furthermore, the length of one side of a quarter and 1/8 regional meshes is about 250 m and 125 m respectively.

4. Results and discussions

Figure 3 compares two major downtown areas in Nagoya. It is likely that the so-called "Meieki" (i.e. Nagoya Station) area has succeeded in attracting more visitors possibly due to its redevelopment schemes, whereas Sakae showed a slight decline. Similar trends are observed with Kanayama and Osu (see Figure 4).

Nagoya Castle also enjoyed an increase in tourist population because of the redevelopment of its neighboring area (Figure 5). Kinshachi Yokocho shopping street opened to revitalize the area in March 2018. Conversely, the population at Atsuta Shrine has been declining.

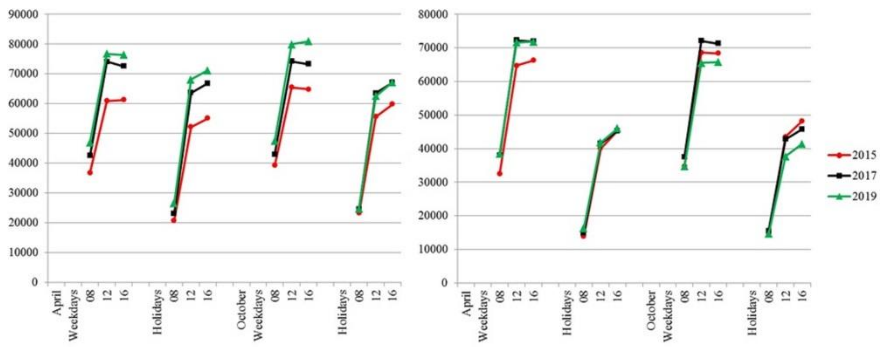

Figure 3: Regional Population Trends (Left: Nagoya Station, Right: Sakae)

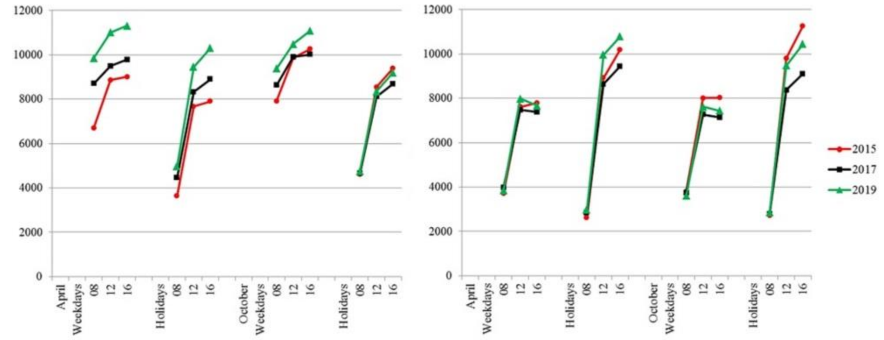

Figure 4: Regional Population Trends (Left: Kanayama Station, Right: Osu)

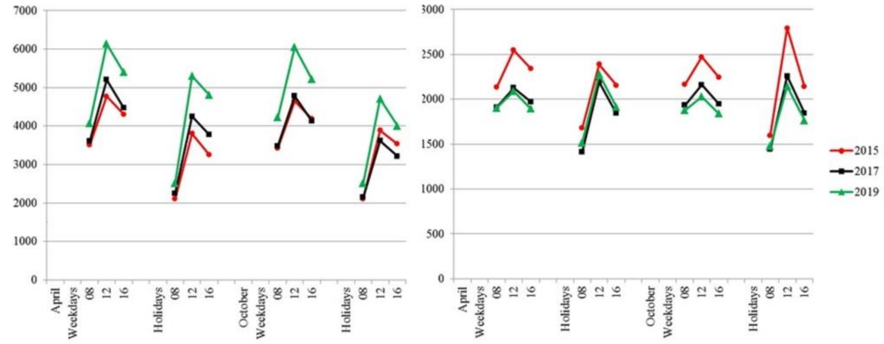

Figure 5: Regional Population Trends (Left: Nagoya Castle, Right: Atsuta Shrine)

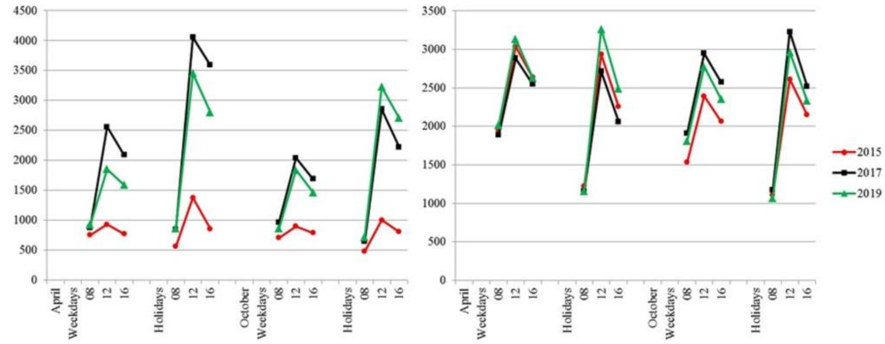

Figure 6: Regional Population Trends (Left: Kinjo Warf, Right: Nagoya Port)

Kinjo Warf houses a Lego theme park (based on the toy construction system) as its main attraction. Comparisons before and after the opening of the theme park (Figure 6) revealed that it had a remarkable impact (especially on the holidays during April 2017, immediately after the opening). However, the effect can be seen only around that facility, s similar transitions in population cannot be observed at other sites. Originally, Nagoya Port Aquarium was expected to become a major competitor to the facility, but no particular effect was observed there.

When focusing on the demographic attributes of the population in each area, Nagoya Station and the Sakae area attracted visitors of a relatively wider range of age (Figure 7). While women in their 20s were expected to crowd these areas, it was actually men in their 40s that were predominantly found in the Osu shopping street (see Figure 8).

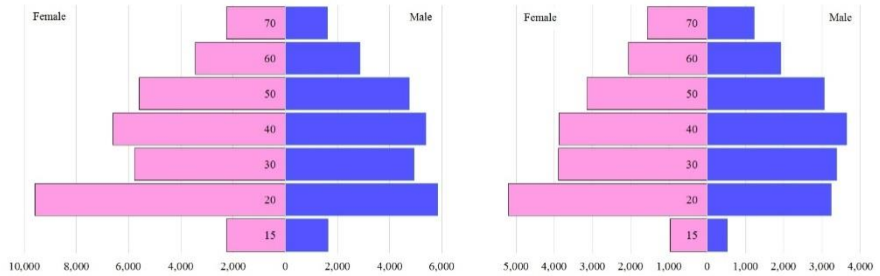

Figure 7: Attributes of Population in the Area (Left: Nagoya Station, Right: Sakae)

(12:00 a.m.–1: 00 p.m. on holidays in October 2019)

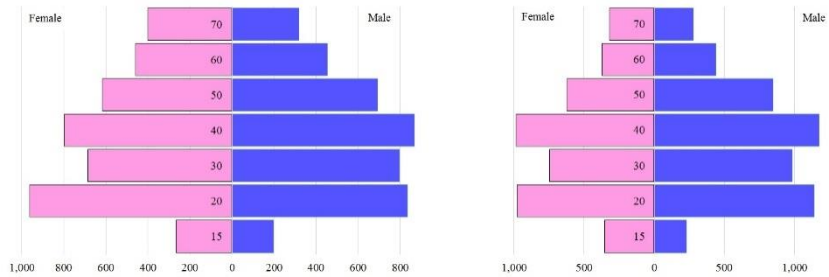

Figure 8: Attributes of Population in the Area (Left: Kanayama Station, Right: Osu)

(12:00 a.m.–1: 00 p.m. on holidays in October 2019)

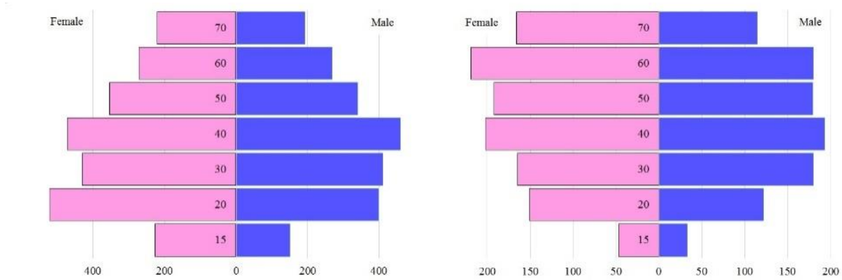

Figure 9: Attributes of Population in the Area (Left: Nagoya Castle, Right: Atsuta Shrine)

(12:00 a.m.–1: 00 p.m. on holidays in October 2019)

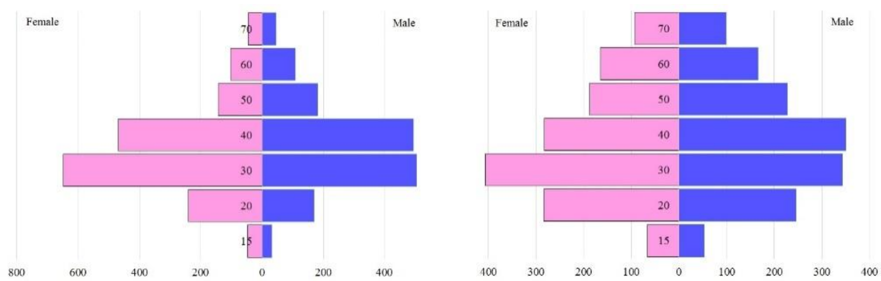

Figure 10: Attributes of Population in the Area (Left: Kinjo Warf, Right: Nagoya Port)

(12:00 a.m.–1: 00 p.m. on holidays in October 2019)

Moreover, it was seen that Atsuta Shrine's (Figure 9) population structure houses a higher elderly population than other areas. On the other hand, there were many people in their 30s and

40s in Kinjo Wharf (Figure 10). Therefore, it could be concluded that families occupied a large proportion of the population structure. A similar tendency was observed at the Port of Nagoya Public Aquarium.

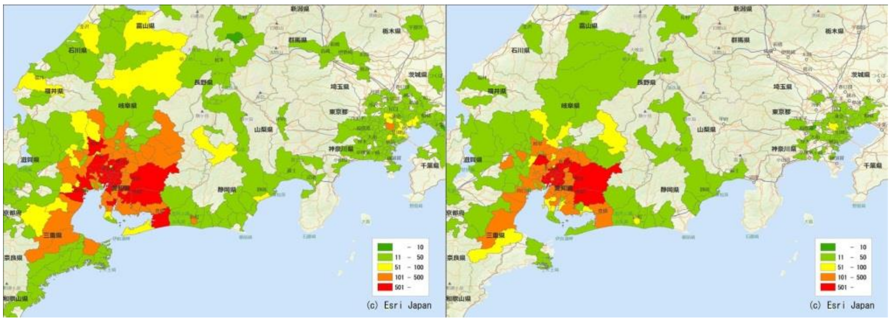

Figure 11: Residential Area of Population in the Area (Left: Nagoya Station, Right: Sakae)

(12:00 a.m.–1: 00 p.m. on holidays in October 2019)

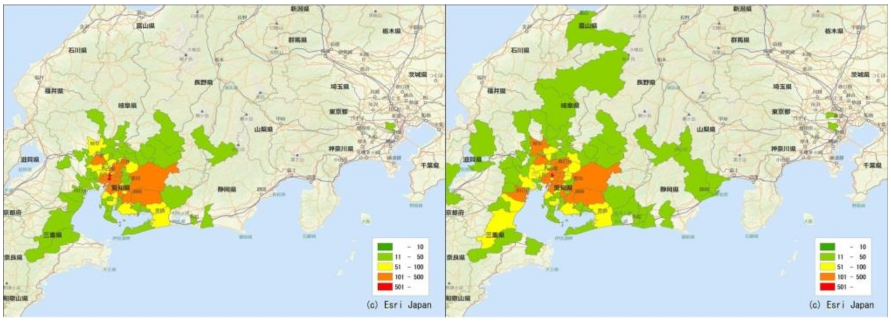

Figure 12: Residential Area of Population in the Area (Left: Kanayama Station, Right: Osu)

(12:00 a.m.–1: 00 p.m. on holidays in October 2019)

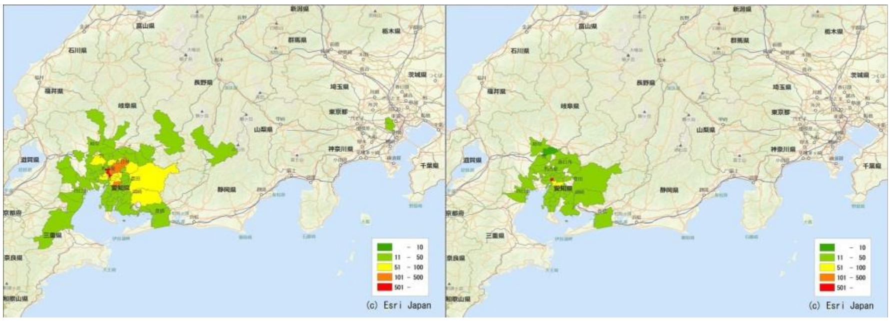

Figure 13: Residential Area of Population in the Area (Left: Nagoya Castle, Right: Atsuta Shrine)

(12:00 a.m.–1: 00 p.m. on holidays in October 2019)

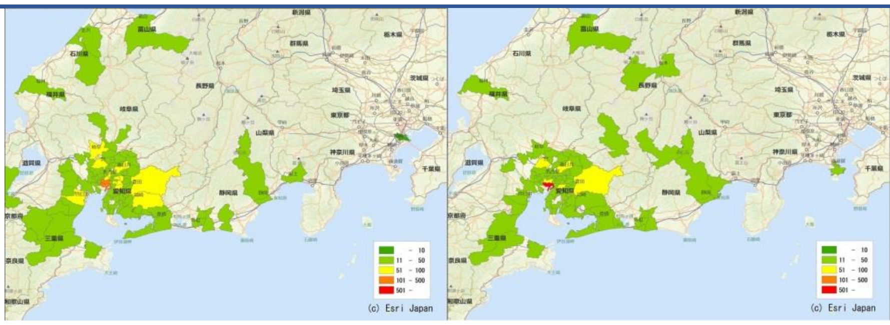

Figure 14: Residential Area of Population in the Area (Left: Kinjo Warf, Right: Nagoya Port)

(12:00 a.m.–1: 00 p.m. on holidays in October 2019)

Examining the statistical data of the residential area, Nagoya Station, Sakae, and Osu have attracted visitors from a variety of distant regions (Figure 11 and 12), while visitors of Atsuta Shrine (Figure 13) were mostly from Aichi Prefecture, where the shrine is located. Kinjo Wharf (Figure 14) mainly attracted visitors from the Chubu region (i.e. central Japan), especially the Tokai area and the Port of Nagoya Public Aquarium.

5. Conclusion

Comparing the population structures of tourist spots in Nagoya City in 2015, 2017, and 2019, it was observed that Nagoya Station and Sakae were most successful in attracting visitors of a relatively wider age range, especially women in their 20s. These areas could also have attracted visitors from a variety of distant regions. On the other hand, there were many men and women in their 30s and 40s near prefectures in Kinjo Wharf and the Port of Nagoya Public Aquarium.

This study first captured the number of visitors in tourist destinations and analyzed their attributes based on the statistical population data of mobile phones. Understanding visitors' characteristics will enable tourism businesses to optimize their services, which will in turn influence customer satisfaction.

Limitation and study forward

It is difficult to obtain data in a narrow area such as a specific tourist facility because unnecessary data cannot be excluded. This study would like to extract data in such areas using Wi-Fi tracking sensors depending on the situation.

Acknowledgement

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THE ROLE OF SOFTWARE ENTREPRENEURSHIP IN COMPUTER SCIENCE CURRICULUM

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Abstract

Future undergraduate Computer Science and Software Engineering curricula need to be revitalized. This revitalization is based on promoting and practicing computational thinking. Computational thinking could seed entrepreneurship if we provide our computer science and software engineering students with entrepreneurial skills and discover potential entrepreneurs among them. Entrepreneurship develops new computing markets, introduces new software and hardware technologies, and creates employment. Therefore, it is demanding to enhance our computer science and software engineering programs with entrepreneurship. In this paper, we aim to design a course in Software Entrepreneurship. Course rationale, description, objectives, outcomes, and assessment will be introduced. In addition, the characteristics of suitable case studies and projects for such a course will be highlighted.

Keywords: *Entrepreneurship, Computational Thinking, Entrepreneurship Thinking, Innovation, Software Entrepreneurship, Course Design, Course Outcomes, Course Assessment*

1. Introduction

Provide background of the study in easy words. In this section author should discuss the research problem in very clear words. Also discuss the motivation of the study. Provide intext references in APA style for all the facts that are presented here.

Business is typified in a range of abilities that is helpful for distinguishing openings and making effective dares to take advantage of such chances. Openings are essential to fruitful business adventures and the capacity to recognize and evaluate openings is an essential aptitude to a business person. Essentially, on the off chance that one can't to detect a market/business opportunity, one just continues strolling uninformed of having missed anything. Likewise, in the event that one can't appropriately evaluate the estimation of a chance, one is adept to miss an incredible possibility or, far more detestable, to set out on a destined experience. The significance of chance is talked about adequately in the writing [1-2]. From a business schooling point of view, teachers can "sow the seeds" of Entrepreneurship via preparing the understudies to recognize openings.

Analysts have recognized various sorts of business venture, contingent upon the specific circumstance and the sorts of chances that are accessible. The sort of business venture that is regularly known to the overall population is business venture, and includes recognizing market openings and abusing upper hands with the end goal of benefit. The kinds of organizations created by business people length the whole reach from single individual independent ventures to tremendous worldwide enterprises. There are two different kinds of business venture that are to some degree appropriate to this conversation. These are corporate, public and social businesses.

Corporate enterprising exercises are characterized as the company's amount of development, try, and vital reestablishment [3]. The topic of why a few firms participate in corporate business more than others is a functioning subject of exploration [4]. In any case, generally speaking corporate business venture is exceptionally appropriate to the innovative soul of the representatives. The capacity to work as a business person inside a company is known as Intrapreneurship and is a significant thought for teachers given that by far most of the understudies (even Entrepreneurship understudies) will proceed to work in huge enterprises to spot a market/business opportunity, one simply keeps on walking unaware of having missed anything. Also, if one is unable to properly assess the value of an opportunity, one is apt to miss a great prospect or, even worse, to embark on a doomed adventure. The importance of opportunity is discussed amply in the literature [1-2]. From an entrepreneurship education standpoint, educators can “sow the seeds” of Entrepreneurship by training the students to identify opportunities.

Researchers have identified different types of entrepreneurship, depending on the context and the kinds of opportunities that are available. The type of entrepreneurship that is commonly known to the general public is commercial entrepreneurship, and involves identifying market opportunities and exploiting competitive advantages for the purpose of profit. The types of businesses generated by commercial entrepreneurs span the entire range from single person small businesses to vast multinational corporations. There are two other types of entrepreneurship that are somewhat pertinent to this discussion. These are corporate, public and social entrepreneurships.

Corporate entrepreneurial activities are defined as the firm’s sum of innovation, endeavor, and strategic renewal [3]. The question of why some firms engage in corporate entrepreneurship more than others is a very active subject of research [4]. Regardless, overall corporate entrepreneurship is highly pertinent to the entrepreneurial spirit of the Public entrepreneurship is also investigated in the literature [5]. Public entrepreneurs are not concerned with creating products and services, but aim to slowly reinvent their organizations in the hope of improving government effectiveness and efficiency. Many students seek careers in public service and the effects of Entrepreneurship education cannot be dismissed.

Social business venture is characterized as "an inventive, social worth making movement that can happen inside or over the philanthropic, business, or government areas" [6]. Sahlman [7] set up a model to portray the vital components of business venture, accordingly establishing the framework for building up a system for social business venture. This model exemplified the interrelationship among its four segments: individuals, setting, arrangement, and opportunity. The essential distinction among business and social businesses depends principally on the objectives and not the cycle. Business Entrepreneurship looks to augment benefits while Social Entrepreneurship is centered around amplifying social advantages while being happy with financial resource. Non Governmental Organizations (NGOs) globally and non-benefit associations in the US are the essential models here. Social Entrepreneurship has increased a lot of exposure with the accomplishment of the microcredit business and the presenting of the Nobel Peace Prize on the victors of that industry, Mohammad Yunnus and Grameen Bank.

Over the most recent couple of many years, business instruction has gone from relative haziness to in excess of 2,200 courses at more than 1,600 schools, 277 scholarly positions, 44 refereed scholastic diaries, traditional administration diaries committing exceptional issues to business, and more than 100 set up and supported focuses [8, 9]. Besides, a brand of business that is based fundamentally in schools of designing and science has grabbed hold in numerous universities.

This Technical Entrepreneurship accentuates, in addition to other things, advancement as an intend to make serious items and administrations that are specialized in nature. The result of this kind of schooling is the much searched after "innovative startup" which is extremely regular in innovation stops that encompass many significant colleges. Specialized Entrepreneurship is the wedding of business standards with high innovation work. There have been two models of how colleges decided to instruct designing and science understudies in that field. The first includes teaming technology graduate and advanced undergraduate students with MBA students [10, 11]. Other programs aim at providing their science and technology a modicum of entrepreneurship training through a limited number of courses [12, 13].

Entrepreneurship has a collaborative nature. This characteristic would demand collaborative and interdisciplinary projects and case studies when teaching entrepreneurship. Reader et al [14] explored the structure of entrepreneurship using co- author analysis. This established a cooperative structure of the entrepreneurship literature from its research members' point of view. The co-citation frequencies of 78 leading entrepreneurship researchers were analyzed using multivariate techniques. Exploring the intellectual structure of entrepreneurship research was carried out through cluster analysis and multidimensional scaling to identify groups of researchers with similar work. They concluded that within entrepreneurship research, strong social and collaborative ties exit.

Computational thinking paves the way for entrepreneurial thinking. For the future, we will need graduates that combine their computational thinking with entrepreneurial thinking. Our understanding of the essence of entrepreneurial thinking assists in isolating experiences related to decisive profound beliefs inherent to our mental models of entrepreneurship. Krueger [15] stated that "Cognitive developmental psychology and constructivism offer possibilities for the future of entrepreneurial cognition research to explore."

The above mentioned literature will inevitably have its impact on shaping the design of our Software Entrepreneurship course. In what follows, we will complement this with education-related literature.

Rohde et al [17] and Klamma et al [18] concentrated on establishing communities of practice among students and start-up companies. To this extent, they designed the course “High Tech Entrepreneurship and New Media” in an effort to maintain the process of social capital–building between entrepreneurs and students. They provided projects based on the experience of local start-up companies. They concluded that having start-up entrepreneurs involved in the group projects would simulate the market-oriented perspective within the course.

graduate data the executives and data frameworks educational programs with pioneering thoughts was presented by Foster et al [19]. They guessed that "distinctions in levels of earlier information on business considers and in social foundation can affect on understudies' securing of area information and scholarly and data research abilities during collective improvement of a field-tested strategy."

By far most of software engineering and programming designing projects don't offer pioneering courses. Rusu et al [20] proposed a system to permit software engineering and programming designing understudies the chance of encountering and lighting the soul of business venture right off the bat in the program. Their structure incorporated the accompanying stages; recognizing expected venturesome, appointing understudies to pioneering tutors, rehearsing enterprising aptitudes inside a product designing course, and having understudies build up their own innovative thoughts.

Kussmaul [21] proposed a group venture inside their Systems Design and Implementation course to underline programming business. Notwithstanding the fundamental objective of working in a critical programming ventures and practicing programming designing and undertaking the board, understudies will likewise be presented to thoughts and ideas of business inside the Systems Design and Implementation course.

In this paper, we present the plan of a business course for software engineering and programming designing. Programming has extraordinary potential for business. Subtleties obviously reasoning, depiction, goals, results, ventures, contextual investigations, and evaluation will be underscored.

2. Course Rational

The primary inspiration driving building up this course originated from the way that future software engineering and programming designing courses will be founded on computational reasoning. On the off chance that computational reasoning is sought after, business will be the immediate recipient of the made thoughts and approaches. Different elements that have driven our course configuration are:

- Developing new programming markets and redesigning current business sectors. At the point when a software engineering/programming designing alumni (business visionary) builds up another product market, the monetary circumstance furthermore, the public pay will be improved. Likewise, the new programming markets will have their effect in improving our educational plan to meet the necessities of the new/revamped market.

- Introducing new programming advances and items. As each part of life depends on programming, new programming advancements and items will additionally improve the way business, government, wellbeing, and instruction work together. New advances and programming items are essential for our country to keep on driving the IT upset around the world. This is one side of the coin. The opposite side arrangements with the effect of these advances and items in improving and modernizing the instructing of both software engineering and programming designing. They will compel us to audit and amend the courses we offer, and either improve a few courses or grow new courses to deliver graduates prepared to apply these innovations and items.
- Creating further figuring work. New programming business sector, innovations, and items will flexibly all the more figuring occupations, and in this way, expanding the interest for software engineering and programming designing alumni.
- Boosting the interest in software engineering and programming designing projects. Effective youthful programming business visionaries can be incredible models for secondary school understudies to copy. In the event that product business is supported and upgraded, both the accomplishment of the business people and the figuring occupations they make will help in pulling in understudies for the two projects.
- Minimize the effect of offshoring on the product business and the public economy. Business people are not frightened of offshoring as they have their own organizations. Furthermore, they make numerous positions for their associates. Through time, our alumni won't be put off by offshoring.
- Adding further sound rivalry in the product business. Sound programming rivalry drives the market viably. This opposition will bring about new and upgraded programming business sector, innovations, and items. Likewise, this sound rivalry will positively heighten advancements.
- Encouraging more exploration in programming entrepreneurship. Research in business venture has its underlying foundations in business colleges. By far most of distributed papers are from these schools. We envision that when our understudies are furnished with enterprising reasoning and aptitudes, programming business venture examination will improve.
- Developing enterprising predisposition among graduates. At the point when understudies are acquainted with programming business venture, the likelihood

of graduating more programming business people increments. We allude to this expansion as "innovative predisposition."

- Increasing the quantity of programming pioneers. Programming business visionaries are furnished with energetic vision. They endeavor to be positive, gracious, industrious, and energetic. They are imaginative and profoundly tenable individuals who have the capacity, the longing, the energy, and the vision to take their business past its present degree of accomplishments. Moreover, they acknowledge the demand and dangers of beginning another business and make the conditions and climate to accomplish their objectives.

3. Course Description

The business venture course presents the basic ideas, strategies, procedures, hypotheses, models, and practice of business venture, which are essential for software engineering and programming designing. To this end, this course will explain the accompanying:

- Software innovative cycle
- Leadership attributes and styles
- Principles of programming business proprietorship
- Entrepreneurial programming advertising
- Software business correspondence and arrangement procedures
- Feasibility examination
- Accounting Management for programming business
- Small programming business the board
- Funding approaches procedure
- Entrepreneurial financing
- Software market opportunity distinguishing proof
- Software business law
- Demand guaging
- Software item disclosure
- Software strategy improvement
- Software entrepreneurship risk the executives
- Rules and guidelines
- Computational and entrepreneurial thinking

- Software Innovation
- Software item improvement
- Social business venture
- Commercial business venture
- Public business
- Corporate business venture
- Software business contextual analyses and venture

As business venture is portrayed by joint effort and interdisciplinary, the course will advance collective and interdisciplinary groups.

4. Course Objective

As business is described by coordinated effort and interdisciplinary, the course will advance community and interdisciplinary groups.

The product business course expects to present the ideas, strategies, principles, abilities, hypotheses models, techniques, and practice vital for either beginning another product business or improving a current one. Notwithstanding course addresses, understudies will carryout collective group ventures, chip away at contextual investigations, and be presented to business research. Besides understudies will go to talks introduced by programming business people, and watch recordings on different parts of business venture. Coming up next are the goals of the course:

1. To give understudies ideas, speculations, procedures, models, and strategies for business venture.
2. To advance enterprising reasoning and innovational speculation inside the field of programming.
3. Present the methods and cycle of distinguishing new programming business opportunity.
4. To examination the methodology taken in breaking down and overseeing hazard.
5. To present different sorts of business venture.
6. To present the ideas, methods and hypotheses of promoting, bookkeeping, monetary investigation, and arranging as identified with programming.

5. Course Outcomes

Endless supply of the Software Entrepreneurship course, understudies will have the option to:

1. Understand the ideas and methods of business venture.
2. Identify an essential programming business opportunity.
3. Prepare business, promoting, money related, and hazard the executives plans for a product firm.
4. Think innovatively.
5. Grasp authority styles and procedures.
6. Perform programming business arrangement strategies.
7. Carryout new programming business possibility investigation.
8. Secure assets for their product business
9. Forecast the interest for their new innovation or item.
10. Think creatively.

6. Course Assessment

Our Software Entrepreneurship course will be assessed by faculty (possibly interdisciplinary faculty), and external mentors. The following techniques will be used to assess students' performance:

- Exams: Students will be subjected to multiple-choice questions to measure their entrepreneurial and innovational thinking skills. Both the mentor and faculty will participate in devising these exams.
- Guest Speaker Talks: Upon listening to a guest speaker talk, students are required to write a report covering lessons learned, existing risks and problems, and possible improvements.
- Projects: A software-based entrepreneurial project will be provided with the goal of assessing the points mentioned in the course outcomes
- Case Studies: Whenever possible, case studies will reflect real entrepreneurial cases. It is planned to offer two case studies per term.
- Research Paper: A number of entrepreneurial topics will be made available during the first day of class. Students are supposed to select a topic from the list of topics they feel interested in, and collect as many papers as they can (minimum five) on the topic. The papers should be taken from journals, books, and conferences. The web could also be used provided the work has been published. Instructions for writing up the paper will be provided.

- Videotapes: Students will view the processes followed by entrepreneurs and innovators and provide critical analysis of the video in a manner similar to case studies.

7. Conclusion

It is amazingly difficult to break the ties between computational reasoning and pioneering thinking as they supplement one another. Computational reasoning will administer the cycle of development to deliver new programming items and innovations, and enterprising reasoning will build up the establishments for promoting these items and advancements. Considering this, we presented a plan of a product business venture course with the objective of overcoming any barrier between making items and making showcasing openings.

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THE SOUND AND MEANING IN THE MEGALITHIC TRADITIONAL VILLAGE-BENA AS A TOURISTIC

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Abstract

Purpose: Bena is a traditional village of megalithic located in Tiworiwu Village, Jerebu'u District, Ngada Regency, in the middle of Flores Island, East Nusa Tenggara Province. This study aims to criticize and analyze the patterns of cultural heritage of megalithic traditional village-Bena, the perceptions of international and domestic tourists towards the cultural heritage of megalithic traditional village Bena as a touristic.

Methodology: This research is a qualitative descriptive study using ethnographic approach with observation data collection techniques and in-depth interviews using purposive and snow ball sampling techniques to selected informants. The research data were analyzed using Miles and Huberman.

Findings: This analysis led to a conclusion that the patterns of cultural heritage as touristic were a traditional wooden houses-*sa'o* as medium of clan gathering and homestay for tourists, the traditional ritual-*ka sa'o* and *reba* is sacral ceremony that can be enjoyed as an authentic experience by involving on the ceremony. During the ceremony the indigenous people wear traditional costume-*ikad*, and weaving slithers of bamboo or other grasses of traditional bag-*bere* as an *atribute*, however, these *atributes* were produced as an authentic souvenir. This research also indicated that the megalithic traditional village-Bena as touristic was perceived as an authentic experience by international and domestic tourists with the indicators of pure, unique, antique, traditional, and had typical traditional village.

Keywords: *sound and meaning, cultural heritage, megalithic traditional village-Bena*

1. Introduction

Generally, this study aims were to criticize and analyze the patterns of cultural heritage of megalithic traditional village-Bena, the perception's of international and domestic tourists towards the cultural heritage of megalithic traditional village Bena as a touristic. The traditional village that is '*nua,*' located in Tiworiwu Village, Jerebu'u District, Ngada Regency, East Nusa Tenggara, Central Flores. The atraction asset of megalithic tradisional village is a traditional wooden house with tached roof. The traditional wooden houses have function as a livingroom for clan's gathering as well as a homestay for tourists. This cultural heritage is still well preserved and the oldest among other traditional villages as representation of Indonesia's cultural assets that are still active and has its existance nowadays (living heritage). The existence of traditional villages as heirs, conservationists, as well as perpetrators of local wisdom, has the potential to maintain cultural identity and build awareness of cultural diversity in Indonesia. Beside it is being a national identity, cultural asset can also carry the economic benefits because, since it is one of the attractions of cultural tourism. Cultural tourism is an experience for urban tourists to experience new things and enjoy the sensation of being in a real and authentic place (Pedersen, 2002). The excessesive use of culture as tourism consumption can result the cultural erosion which is able to reduce the aesthetics of products and traditions, furthermore the nature damaged. This superficial assumptions is lack of common sense, since the meaning of cultural products will not be damaged, since the tourists are accustomed to accepting them, even products can be considered to be authentic, as long as their characteristics are considered authentic, while they have been exposed by commodification transformation (Urry, 1995; Cohen, 1988; Burns dan Holden, 1995). Cohen (1998) supported that the authenticity needed to satisfy tourists, in turn, it depends on the depth of tourist experience desired by each tourist, since qualified tourists don't really need the depth.

2. Literature review and hypotheses development

The previous studies which used as references is the study by Yang (2012: 59-81) entitled 'Tourists' perceptions of ethnic tourism in Lugu Lake, Yunnan, China.' Secondly, by Day et al, (2015:53-67) entitled 'Perceptions of Authenticity At A Heritage Destination: An Examination Of Visitor Perceptions of Authenticity At South Luogu Alley, Beijing.' The theory of commodification, used to analyze the patterns of cultural heritage of traditional megalithic village-Bena The authenticity theory, used to analyze the perception's of international and domestic.

2.1 Commodification

Commodification is termed as a touristic or commercialization which can be interpreted as a process associated with the symptoms of capitalism to expand the market, increase the maximum profit by making products or services that are liked by consumers (Picard, 2006). It is the process of various things and activities that are evaluated for the exchange of values in trade contexts such as goods or services. The development of exchanges such as the exchange of goods or activities is expressed as market prices (Cohen, 1988). The economic value generated through the commodification process is generally considered positive if it is in accordance with traditional, artistic aspects with modern production features as long as it is maintained at an adequate level and can contribute to the development of a community identity that helps to preserve the culture in order to survive (Proschel, 2012). The patterns of commodification involves production, distribution and consumption processes (Fairclough, 1995; Pitana, 2006; Meekaew dan Srisontisuk, 2014). This reproduction of local cultural as tourist consumption is an effort to improve the quality of life of indigenous people (Ardika, 2007).

2.2 Authenticity

The theory of authenticity was introduced by MacCannell (1973) and Wang (1999) to define the originality, reality, and reliability of museums. Authenticity as a social interpretation observed, not as a real and objective phenomenon that can be seen empirically (Bruner 1989, 1994; Cohen, 1988; Handler and Linnekin 1984; Lanfant 1989; Spooner 1986; Taylor 2001; Wood 1993). This authenticity can be negotiated (Cohen, 1988), depending on the context (Salamone 1997), ideology (Silver 1993), dreams, images, or expectations of tourist destinations (Bruner 1991; Silver 1993). The ideology and typology of authenticity as a limitation of the theory of authenticity. The first ideology is modernism or realism. Boorstin (1961) and MacCannell (1973) suggested that object authenticity can be tested or assessed through certain standards. In tourism, artworks, artifacts, cuisine, or ritual products are usually described as authentic or inauthentic, depending on the traditions carried out by indigenous. Secondly, the ideology of constructivism contradicts modernist ideas. Authenticity as a social interpretation can be observed, not as a real and objective phenomenon that can be seen empirically (Bruner 1989, 1994; Cohen, 1988; Handler and Linnekin 1984; Lanfant 1989; Spooner 1986; Taylor 2001; Wood 1993). Thirdly, postmodernist ideology does not concern objects that are inauthentic, it is not fundamental to state between real or false, authentic or copy, reality or symbol, even Eco (1986) tried to erase the boundary between copy and authentic.

According to Cohen (1995), tourists could accept the lack of authentic, origin, and reality. Postmodern tourists do not care about the authenticity and origin of the attractions as long as they can be enjoyed. If a product transformed by the commodification process maintains characteristics that satisfy tourists, it will remain authentic. Fourthly, Heidegger's philosophy claims that the term authentic can be implemented on objects that mean real, authentic, untouched, or pure. Tourists who think authentic then what is in this world is considered authentic, human power determines the essence or form of authenticity (Heidegger, 1977a, b). Souvenir production for the purpose of benefiting local people separates authentic meanings (Halewood and Hannam 2001).

The typology of authenticity as a theoretical limitation is objective, constructive, and existential authenticity (Cohen, 1988; Pearce & Moscardo 1986; Waitt, 2000; Wang, 1999). Objective authenticity is used to test whether a work of art is real, thus it can measure the value and price of goods (Trilling, 1972). Objective authenticity claimed that the culture of the local community can be staged which is called the authenticity of pseudoevents (Boorstin, 1961), but this theory has the disadvantage of not being able to explain the whole phenomenon of tourism. To address this weakness, (Wang, 1999) proposed constructive authority that considers five criteria for authenticity, namely: the absence of absolute criteria for assessing authenticity, traditions built to fulfill the development needs at a certain time, interpretation of events, activities, and physical arrangements can influence perceptions of authenticity, expectations tourists are associated with authenticity, over time the authenticity of an object can change. Tourists do not pursue authenticity, most of them enjoy and accept events that are staged and reprogrammed (Bruner, 1991; Chhabra, Healy, & Sills, 2003; Cohen, 1988; Moscardo & Pearce, 1999; Yang & Wall, 2009). Thus it can be said that reproduction tends to be accepted if it is indeed authentic (Bruner, 1991).

Existential authenticity is different from objective and constructive. Kim and Jamal (2007), Wang (1999) define existential authenticity as authentic and independent experiences, since the tourists can get out of the routine through escaping from the pressures of everyday life not because they feel the authenticity of tourist destinations.

3. Research methodology

This is a qualitative descriptive study using an ethnography approach that analyzed in depth, in detail and holistically of this problem research. which was conducted in 2018. Primary data was obtained through passive participatory observation and in-depth interviews to the selected informants who were understood the research problem using purposive and snowball sampling techniques. Secondary data was obtained through documentation studies on pattern of cultural heritage of traditional megalithic village of Bena as touristic and the perception of international and domestic tourist towards cultural heritage of traditional megalithic village of Bena as a touristic.

4. Results and discussions

4.1 The Patterns of Cultural Heritage of Traditional Megalithic Village of Bena as a Touristic

The patterns of commodification involves production, distribution and consumption processes (Fairclough, 1995; Pitana, 2006; Meekaew dan Srisontisuk, 2012). This reproduction of local culture is an effort to improve the quality of life of indigenous people (Ardika, 2003; 2007; 2015). In accordance with this statement, it could be stated the first main pattern of cultural heritage product as touristic in Bena is traditional megalithic village, called '*nua*' including the architecture and the layout of traditional wooden houses, which are called *'sao saka* and *sao saka lobo'*. Another uniqueness of the traditional house which becomes the main attraction of cultural tourism is the spatial design consisting of three rooms namely *tedha wena, tedha one* and *one*. *Tedha wena* is a semi-open veranda. From the veranda, the tourists can see the uniqueness of the local population in weaving, receiving guests, relaxing, and eating or doing other public activities. The next room is the living room called *tedha one* which is functioned as a men's bedroom and dining room that can only be entered by family members and closest relatives. The core room of the traditional house is called *one* which is a private room and is considered as a holy or sacred place because it is functioned as the place where traditional ceremonies are held. Based on its function, this room has a double meaning that is sacred as a place of traditional and profane ceremonies because it is a place for the activities of women to cook, take a rest and eat with the family.

The second patterns is traditional indegenous ceremony '*ka sa'o* and *reba,*' including several attractions such as traditional music and dance, *ja'i*, traditional clothing in the pattern of Bena traditional weaving, ceremonial attributes such as colorful plastic bead necklaces, and women and men's traditional bags. The uniqueness of local language used by the shaman in leading the ritual through prayers has a sacredness, as well as traditional food *ra'a rete*, steamed casava and *moke* drinks typical of Bena are always consumed during the ceremony.

Since the Traditional Village of Bena was established as a cultural tourism destination in 1990, the traditional houses, aside from being a place of residences, are also functioned as homestays. The total number of traditional houses used as lodging is forty-one (41) inhabited by nine different tribes. The homeowners are women, since they adhere to the matrilineal kinship system that means every house is named according to the names of the heiresses.

4.2 The perception of international and domestic Tourist Towards Cultural Heritage of Traditional Megalithic Village of Bena as a Touristic

The existential authenticity as authentic and independent experiences since the tourists can get out of the routine through escaping from the pressures of everyday life rather than their perceived to the authenticity of tourist destinations (Kim and Jamal, 2007), Wang (1999). The tourists do not need the authenticity and origin of the attractions, since it can satisfy tourists, it will remain authentic. Fourthly, Heidegger's philosophy claims that the term authentic can be implemented on objects that mean real, authentic, untouched, or pure. Tourists who think authentic then what is in this world is considered authentic, human power determines the essence or form of authenticity (Heidegger, 1977a, b). Souvenir production for the purpose of benefiting local people separates authentic meanings (Halewood and Hannam 2001). There are five criteria for authenticity that proposed by (Wang, 1999). Those are the absence of absolute criteria for assessing authenticity, traditions built to fulfill the development needs at a certain time, interpretation of events, activities, and physical arrangements can influence perceptions of authenticity, expectations tourists are associated with authenticity, over time the authenticity of an object can change. Tourists do not pursue authenticity, most of them enjoy and accept events that are staged and reprogrammed (Bruner, 1991; Chhabra, Healy, & Sills, 2003; Cohen, 1988; Moscardo & Pearce, 1999; Yang & Wall, 2009). It means the reproduction tends to be accepted if it is indeed authentic (Bruner, 1991).

In accordance with the authenticity ideology and typology, it could be stated that the majority of both international and domestic tourists' perceptions towards the Traditional Megalithic Village of Bena were perceived as an authentic cultural heritage destination with the criteria of pure, unique, antique, traditional and has a characteristic of village life. The accessibility to the destination area was stated in good condition with very large parking area outside the destination area. The entrance ticket is considered reasonable for international tourists. In spite of a little interaction is given due to the communication barrier in English, the indigenous people are considered pure in welcoming tourists. There were no complaints against indigenous children who asked for money or candy when photographed or when tourists passed through the traditional wooden houses as well as a genuine player of traditional flute who entertained without asking any fees to both international and domestic tourists.

The majority of both international and domestic visitors stated that the architecture of traditional wooden houses is unique, traditional, authentic, and typically village, whereas the tourists are lack of understand to the history of the traditional megalithic village. The rest rooms as supporting facilities needed to be maintained regularly. The officers at TIC should be more friendly and should always provide much information to tourists about the stories and history of the traditional megalithic village of Bena.

The ceremonial of a new house blessing *ka sa'o* and *reba* are perceived as a unique, sacral, pure and typically village ceremonial. Both international and domestic visitors perceived the authentic experience by involving the ceremony. The uniqueness and sacredness of rituals could be perceived from its local languages and traditional instrument. The traditional dancing, wearing local traditional costume, and consuming the traditional local drink and food were perceived as an authentic experience. The minority of women tourists stated that slaughtering of sacrificial animals was not uncommon, since the way to slaughter the sacrificial animals by swinging a long knife into the pig’s forehead. The host stated wisely that this ritual has been carried down and well preserved from generation to generation by ancestors for sacredness purpose than for pleasure.

The traditional food *ra’a rete*, steamed casava and *moke* drinks typical of Bena perceived as an authentic experience, since both international and domestic tourists involved with the indigenous people to consume it altogether during the ceremonial. The minority of international tourists stated that serving the traditional food with the bare hands were not hygienic, it should be served with traditional utensils to keep hygienic. The indigenous children have a positive perception from both international and domestic tourists, since they didn’t ask any contribution when photographed as well as a flute player genuinely in entertaining the tourists.

The perceptions towards Bena woven cloth of *ikad* and traditional bags was stated as an authentic experience since the tourists experienced to wave the local traditional fabric at each veranda of the traditional wooden houses and also could see several women waved the local fabric traditionally. The tourist perceived that bargaining the souvenir price with the local woman was a unique interaction. The woman in every veranda of the traditional wooden houses didn't push any tourists to buy the local souvenirs. The tourists prefer to buying organic color of the local woven than chemical color, since the organic seemed antique and unique. The local traditional woven motive was typically traditional village. The traditional bag of *bere* made of *lotar* wore as an attribute of the ceremonial costume was perceived more unique than plastic.

5. Conclusion

The patterns of commodification includes the process of production, distribution and consumption of the cultural heritage of Bena traditional village *named nua* in the form of constructing and or renovating the traditional wooden houses named *sa'o* as a place to live and gathering of all clans, as well as being used as homestays which are distributed to attract visitor's interest through brochures, local government official social media and other stakeholders' social media and word of mouth. The traditional ceremony of *ka sa'o* is a new house blessing ceremonial which was merely attended by members of the clan. However, it could be consumed as a tourist attraction. *Reba* is a sacred ceremony as a thanksgiving to the ancestors, which is scheduled on the web of the East Nusa Tenggara and Ngada, Lonely Planet and TripAdvisor tourism agencies to make it easier for tourists to get information on the uniqueness of the ceremony. The production of traditional woven cloth and traditional bags of *bere* were to fulfill an attribute of traditional ceremonial costume. It has re-produced, distributed and consumed to tourists to improve the quality of life of indigenous people.

The majority of both international and domestic tourists stated that the overall cultural product of the traditional megalithic village of Bena was distributed and consumed as an authentic experience, since the tourists have never perceived it in other cultural heritage destination and also in their country. The criteria of the authenticity experience were indicated with pure, unique, natural, traditional, and typically village life.

The minority complaint from both international and domestic tourist concerning public facilities, indigenous' hospitality, providing sufficient information about the history of the traditional megalithic village, traditional food hygienic should be considered as a positive recommendation to preserve the local culture from the commodification transformation.

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WELLNESS TOURISM EXPERIENCE OF VEGAN CULINARY AND LIFESTYLE: CASE STUDY SEMINYAK, BALI

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Abstract

Purpose: Bali as a destination most popular with foreign tourists needs to develop health tourism and vegetarian culinary to increase foreign tourist visits. A large number of varied vegetarian food menus can be one of the competitive advantages. The research aims to look at health developments related to the experience of tourists in terms of the culinary and vegan lifestyle.

Methodology: This research method is qualitative research using a descriptive literature approach. This research is very important considering the development of wellness tourism in Bali is very important, especially in promoting the culinary and vegan lifestyle which is now increasingly in demand by world tourists.

Findings: The results of this study are the many factors that support the promotion of culinary promotion and the vegan lifestyle in Bali, one of which is the biggest Yoga event which is always held in Bali, which is one of the places to promote wellness tourism in Bali, especially culinary and vegan lifestyle. Vegetarian tourism can be a new gimmick in attracting foreign tourists to visit Bali and enjoy a vegan culinary meal experience in Bali. This is also supported by the desire of the minister of tourism to encourage Indonesia to become a vegan tourist-friendly destination. However, the readiness of human resources and vegan culinary business actors needs to be improved, because there are still few business actors who are interested in focusing on vegan culinary, and there is still an opinion that few vegan tourists visit Indonesia making it difficult to compete with other countries, one of which is Thailand and India is famous for its vegetarian culinary tours that can be easily found..

Limitation: This study only uses analysis qualitative research using a descriptive literature approach thus, this research is lacking in terms of a quantitative approach. This study only examines one area so that it does not fully describe the situation.

Contribution: This study is also expected to be useful for the advancement of wellness tourism in Bali, as well as a reference in further research related to health tourism in Bali.

Keywords: *Wellness tourism; Vegan Culinary; Lifestyle*

1. Introduction

The development of wellness tourism in the world is growing rapidly and has attracted the attention of various countries to develop wellness tourism. Indonesia is one of the countries that has started to develop wellness tourism. The development of the Indonesian tourism sector is part of the priority targets in the work program of the President and Vice President Jokowi - Ma'ruf in the 2019-2024 period. Global tourists are not only seeking and getting new experiences but are also involved in making changes for the better in the fields of social, cultural, economic, and environmental life in a sustainable manner (Ryan, 2002; Cohen, 1979). In recent years there has been a shift in the tourism paradigm trend, from having the fun motivation to seeking new experiences (Kim et al., 2009; Kivela and Crotts, 2006; Quan and Wang, 2004).

Within destination development, cooperation and regionalism have been historically promoted (Zach, 2016); after all, it is the collective tourism product of a city or region that offers a bountiful appeal to draw in potential tourists. Allocating resources to build food and beverage products and shape marketing campaigns around food and beverage experiences (FBEs) has become an expected offering within destinations, far from being novel. As such, the links between gastronomy and tourism have been studied for quite some time (Hjalager & Corigliano, 2000; Kivela & Crotts, 2006), with scholarship becoming more refined and specialized (Slocum, 2016; Tsai & Wang, 2017). Because unique FBEs are now easy for tourists to find, destinations must emphasize differentiation within their marketing messages to foodie travelers. Food and beverage experiences (FBEs) are an important travel motivator in tourists' decision-making process (Whitney, et al., 2020). The importance of destination competitiveness has been widely examined in the tourism literature (Esparon et al., 2015; Mendola & Volo, 2017; Novais et al., 2018). A frequently utilized approach to understanding destination competitiveness was outlined by Ritchie and Crouch (2003) and accounts for both the comparative and competitive advantages of a destination. In the context of food tourism, a comparative advantage may be considered the human and physical resources as well as infrastructure and tourism superstructure that support the tourism industry (Ritchie & Crouch, 2003). Comparative advantage also includes natural and cultural resources, which contribute to the development of the foodways inherent to a destination community.

Food can also be a tourism attraction (Quan & Wang, 2004) and an important or even primary reason why a tourist visits a destination (Rimmington & Yüksel, 1998), bringing tourists closer to the destination's culture, people, and lifestyle (Lee & Arcodia, 2011). The traditional food of a destination embodies its culture and, therefore, serves as a marker of authenticity and an attraction for visitors (Ting, Hwa, Fam, & Richard, 2019). In many destinations, food is used as a part of the place image that is promoted to attract tourists (Choe & Kim, 2017). Food can also create a memorable experience and offer tourists novelty, surprise, and enjoyment during their trip (Kivela & Crotts, 2005). Local food has become one of the attractions for tourists in a community-based tourist destination (Galves et al., 2017; Bjork, P. et al., 2016). The meal experience of tourists on local culinary delights of a tourist destination can have an influence on tourist satisfaction and loyalty in the future (Clemente et al., 2019). The use of the terminology meal experience can be termed differently by researchers. Bjork and Raisanen (2014) mentioned as eating experience, Wijaya et al. (2014) mentioned as a dining experience, Akdag et al. (2018); Gregorash (2018); Bukharov and Berezka (2018), and Santa Cruz et al. (2019) mention it as a gastronomic experience while Clemente et al. (2019) mention it as a food experience. The term eating experience is the same but of course, it is adjusted to the context of the discussion in the study. The term meal experience is more widely used in the consumption of food by consumers at restaurants or traditional food by tourists at tourist destinations as a unified experience

However, destination marketing in general, and specifically towards a niche market (e.g. foodie travelers), occurs at varying scales such as state or province, city, and neighborhood. (Whitney, et al., 2020). Bali as the most popular destination for foreign tourists (tourists) needs to develop wellness tourism and vegetarian culinary to increase foreign tourist visits. Many local Balinese foods can be used as a means of vegetarian culinary delights. These local foods include plecing kale, lawar, jukut urap, beberuk, and tipat cantok (travel.tribunnews.com). However, foods that are well-known to foreign countries are foods that contain meat, one of which is boiled pork rice and betutu chicken which are well-known among foreign and domestic tourists (www.idntimes.com), so this cannot promote Bali as a vegan-friendly area. The increasing number of tourists with food allergies and different eating preferences triggers a wide array of problems within the gastronomy and tourism service establishment (Eren, 2020). Eren (2020) also findings reveal that travelers encounter a wide array of problems during their gastronomy and tourism-related experiences. Around the world, there is increasing interest in veganism and vegetarianism (Kaminski, Skonieczna-Zydecka, Nowak, & Stachowska, 2020). Advocates of a vegetarian diet consider that it can improve personal health, end animal suffering, and, at a global scale, reduce famine, and improve sustainability (Wu, 2014). Vegetarian diets are associated with a reduced risk of coronary heart disease and type 2 diabetes (McEvoy, Temple, & Woodside, 2012). In response to consumers' vegan or vegetarian dietary needs, restaurants in some popular tourist cities (such as Bali or Dubai) have provided menus with vegetarian options (Oktadiana, Pearce, & Mohammadi, 2020). Scholars classify vegetarians into two broad categories based on their motivation: health-oriented and ethically motivated vegetarians (Fox & Ward, 2008). Health-oriented vegetarians focus on personal health-related reasons (e.g., seeking health benefits or losing weight) for their food choice (Baron, 2013; Corliss, 2002; Craig & Mangels, 2009), whereas ethical vegetarians are altruistically oriented (Fox & Ward, 2008). Specifically, ethical vegetarians are typically motivated to prevent cruelty and harm to animals (Fessler, Arguello, Mekdara, & Macias, 2003) and protect the environment by reducing greenhouse gas from livestock (Fox, 2010). Ethical vegetarian tends to keep their dietary pattern longer (Hoffman, Stallings, Bessinger, & Brooks, 2013). The difficulties vegetarians face in traveling is a worldwide issue, especially in hotel or restaurant selection. Vegetarians often need custom-made offers while traveling and conflicts may occur if those service providers do not adequately cater to their special needs (Dewan, 2017). For instance, Rivera and Shani (2013) found that some restaurants are still unaware of the special needs of vegetarian tourists (e.g., a better-designed menu that explicitly marks vegetarian items). In hotel selection, vegetarians give priority to those environmentally and animal-friendly hotels, which can be indicated by facilities, food, and beverages in the hotels (Dilek & Fennell, 2018). Second, according to the cultural tightness–looseness framework in cross-cultural psychology, different countries differ in the regulatory impact of social norms on behaviors (Gelfand, Raver, Nishii, & Leslie, 2011)

2. Literature review

Wellness Tourism

The concept of wellness was firstly introduced by Hulbert Dunn in the 1950s (Sri, 2010) Afterwards, some experts proposed wellness definitions such as John W. Travis, Don Ardell, and Bill Hettler that have something in common which is wellness is multi-dimensional and holistic. Wellness tourism is illness prevention tourism that is part of health tourism (Mueller, H & Kaufmann, E, L., 2002). Wellness is an active process through which people become aware of, and make choices toward, a more successful existence (Global Spa Summit, 2011). While the main aspect of medical tourism, also known as healthcare tourism, is related to traveling to cure an illness (Han & Hwang, 2013), the core of wellness tourism is related to traveling for maintaining well-being and lifestyle improvement (Cockerell, 1996). Hashemi et al. (2015) indicated that the term “wellness” refers to “a special state of health, incorporating the harmony of body, mind, and spirit”. They also described it as one’s lifestyle.

Food Tourism

Food has always been an essential part of the human lifestyle. The word food means material consisting essentially of protein, carbohydrate, and fat used in the body of an organism to sustain growth, repair, and vital processes and to furnish energy. As food and tourism are related, interdependent, it is possible to talk about “Food Tourism”, which is often referred to as Culinary or Gastronomy Tourism. Kivela and Crotts (2006, 354) have defined gastronomy: “… a study of the relationship between culture and food” (Kivela and Crotts 2006, 354). This definition links already two fields together: cultural and social field. Food or Culinary Tourism is a reality within the tourism field (Barrero, 2016)
The influence of food tourism in the economy has had a great impact, which has raised some awareness of food tourism in other fields (Hall et al. 2003, 26.) A differentiation between two kinds of tourists involved with food (Hall et al. 2003, 27):

a) Tourists who consume food as part of their travel experience
b) Tourists whose actions and purposes are focused on and influenced mainly by food.

Definition of food tourism based on experts:

a) Gastronomy tourism: traveling to explore and enjoy the destination's food and beverage and to savor unique and I savor gastronomy experiences. (Kivela and Crotts, 2005:42)
b) CCulinarytourism: the materiality of food of a destination that helps to ground the experience for tourists, helping them to relate it to their everyday lives (Long, 1998:p.45)
c) Food tourism: visitation to primary and secondary food producers, food festivals, restaurants,s, and specific locations. For which food tasting and/ or experiencing the attributes o specialist food production regions are the primary motivating factor for travel. (Hall and Mitchell, 2001:308)
d) Tasting tourism: traveling for food and drink to a destination (Boniface, 2003:15)
e) Restaurant tourism: the role of the restaurant industry in the tourism experience and destination choice. (Sparks et al, 2003:6)
f) Wine tourism: a form of special-interest travel based on the desire to visit wine-producing regions or in what travelers are induced to visit wine-production regions and wineries in particular while traveling for other reason (Brown and Getz, 2005:266)
g) Gourmet tourism: tourists with high interest in food and wine and their traveling motivation are primary the visit of specific food event or farmers' market All, or nearly all, visitor activities are food-related (Hall and Sharples,2008:6)

Vegan Culinary and Lifestyle

The Vegan / Vegetarian group is one of the most critical trends that implement these functional dishes and develops rapidly in the world. (Son, Güzin, & Bulut, 2016). This group includes all or part of the animal foods from their diet, which is defined as a lifestyle or consists of people who do not consume ethical or philosophical values and animal products. (Mendes, 2013). The distinction between vegetarians and vegans is linked with following strict rules, Vegetarians have varied types by the food they are consuming and Vegans, are individuals who do not consume any animal flesh or animal products (Markowski, & Roxburg, 2019). Among the reasons that people apply the Vegan/Vegetarian practices to their diets is mainly to respect the right to live. Different reasons are exhibiting an ethical viewpoint against the slaughtering of animals (Barrero Toral, in Eren (2020), resisting the harm to nature, sustaining the health, and preserving their religious beliefs (Tezcan, 1999; Onçel, Guldemir, & Yayla, 2018). Vegan/Vegetarian nutrition has different styles that people have determined and implemented according to their living standards (Vesanto, & Davis, 2003). Various types of vegans are there according to Shani & DiPietro (2007), Fox & Ward (2008), Riviera & Shani (2013), dan Larsson et al. (2003) are:

- Flexible vegetarians: They are vegetarians, but they eat meat products periodically to sustain the nutritional benefits of a balanced diet
- Half vegetarians: They eat most of the animal products, but they bypass the red meat.
- Pescatarians: They nourish with dairy products, seafood, and eggs. However; they do not consume other animal products.
- Milk and Eggs: They Consume dairy and eggs but never eat the other animal produce
- Dairyarians: Among all animal products, they only consume dairy.
- Egg eaters: Among all animal products, they only consume dairy.
- Raw Food: They eat everything uncooked, and they do not consume animal flesh.
- Fruitarians: They nourish with fruits, nuts, and seeds.
- Conformed Vegans: Even if they do not follow the dietetic rules very strictly, those people like to share and spread the ideology behind veganism. They like to attend vegan related social events.
- Organized Vegans: They never consume or use any animal or related products. They defend animal rights, solidarity, equality, and sustainability as a strict activist. They organize social group events and activism meetings.
- Individual Vegans: They are the strict vegans who never present in the groups. They do not follow or attend any event. They do not have activist tendencies.

3. Research methodology

This research uses qualitative. Qualitative research is research that intends to understand the phenomena experienced by research subjects holistically, and utilizing descriptions in the form of words and language, in a special natural context, and by utilizing various scientific methods (Moleong, 2007: 6). The type of research approach is descriptive. Descriptive research is research that seeks to address existing problem solutions based on data.

4. Discussions

Travelers' motivations for attending food-related festivals or visiting food markets also have been discussed. For example, patrons attending food-related festivals are driven by extrinsic motives (e.g., their family wanted to go), generic leisure, and travel needs, or event-specific experiences exploration (Chang & Yuan, 2011). Similarly, tourists visiting the food market are motivated by escaping from daily routine, cultural experience, prestige, and food market involvement. Furthermore, food neophilia moderated the effects of these four motivational dimensions underlying food market visit on satisfaction (Dimitrovski & Crespi-Vallbona, 2017). So far, less attention has been paid to understand travelers' motivations toward a food destination. Recent research (Su et al., 2020) focused on those seeking food-related experience as the primary reason for their trip and found three push factors: a taste of food, socialization, and cultural experiences; and three pull factors: core food-tourism appeals, traditional food appeals, and local destination appeals.

Research from Li S, et al. (2020) stated motivations include personal vegan food preferences, changing family members' attitudes toward vegan food, and visiting local attractions. The vegan packaged tour includes vegan meals and activities emphasizing self-reflection and eudemonic benefits, such as personal growth and mindfulness.Based on data from Oliver's Travel published in The Global Vegetarian Index, Indonesia is one of the best countries to enjoy vegetarian dishes. Indonesia is ranked 16 out of the 20 best countries out of a total of 183 countries included in the assessment (https://www.inews.id/). The Global Vegetarian Index is based on three metrics: the number of vegetarian restaurants, the number of vegetarian restaurants concerning population size, and the annual meat consumption per capita. Jamie's website Oliver's Travels created the Index and ranked Indonesia as the 16th most vegetarian country in the world (www.oliverstravels.com).

Vegetarian tourism can be a new gimmick in attracting foreign tourists to visit Bali and enjoy a vegan culinary meal experience in Bali.This is also supported by the desire of the minister of tourism to encourage Indonesia to become a vegan tourist-friendly destination. Tourism Minister Arief Yahya said that Indonesia has the potential to develop vegetarian and vegan tourist destinations so that Indonesia can become a friendly destination for tourists, both domestic and foreign who adhere to a vegan and vegetarian diet, but Indonesia is not famous for vegetarian culinary, This is in line with what was conveyed by the Minister of Tourism Arief Yahya:

"*… The vegetarian community in the world numbers 700 million people, and the majority are in India with 350 million people followed by China with 50 million people. The two countries are the five main markets for foreign tourists to Indonesia. China contributed 2.2 million tourists and India contributed 485,000 tourists. This is a tremendous potential for Indonesia to develop vegetarian culinary destinations. But unfortunately, Indonesia is not well known for that….* "

Bali is a destination for vegan tourists, so it is hoped that Bali will be given more serious attention regarding the development of vegan tourism so that it will increase the number of tourists visiting Bali. This is by the statement from the Minister of Tourism Arief Yahya:

"*… Vegan people are looking for a comfortable restaurant, so far they have focused on Bali. In an analogy, vegan people, like Muslims, are looking for halal restaurants. They must feel comfortable to enjoy vegan food. The Ministry of Tourism's program in the future will hold a fam trip, especially for tourism industry players in India, to be directed to Sarinah so that their top of mind is immediately formed ..* "

Another opinion was expressed by I Gde Pitana Brahmananda, Deputy for Marketing Development I of the Ministry of Tourism (Kemenpar):

"*... Vegan tourists will feel comfortable if a city or country visited has a vegan or vegetarian restaurant, and at the 2010 Indonesian Vegan Festival the number of visitors reached 10 thousand people ...*"

Seeing the enthusiasm of vegan tourists coming to a country that provides vegan tourism indicates that there is great potential for vegan tourists. The more tourists who visit will certainly increase the country's income. However, the number of vegetarian restaurants in Indonesia, especially in Bali, is not much, so it becomes a problem for vegan tourists. This is consistent with research from Rivera and Shani (2013) found that some restaurants are still unaware of the special needs of vegetarian tourists (e.g., a better-designed menu that explicitly marks vegetarian items). In hotel selection, vegetarians give priority to those environmentally and animal-friendly hotels, which can be indicated by facilities, food, and beverages in the hotels (Dilek & Fennell, 2018).

Many factors support the existence of means of promoting culinary and vegan lifestyle in Bali, one of which is the vegan event which is always held such as the 2018 Indonesian Vegan Festival, the 2018 Earth Day Vegan Festival which takes place at Tribeca Park, Central Park Mall West Jakarta, The Indonesia International Vegan Festival & Forum 2018 'at Neo SOHO Mall, Podomoro City, West Jakarta, and the Bali Spirit Festival which is often held annually in Bali are one of the venues to promote wellness tourism in Bali, especially culinary and vegan lifestyle.

Two places are the choice of tourists when visiting Bali, namely Ubud and Seminyak (travel.kompas.com). Ubud ranks second in the Most Vegan-Friendly City in the World in 2020 issued by theveganworld.com. As a hub for tourists and digital nomads, Ubud is very vegan-friendly. It has 19 vegan restaurants per 100,000 residents. Since it's in the tropical paradise of Bali, you can of course find tropical fruit galore, as well as a variety of vegan-friendly restaurants (theveganworld.com). Seminyak also has vegetarian restaurants but is not known as a “vegan-friendly” area as only Ubud is recorded as having the most vegan restaurants per 100,000 residents. Many restaurants travel bloggers recommend for vegetarian people. These include KYND Community, Plants, Earth Café, Mad Pops, and Zula (thehoneycombers.com; thebalibible.com). Of course, there are not as many vegetarian restaurants in Seminyak as those in Ubud, this can cause a little trouble for vegetarian tourists who are on vacation to Seminyak. The government's desire to make Indonesia a vegan-friendly country needs the support of every regional leader and business actor to be ready to make Indonesia in general and Bali in particular to become a vegan-friendly tourist destination. The need to hold promotions related to wellness tourism in areas other than Ubud, such as Seminyak, will be useful in promoting Seminyak which is also a vegan-friendly area so that not only Ubud will be known as a vegan-friendly area, but also Seminyak. This is because vegan consumers are one of the potential consumers whose numbers are increasing every year.

Based on research from (Septiyanti, 2018), 76 respondents chose the quality of nutritious food, while the highest value on the quality of fresh food was chosen by 73 respondents, this indicates that the food sold in restaurants can meet the nutritional needs of consumers and still maintain the quality of food from the process. raw, processing until serving. Besides, nutritious foods contain nutrients that are very beneficial for health. So this reflects that tourists tend to choose nutritious and fresh foods such as vegetarian food. However, the readiness of human resources and vegan culinary entrepreneurs needs to be improved, because there are still a few business actors who are interested in focusing on vegan culinary, especially in the Seminyak area, and there is still an opinion that few vegan tourists visit Indonesia, making it difficult to compete with other countries. one of them is Thailand and India which are famous for their vegetarian culinary tours which can be easily found.

5. Conclusion

Although vegan culinary tourism is still relatively small, this culinary business niche is considered to have the potential to boost tourist spending in Indonesia. Therefore, the government needs to encourage entrepreneurs to participate in developing vegan cuisine in every tourist destination so that it becomes a friendly area for vegan tourists from within the country and abroad. The government needs more serious attention to facilitate vegan tourists, not only promoting that Bali is vegan friendly, but also educating culinary businesses and tourism service providers that vegan tourists are not small and provide the same potential or even more than non-tourists. The number of means of developing culinary and vegan lifestyle in Bali, and the desire of the Minister of Tourism in encouraging Indonesia to become a country that is friendly to vegan tourists, are expected to be one of the drivers of wellness tourism in Indonesia, especially in Bali. This study is also expected to be useful for the advancement of wellness tourism in Bali, as well as a reference in further research related to health tourism in Bali.

Limitation and study forward

This study only uses analysis qualitative research using a descriptive literature approach thus, this research is lacking in terms of a quantitative approach. This study only examines one area so that it does not fully describe the situation. For the future study, may use a quantitative approach or mix method. Future studies could examine other objects related to the development of wellness tourism in Bali

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STORIES IN ECOTOURISM: HOW TO SUSTANAIBLE DEVELOPPE TOURISM DESTINATION, CASE STUDY OF RAMMANG-RAMMANG KARST

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Abstract

Storytelling represents a story or myth about a tourist destination. Travellers have stories about objects, and they become the Storyteller of the objects visited. This article aims to explore the use of travellers to the objects visited and how their knowledge becomes storytelling. The tourist destination that is the object of study is the karst tourist destination Rammang-Rammang, a place in the Karst mountain cluster Maros-Pangkep Indonesia. This paper will use a myth theory as a communication system in creating stories against an object. The results of this study showed that elements are forming the stories Rammang-Rammang as the attraction of ecotourism, namely living culture Rammang-Rammang, mangrove trees, Nipah palm, rivers, boats, karst, caves, Empang and house Traditional Bugis. Tourists can tell stories (myths) from the elements of the stories. Tourists as storyteller against Rammang-Rammang Ecoutirisme as a media promotion of tourism. Tourists, as storyteller promotes objects visited.

Keywords: *Rammang-rammang Karst, storytelling, myth, ecotourism*

Introduction

Based on history, the myth has existed since the days of Greece and Rome. We can find the myth stories in ancient Greek literature (Cuthbertson, 1975; Hasyim et al., 2019). Greek Myth or Mythology is a collection of myths and legends that originated in Ancient Greece and contained stories about Gods and Heroes, the nature of the world, and the origin and meaning of the ritual practices and cults of the Ancient Greeks. Greek mythology is part of Religion in Ancient Greece. The myth also describes the universe and explains the origin of the world (Brazouski & Klatt, 1993). The purpose of this myth created by the poet is to make the universe, and the original world can be explained by human reason. An example of mythological work created by Homer is Iliad and Odysseia (britannica.com). Some other examples are Ramayana (Griffith, 2008), Mahabharata (Patil, 1976), Odysseus (Finley, 2002), and I La Galigo (Kern, 1989).

Myths or mythologies contain stories (Hasyim, 2019; Kuswarini et al., 2020). In literature, it is also called storytelling (Moin et al., 2020), which is a way to convey a story (about life, understanding the world, individual relationships with other people, and so on.) to listeners, in the form of words, pictures, photos, as well as voice (Moscardo, 2010; Sanders & vanKrieken, 2018). Barthes (1957) developed the concept of myth under the name mythology, stating that myth is not only a narrative (storytelling) about gods, heroes, and mythical beings but also an explanation of the origin, actions and character of humans in addition to world phenomena.

Barthes (1957) uses the term mythology for modern myths, a combination of the words 'mythos' which means 'true mythical thinking', and 'logos', which means 'rational-scientific thinking' (Danesi, 2004). Mythology is a term used by Barthes to distinguish the concept presented by him from the traditional version of the myth. Mythology is a modern myth, in which the aspect of 'logos' (rational or scientific thinking) is included. Therefore, the old version of the myth is any story (storytelling) that does not make sense but is believed to be true by a society. Meanwhile, modern myth is storytelling which is rationalized so that the myth or story becomes common knowledge in society.

Barthes (1977) provides an example of a myth (storytelling) in Panzani's advertisement (Figure 1). In the advertisement, a visual display of Italian food with the Panzani trademark in the form of pasta, sauce and cheese displayed in a semi-open shopping basket with vegetables, tomatoes, chillies, mushrooms and onions. The storytelling in the advertisement tells the story of the luxury of Italian taste.

Figure 1. Panzani advertissment

Currently, storytelling has been used as an interdisciplinary and multidisciplinary approach. Storytelling has been used in research in communication science (Jager, 2019), storytelling in marketing (Mancuso & Stuth, 2014, Boldosova, 2020), health promotion (Alber et al., 2020) and learning (Zivan, 2020). Storytelling has also been used in tourism marketing (Frost et al., 2020; Su et al., 2020; Chen et al., 2020).

In this paper, we use a storytelling study of Rammang-Rammang Karst tourist destination with Barthes semiotic approach (myth theory). This theory is used to link storytelling to the image of the Rammang-Rammang Karst tourist attraction promoted by travel companies in online media and the meaning perceived by tourists after visiting the tourist attraction. The purpose of this paper is to explain the meaning of the iconic message of storytelling in the image of the Rammang-rammang tourist attraction perceived by tourists. The research data obtained and became the object of research were the pictures of the Rammang-rammang tourist attraction on the internet and the tourists visiting the object.

Literature Revieux

Rammang-Rammang Village

South Sulawesi is one of the most popular tourist destinations in Indonesia. Rammang-rammang, a hidden gem from Sulawesi, is located in this province. Behind the charm of the coastal line, the second largest limestone mountains (karst) in the world can be found, in Rammang-Rammang, Maros Regency, South Sulawesi, Indonesia. Rammang-Rammang tourism object is in the Maros-Pangkep Limestone Mountains (karst) Cluster. It is about 40 km to the north of Makassar City and can be reached by land transportation using a motorized vehicle with a travel time of approximately 2 hours from Makassar City.

Rammang-rammang is one of the tourist destinations in Maros Regency, South Sulawesi. The name Rammang-rammang itself comes from Makassar language, which means a group of clouds or fog. This term refers to natural conditions when the area is always shrouded in clouds and sometimes in thick fog in the morning.

Figure 2. Karst mountain as one of the tourist attractions of Rammang-rammang

From various sources of information obtained, Rammang-rammang was once a limestone mining area. This activity took place in 2008. At that time, there were three companies from China that obtained permits to mine. Previously, this area would be employed by a marble company by offering the local people to be employed at the company. However, the people refused firmly because they knew the consequences, namely the damage to the ecosystem. After years of struggling to save the area, the area finally became a tourist attraction. The existence of limestone mountains (karst) that surround this area makes Rammang-rammang increasingly known (Marthalina, 2019). Since 2017, this karst area has officially become a Geopark National Park. The limestone mountains (karst) which are the main attraction are formed due to the dissolving process of a carbonate rock area, resulting in a unique shape of the earth's surface with exokarst and endokarst characteristics (Prayuni, 2013). Not only limestone mountains (karst), Rammang-rammang also offers many other interesting tourist attractions, namely Telaga Bidadari, Limestone Forest Park, Telapak Tangan Cave, Bulu Karaka Cave, Pute River, Bidadari Lake and Kampung Berua. The beauty of Rammang-rammang can be compared with Ha Long Bay in Vietnam and Guilin in China (Kartika, 2020).

Myth Theory (Storytelling)

Myths are fantastic myths in an extemporary sense that explains the world's creation as well as the activities of founding figures. In this way, mythology is employed in a time of uncertainty, so that the community can overcome its obstacles. Myths are more important as a philosophical structure for a culture that explores the irony of life simply because their cultural values are more vivid than any other (Solá, 2004). A primary classification suggests that those myths which refer to the creation of the universe are cosmologically denominated while those which indicate that The last few days are a scatological one. Eliade (1968) argues convincingly that myths are related to an event that occurred in the origins of life, an exceptional event that narrates parents' feats and reflects their virtue and morality. Pritchard says the theory must be seen as a social construe beyond the limits of time with the legitimization of the political system. The fallacy lies in the ceremonial dint of the culture (Pritcjard, 1977). Previously all social practices are determined in different respects by myths.

Instead, Leach (1954) says there is no philosophical distinction between rites and legend. In fact, the myths originate from what can be allowed or forbidden in our culture, but anthropologists are unable to examine myths explicitly except by analyzing rite-performance (Leach, 1954; Morris, 1995). Nevertheless the myth serves as a tool for Malinowski voicing cultural values, aspirations and problems. It not only connotes human behaviors but anthropologists will research it. Anthropologists should carefully study the culture myths before joining the field-work. Otherwise it will be very hard to understand the surrounding acts observed (Malinowski, 1998). When Levi-Strauss recognizes that culture is full of contradictions, he stimulates the debate. The most critical thing at the moment we live is the fact that we are dying (Arafah & Hasyim, 2019). Life can be compared to a journey while death is its last station. Since our value system is based on contrasting points, myth makes the understanding easier.

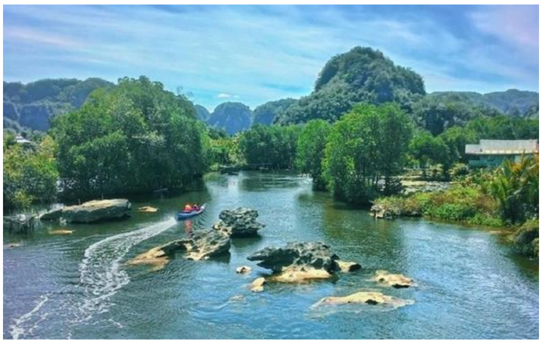
Myth does not exert control on what it says freely but through what it is quiet about. Levi-Strauss (2002) also thinks it is time to create a periodic table of cultures, starting from the premise that myths exhibits how cultures were designed. Nearly all mythologies and religions have the archetypes of life and death. This polemic point initiated a hot criticism of Mary Douglas who responded to the myth of Levi-Strauss without the social practice can not be understood. Anthropologist can't determine the role of myths outside the previous rites (Douglas, 1998; Maknun et al., 2019, Kaharuddin & Hasyim, 2020). What is important to discuss is when we are able to think Travel and tourism through our imaginative interpretations. In this token, Eliade (2006) said the conquest stems from our propensity to possession, discovery, and dominion. At the time of understanding the social role of myths, which consists in the destruction and cyclical restoration of signs, regeneration of spaces is of utmost importance. The necessity of explaining those universe mysteries seems to be the reason for myths.

RESEARCH METHOD

The researcher uses data collection techniques in the form of pictures (photos) of Rammang-rammang tourist objects from the internet promoted by tours and travel and the distribution of questionnaires in tourist objects. Data reduction is done by summarizing and selecting important data from various information related to storytelling on Rammang-Rammang karst tourist destination. There are six photographic images of Rammang-rammang karst that are most dominant on the internet.

Data 1. Source: https://detik.com

Data 2. Source: https://pegipegi.com



Data 3. Source: https://detik.com

Data 4. Source: https://suara.com

Data 5. Source: https://detik.com

Data 6. Source: https://detiktravel.com

To obtain information about the storytelling of the Rammang-rammang tourist destination, we have also collected data by distributing questionnaires to tourists visiting the area. We did not collect data through interviews because the time spent on the tour by tourists was very short and they were chasing time so that their tour could last until late evening.

The questions given are related to the Rammang-rammang karst story and what activities the tourists want to do in this destination. As many as fifty tourists gave answers to the questions given. Eighty per cent of them are local tourists, and 20 per cent are foreign tourists. The stories about Rammang-rammang they found and the activities they did are in accordance with the stories about Rammang-rammang.

RESULT AND DISCUSSION

The Characteristics of Rammang-rammang Karst

Rammang-Rammang Karst tourist destination is one of the tourist destinations that has existed since 2012. There are several characteristics that attract the attention of tourists to visit Rammang-Rammang karst tourist attraction, namely: 1). Unique karst rock clusters in the form of stalactite and stalagmite; 2). Pute river attraction which is surrounded by trees; 3). Stone forest; 4). Prehistoric caves; 5). Beautiful natural panorama; and 6) Local community wisdom. Based on the results of the observations, it is concluded that Rammang-Rammang karst tourist destination has many prominent attractions and activities so that it is favoured by tourists.

To create a sense of comfort, safety and pleasure for tourists, the local government provides convenience and fulfilment of the needs of tourists in enjoying the tourism products offered by providing facilities, including health facilities, cleanliness, communication, security, hotels/inns, entertainment venues, souvenir shops and restaurants and facilities with common standards for tourists such as lavatory and parking lots. Tourist facilities are provided with the aim that tourists can enjoy natural beauty or uniqueness of tourist destinations.

Rammang-Rammang karst area has provided adequate tourism facilities and services and is still managed modestly by the local community. Residents' houses function as homestays. There are boats, bamboo gazebos and food served by local residents. In principle, the available facilities are expected to support tourism activities.

One of the attractions of Rammang-rammang is that tourists can take a tour along the river by motorboat. This boat will take tourists from the Rammang-rammang pier, along a shallow, calm river surrounded by karst mountains and palm trees. The water is shallow and clear, so tourists can see the small fish swim. Along the side of the river, there are palm trees with the fronds dangling into the water. On the other side, there are karst cliffs. Up there, on the face of those cliffs, the bats made their nests. By late afternoon, thousands of bats will come out of the nest, doing attractions by flying in circles in front of the nest, before flying through the dark night to find food. At night, tourists can see thousands of fireflies perching on the trees. Boat owners, residents who live in Rammang-rammang, take tourists by motorboat. Another big attraction that makes tourists want to visit is the beauty of Rammang-rammang, which resembles a natural landscape painting.

Rammang-rammang tourist destination also provides views of green rice fields in the middle of a karst forest. Residents' houses stand on the edge of the rice fields. Tourists will also see ducks swimming in the pond. On the side of the village is a rocky hill, leaning right at the foot of a karst cliff. There are small cottages owned by residents where tourists can rest while enjoying young coconuts and amazing natural scenery. This destination also offers ancient caves with stalagmites that shine and glow.

Image Storytelling of Rammang Karts Tourism Destinastion
Image Storytelling

Photographic images are storytelling that conveys a message. Storytelling in tourist destination images is built by several elements, namely the sender of the image or the narrator, who makes the story behind the image. Storytelling narrators take pictures, sort, compile and provide comments, then publish them on the internet through the websites of tours and travel companies, government agencies or on social media. The recipients of the messages are internet readers (tourists). Meanwhile, the transmission channels are online media and social media. Storytelling on tourist destination images cannot stand alone. It is built by other structures, namely titles and comments. These two structures (images and titles and comments) work in one system that produces storytelling.

The first structure is an image built on lighting, image viewpoints, composition and moment (Nasution, 2012). The lighting in a tourist destination image can come from the sun and moon. The benefit of light can help create a storytelling effect in the image.

Figure 2.

Fugure 3.

The point of view is the angle of the picture that can present the sensation of storytelling.

Figure 4.

Figure 5.

The composition is a technique of taking layout and placing storytelling contents in the image. With the technique of The Rule Of Third (Nasution, 2012), image storytelling can be found according to the emphasis of the image message. The result of the composition of the image presents a different message.

Figure 6.

Moments are the delivery of the main image message that can make a great impression.

Figure 7

Figure 8

Storytelling by tourists

To get a story about the destination of Rammang-rammang, questionnaires were distributed to tourists who visited the object. We conducted observations of tourist activities and distributed questionnaires that were prepared when they arrived and returned the questionnaires when they finished their tour. In data collection, respondents were asked to identify the stories obtained about Rammang-rammang before visiting the area, what stories they had received and the reasons or motivations for travelling in Rammang-rammang Karst.

The data about the Rammang-rammang story were obtained through a questionnaire. Tourists get information about Rammang-rammang Karst as a tourist destination in Indonesia through the internet, and information through relatives or family who have visited Rammang-Rammang. The story about Rammang-rammang is obtained from word of mouth, especially those who have visited the area. To get more precise and detailed information, tourists look for information through travel agents, such as brochures containing Rammang-rammang tour packages and information about Toraja in the form of videos on Youtube. Information obtained about Rammang-rammang Karst tourist destination is that it is a natural tourist attraction with the characteristics of karst mountains. The dominant knowledge they get is Rammang-Rammang living culture, mangrove trees, Nipah palms, rivers, boats, karst, caves, fish ponds and traditional Bugis houses.

The results of the questionnaire from visitors showed that the obtained information about the story of Rammang-rammang Karst becomes their motivation to visit this tourist area. The results of the interview can be seen in table 1.

No	Story of Rammang-rammang Karst and activity of tourist	Percentage
1.	It is found in the field that Rammang-Rammang attractions are like real painting.	88.7
2.	Rammang-rammang Karst is like an imaginary world in the real world.	87.6
3.	The tourists get new experiences that have not been obtained before. (Tour by boat along the river with views of palm trees, Bugis traditional houses, and karst mountains.)	81.4
4.	Their activities are carried out as described in the website about Rammang-rammang Karst.	90.6
5.	The tourists eat at the Bugis houses around the fish pond	74.3

Table 1. Story of Rammang-rammang Karst and activity of tourist

Based on Table 1, the tourists commented that the Rammang-rammang story they found was the same as when they visited Rammang-rammang and the Rammang story was not fiction, but a real story and they could directly witness Rammang tourist attraction, enjoy its nature and do various activities to get new experiences. As many as 88.7 percent of tourists commented on the stories they found that the Rammang-rammang tourist attraction was like a picture painting and this was a fact that was found during the visit. The natural beauty of Rammang-rammmang is fantastic, for example karst, which is displayed on the Internet through tour programs offered by tours and travel, as they find in the field. Thus, as many as 87% of tourists tell stories that Rammang-rammang kars is like an imaginary world found in reality. The beautiful panoramic image of this tourist attraction arouses curiosity and has the motivation to prove directly in the field what is depicted through photographs on the internet. The uniqueness of Rammang-rammang Karst tourist attraction makes as many as 81% of tourists visit to get new experiences that they have never found before, for example watching views of karst mountains, boat tours along the river with views of palm trees, and karst mountain, Bugis traditional houses and prehistoric caves. There are 90.6% of tourists doing all tour activities as told on the website about the Rammang-rammang tourist attraction and on the tour programs offered by travel. Another activity carried out by tourists is eating at the traditional Bugis house around the fish pond. As many as 74% of tourists want to enjoy food and drinks at the traditional home while watching the expansive view of the fish pond.

CONCLUSION

The results showed that storytelling of a tourist destination is a communication system that emphasizes messages. Storytelling has a message that serves as a communication system that provides motivation for tourists to visit the tourist attraction. Storytelling on Rammang-rammang karst tells of a tourist attraction depicted as a beautiful and fantastic painting and presents a dream world with a landscape like a painting. Storytelling in Rammang-rammang is told like stories obtained by tourists and this storytelling gives motivation to tourists to go on tours. Tourists who have visited Rammang-rammang can become 'the storyteller' and they will tell stories about the tourist destination of Rammang-rammang.

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ANALYSIS OF THE INTERNAL CONTROL MANAGEMENT AT SMES IN ABU DHABI: A CASE STUDY ON TAQA

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Purpose of the study:

The purpose of the study is identify the reasons that have made the internal control system in TAQA weak and caused the major challenge of inefficiency in providing products and services at the affordable price range.

Methodology: The research was performed in 300 working hours. Moreover, the data were collected through qualitative as well as a quantitative method.

Findings: Based on the above qualitative analysis, it can be determined that the SMEs should look forward to identify the potential growth areas and grab the potential opportunity before others in order to gain effective market share and base of the customers. The root cause of incapability of providing products and services at affordable price range is the ignorance of the managers, inefficiency of the employees and overall weak internal control system. However, it is necessary for the SMEs to adopt advanced technologies in the system of logistic management. Additionally, the management in the higher level of the SMEs must focus on reducing internal injuries of the workers. It is important for maintaining the cost at the low level. At the same time, proper promotional activities and marketing must be done for ensuring the growth and popularity in the marketplace.

Limitations: The overall study is conducted in an ethical manner and does not provide any manipulative observations or statements. However, various difficulties were addressed effectively in order to accomplish the objectives of the paper. It was quite hard to take approval from the management of TAQA, as there are quite strict with their job procedure. Moreover, getting access to the data was not as easy as it was to be handled properly so that the authenticity of the organization is maintained. Time constraints limit the research+h. Additionally, most of the employees were working in hectic schedules, which reduced the efficiency of the surveys.

Contributions: In regards to the problems that were stated at the initial stage of the paper, the study looks frontward to provide effective recommendations for SMEs to establish an efficient as well as effective customer base and increase their market reach in order to enhance their productivity and profitability. The study had contributed towards identifying the various root cause of current issue along with the most effective opportunity for SMEs to grab in the future years.

Key words: Entrepreneurship, small business, management team. Awareness.

ABSTRACT

The study has been conducted as the guideline for small business enterprises in the market of UAE. It is identified that the study is beneficial for increasing the idea about the challenges and opportunities a company has to face in order to operate within the UAE market in an effective manner. The findings reveal that the practice of e-commerce is considered to be beneficial for the small scale business to execute their services within the market of UAE. It is identified that TAQA, as well as the SMEs in UAE are presently facing various barriers in the market. It is also identified that company is unable to provide products and services at affordable price to the customers. It is evaluated in the concern report that the business of TAQA is considered to be effective in identification of the issues and execute the management practices in recent times. It is identified that no bias practices are encouraged by the management team of TAQA. The study makes it evidence that salary increments are needed to the employee with efficient service execution within the organization.

1.0 PHASE 1 – INTRODUCTION OF ORGANIZATIONAL RESEARCH

1.1 Investigation and Problem/Project Definition

UAE is considered as one of the most lucrative markets for the small business enterprises as the government is highly focused on improving the domestic business performance. At the present time, there are many small businesses or nationalized companies are operating efficiently in the market of UAE. The following graph is showing how the number of SMEs and investment has increased in UAE in last 7 years:

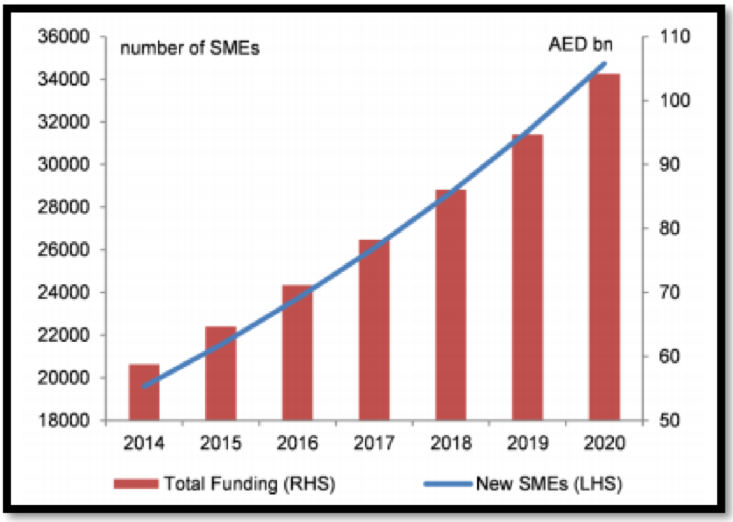

Figure 1: Long term funding requirements for SME every year

Source: (Emiratesnbd.com, 2014)

The above-stated figure represents that the long-term investment every year will facilitate the SME to grow effectively in UAE (Ahmad, Ahmad, & Bakar, 2018). The figure indicates that with the enhancement in assumed funding, the growth of SMEs also increases. The financing requirements open up various new opportunities for the SMEs as it allows the business to expand its market reach as well as customer base. The long-term requirements of financing are normal within the range of one to five million AED.

Though the number of SMEs in UAE is increasing, the major problem that the SMEs are facing at present is maintaining standard level of operational excellence in business. Focusing particularly on TAQA, it must be stated that the company is presently suffering from the problem of providing the water and energy to the people in Abu Dhabi at an affordable price. The annual report of the company states that providing the water and energy at the affordable price is a major challenge that the company is dealing with (Taqaglobal.com, 2020).

While performing an internship, the below-stated observations, regarding the issues in business was observed:

- Lack of efficiency in terms of reducing the overall production cost of the business
- Lack of promotional activities that can make TAQA more attractive to the people in Abu Dhabi
- Lack of efficiency in logistic management.
- Lack of efficiency in controlling internal business alliances of the company

1.2 Statement of the Problem/Project

The main problem that the study deals with is – *Providing the products and services at a affordable market price is becoming a major challenge for the SMEs in Abu Dhabi*.

The domestic companies in Abu Dhabi like TAQA are presently facing the difficulty in terms of offering its products and services at the affordable price to the customers or people in the country. This problem has risen because the higher management of the company is highly focused on the target of increasing production level; whereas, they have neglected the inefficiency of the employees. Several incidents of injuries increased the total cost of the business and ultimately it faced difficulties in offering the products at affordable price range to the people. This is indicating the fact that the internal control management is not effective within the company. This is not the case in TAQA only, but the other SMEs are also facing the same issue in Abu Dhabi.

1.3 Purpose/Objective of the Research Study

The purpose of the study is identify the reasons that have made the internal control system in TAQA weak and caused the major challenge of inefficiency in providing products and services at the affordable price range.

The objectives associated with the paper are drafted below:

- To identify the reason for which internal control system is weak in TAQA
- To identify the extent to which the management at TAQA is focused on the logistic management of the company
- To identify the extent to which the management at TAQA is focused on the employees' safety management within the workplace
- To provide effective recommendation in order to prevent TAQA the recent challenge

1.4 Arrangement and Approach of Study

The data collection section focused on the survey by undertaking a 10-survey question based on the problem statements with 10 participants of the organization. On the other hand, interview will be conducted with 2 participants.

2.0 PHASE TWO - PROPOSAL AND PLANNING OF THE PROJECT

2.1 Target Audience

The target audience of this study will be the internal stakeholders of the company like the managers and employees. At the same time, this study will also be beneficial for the managers in other SMEs in Abu Dhabi as well as in UAE. The findings of the study will guide the managers in terms of proper internal management and customer satisfaction.

2.2 Methodology for the Research

The research was performed in 300 working hours. Moreover, the data were collected through qualitative as well as a quantitative method.

Quantitative method

The survey was undertaken by considering ten questions based on the various opportunities available in the market along with the barriers the employees, management, and staff is facing due to the fraud alert of the business alliances. The data were subsequently acquired from the ten employees working within the organization. Moreover, the pie charts will be used in order to represent the findings.

Qualitative method

The interviews with two managers from the management of TAQA were undertaken in a confidential manner in order to know about the various business opportunities available in the market. The interview also helped in knowing about the adverse effect of the fraud cases due to the occurrence of fraud alerts of the business alliance.

2.3 Corporate Description

Abu Dhabi National Energy Company PJSC (TAQA) is the global energy and the water firm, which is listed in the stock exchange in Abu Dhabi and is operating in around 11 nations on the global platform. TAQA is often referred to as the energy in Arabic. The organization was founded in the year 2005 and became listed on the Securities Exchange in Abu Dhabi (Taqaglobal.com, 2020). The organization had currently operated with 2700 employees in Morocco Ghana, India, Saudi Arabia, Canada, Iraq, Oman, United States, Netherlands, United Kingdom, and UAE.

2.3.1 The activities of the organization

The company operates in the field of gas and oil exploration and pipelines, production, underground storage of Gas, water desalination, and power generation.

2.3.2 Strategic Management

TAQA is much focused on holding the clear vision and values for the future. They consider it as the pillars of their business (Taqaglobal.com, 2020). It facilitates the organization to drive its success and helps them to effectively interact with their stakeholders such as the government, investors, partners of industry, communities, and customers by operating in an efficient manner in the market.

Purpose of TAQA

The organization looks frontward to believe that energy holds power to enhance and improve the lives of human beings along with their prosperity (Taqaglobal.com, 2020). The organization delivers affordable as well as reliable energy and water to provide effective solutions to the customers.

Vision of TAQA

TAQA's vision is to become the leader in the international water and energy operator from Abu Dhabi (Taqaglobal.com, 2020).

Values of TAQA

The values of TAQA are drafted below:

- Conducting a safe and sustainable way of doing business
- Pursuing excellence in everything in order to deliver effective services and products to the customers (Taqaglobal.com, 2020).
- The organizations promote being trusted and trusting their partners by treating everyone with respect and courtesy.

Organizational chart

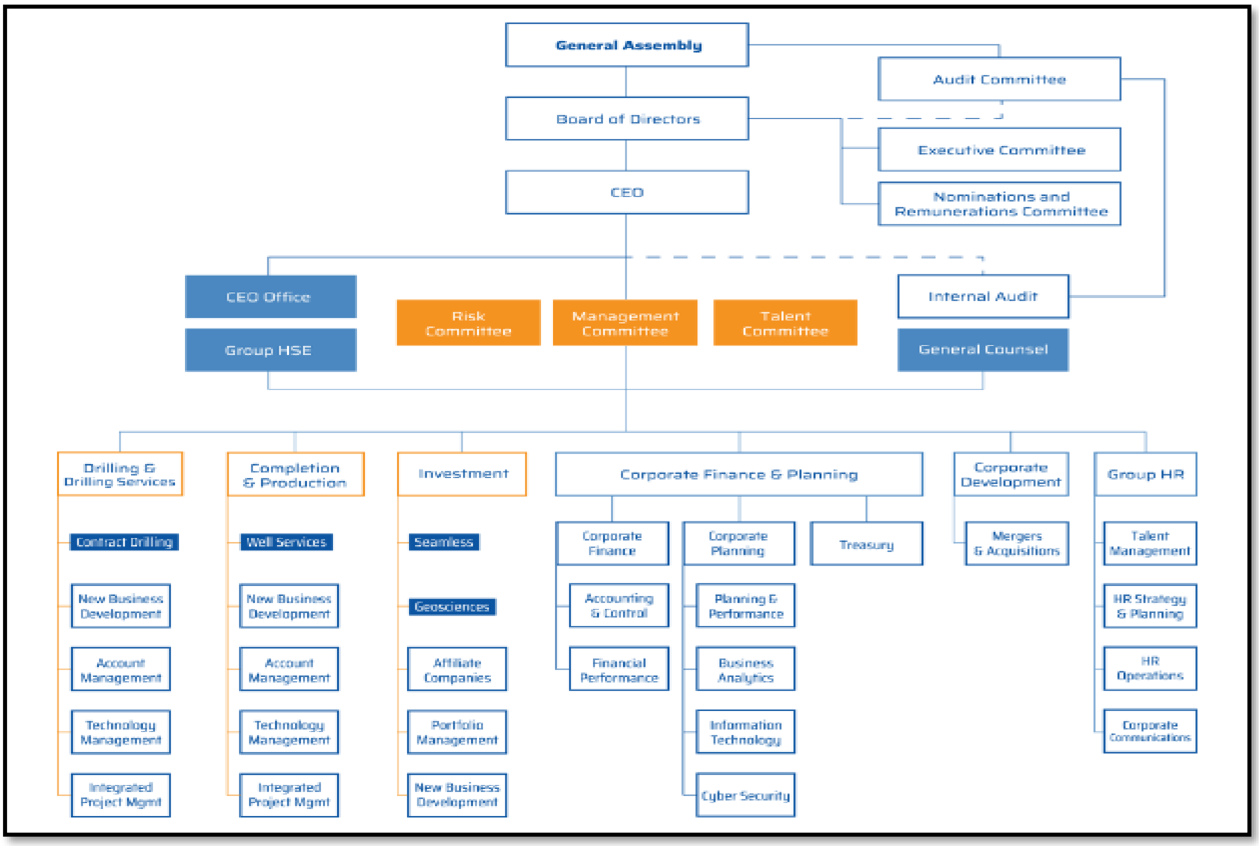

Figure 2: Organizational Chart of TAQA

Source: (Taqa.com.sa, 2020)

2.3.3 Projects undertaken by the firm currently

2.3.2 Analysis of the Industry

The organization always promotes ethical values and principles to build the goodwill and reputation of the organization by delivering satisfying and profound products and services to the customers.

SWOT analysis

Strength	**Weakness**
• TAQA operates in Abu Dhabi, which had the largest capability of power in the UAE and the second-largest in the GCC countries. Abu Dhabi accounts for around 25 percent of the total power capacity, which facilitates TAQA to operate effectively in the competitive market (Shareefdeen, Youssef, Taha, & Masoud, 2019). • TAQA holds the largest assets of the desalination of water and power generation in the UAE. • Eighty-four percent of the entire installed capacity base in Abu Dhabi is owned by the power capacity of TAQA.	• The huge dependence on the partners stands as the major weakness of TAQA.
Opportunities	**Threats**
• The organization can explore itself in various developing countries in order to	• The cross border trade in acts as the risk for the organization in relation to market,

increase its market reach and customer base.	commodity, credit, currency and interest rate • The vote for Brexit might create an adverse impact on the organizational operations in the United Kingdom.

Table 1: SWOT Analysis of TAQA

(Source: Created by the learner)

3.0 PHASE THREE – RESULTS AND ANALYSIS OF RESEARCH DATA

3.1 Analysis of the organization

The practical evaluation of the managed practices executed by the business of TAQA is considered beneficial. It is identified that the business is associated with the corporative management team. Mohammed Al Ahbabi is the Chief Financial officer of the company. All the finical related decision is taken up under his supervision (Attia & Ingy, 2018). The business has a huge perspective on growth. Thus, the company is associated with the adaptation of the effective execution of management strategies. Saeed AlDhaheri is the chief executive head of the entire business. All the management and marketing related decision is taken up by the business is effective monitoring. The business is effective in managing their staffs in a profound manner; ensure a stable internal business environment.

a) Management-related organizational analysis

It is evaluated that the use of effective hierarchy stricter for the execution of the management strategies are considered to be essential in ensuring the fact that the staffs of the TAQA are executing their strategies with the identification of arising need within the company.

Contingency plans of management

Staff selection: The selection of effective staff is considered beneficial for the execution of proper management skills. The management of TAQA is effective in identifying potential customers for the vacant position. Employees with proper academic skills, as well as experiences, will be executed for the execution of the strategies in an effective manner (Attia & Salama, 2018). No bias practices are encouraged by the management team of TAQA. The company is effective in executing business strategies in an organized manner. The employees are appointed with the identification of the vacant position, and no practice of favoritism is practiced in the origination. The talent and merits of the employees are given importance in the effective execution of management practices in the selection of efficient staff. The smooth execution of the business is possible in a profound manner with these management approaches.

Reporting system: The reporting system of the management team of TAQA is very strict; the employees use a portal to give their attendance. The timer is noted done by the portal.

This ensures that all the employees entered the company within the allotted time. The punch in the system is considered to be beneficial in keeping a watch on the regularity of the employees (Baliga, Raut, & Kamble, 2019). The management is effective in keeping track of the employees. This is considered to be effective in ensuring the fact that the employee can get a proper idea of the number of days they have to serve the business in an effective manner.

Leadership management

Figure 3: Talent program by TAQA

Source: (Taqa.com.sa, 2020)

The introduction of Talent program by the TAQA has been beneficial for the introduction of fresh and new talent to the company. The management team of TAQA executes the use of efficient leadership plans. The leaders have the charismatic charm to attract the attention of the employees and motivate them for the better execution of the management strategies. The effective implication of transformational leadership practices is considered to be beneficial for the execution of the management strategies in motivating the employees (Blume, 2016). The employees, with the help of proper leadership practice by the managers, are able to serve the business in an effective manner.

Management of workflow: The management of the workflow is done in a systematic manager with the incorporation of effective management strategies and adaptation of systematic leadership practices by the business organization. The management team of TAQA keeps a close watch on the functioning of employee skills in a systematic manner. The employees are monitored with the help of cameras in the company (Blume, 2016). This is also helpful for the management team to understand the areas the staff is facing issues in the process of the execution of strategies. The managers have efficient leadership skills for the execution of the management related strategies in a profound manner. The use of management strategies is considered to be effective in ensuring the fact that the employees are able to express their feeling to their manager without any restriction. The use of a strict hierarchy structure is followed by the business of TAQA.

Management of pay and leave related issues:

The leaders of the management team keep a proper track of the attendance of the employees with the help of a digitally smart portal. The financial management team maintains the records regarding the leaves and extra work (Garrido-Moreno, Lockett, & Garcia-Morales, 2015)The enter updating of the pay slip are done at the beginning of each month, and the employees are paid their wage without any confusion.

Employee training:

Figure 4: Training program by TAQA

Source: (Taqa.com.sa, 2020)

The management team is considered beneficial in providing an efficient training session for the employees. As the business has introduced a recent change in the business structure and is taking into consideration the execution of the management practice in a profound manner. The employees, with the help of institutional training, are able to serve the business origination in a better way. The management team of TAQA introduced job-training facilities to the employee lacking proper skills and experiences in their respective fields. The company, with the help of a job training facility, is able to serve the business organization, is an effective manner, and thus enhances their service executing skills (Habib & Bao, 2019).

It is the role of the management team of TAQA to ensure employee welfare a proper complain section is made to ensure that all the employees are able to work in an organized manner without any kind of confusion. This, at the same, is acts as a positive indicator for the growth of the business in the competitive environment.

Marketing management:

Figure 7: Marketing management by TAQA

Source: (Taqa.com.sa, 2020)

The above image is showing the marketing strategy of TAQA. The above image is showing the tie-up between TAQA and Castrol. This tie-up is a part of marketing the product of TAQA through Castrol.

Sustainability management:

Figure 6: Sustainability management by TAQA

Source: (Taqa.com.sa, 2020)

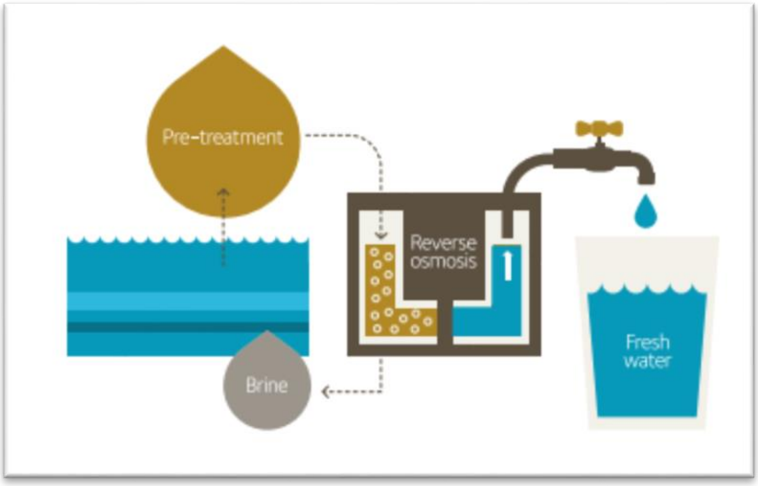

Figure 7: Sustainability management by TAQA

Source: (Taqa.com.sa, 2020)

The above image is showing that TAQA is responsible enough toward its social duties. It aims to provide proper energy support to the people in society. At the same time, the management is also focused on fulfilling their environmental responsibilities.

3.2 Data Analysis

Qualitative research

Q1: What are the potential business opportunities that SME can explore in future years?

Chief financial officer:

"In my opinion, I think that the expansion of the organization in various developing countries will be much beneficial for SMEs. Oil and Gas are essential, and its demand will never going to an extent. However, the exploration in the untapped market will help the organizations to gain huge profitability."

Chief executive Head:

"I think that for SMEs, the entire world is their opportunity. However, it is much necessary for us to identify various factors and potential areas, which is rapidly developing. It ultimately increases the organizational market reach and base of the customer."

Q2: What is the root cause for which the SMEs are incapable of providing products and services at affordable price range to the customers?

Chief financial officer:

"Several factors comprise the root cause of business alliance, such as the ignorance of some personnel at managerial level toward the proper control measure adoption during production process. At the same time, lack of knowledge of the employees makes the process delay and enhances the costs to the company. At the same time, the overall control system is also poor in most of the SMEs in the country."

Chief executive Head:

"The production target motivates the managers to produce more; however, they ignore that internal injuries enhance the overall cost to the company. Moreover, more advanced technology is required to be incorporated in the logistic system of the SMEs."

Quantitative research

Q1. What is your age?

ANSWER CHOICES	RESPONSES	
18 to 24	50.00%	5
25 to 34	30.00%	3
35 to 44	0.00%	0
45 to 54	20.00%	2
55 to 64	0.00%	0
65 to 74	0.00%	0
75 or older	0.00%	0
TOTAL		10

Figure 8: Age group of the participants

(Source: Created by the learner)

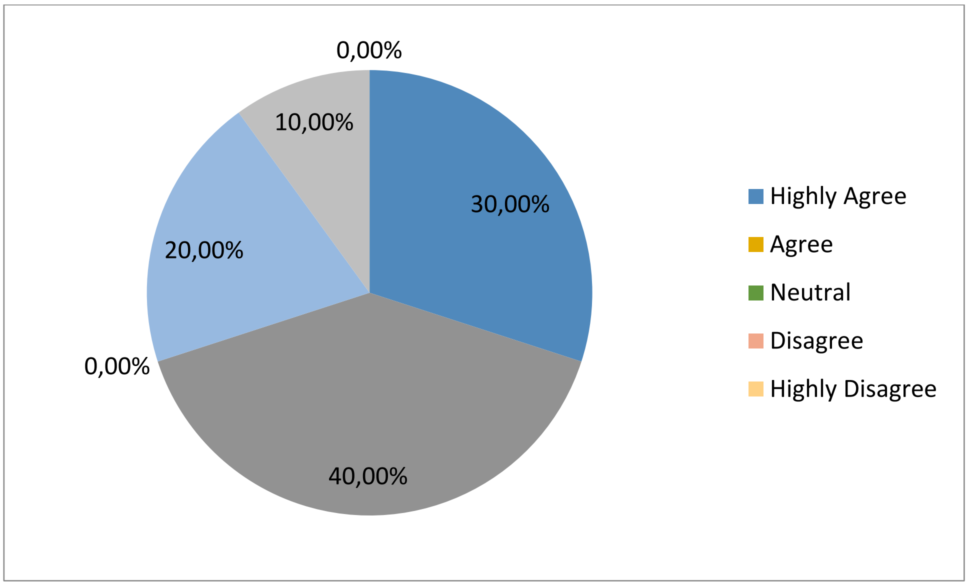

Figure 9: Age group of the participants

(Source: Created by the learner)

Q2. What is your Department?

ANSWER CHOICES	RESPONSES	
Administrative Department	60.00%	6
HR department	10.00%	1
Accounts Department	20.00%	2
R&D	10.00%	1
labor	0.00%	0
others	0.00%	0
TOTAL		10

Figure 10: Department of the participants

(Source: Created by the learner)

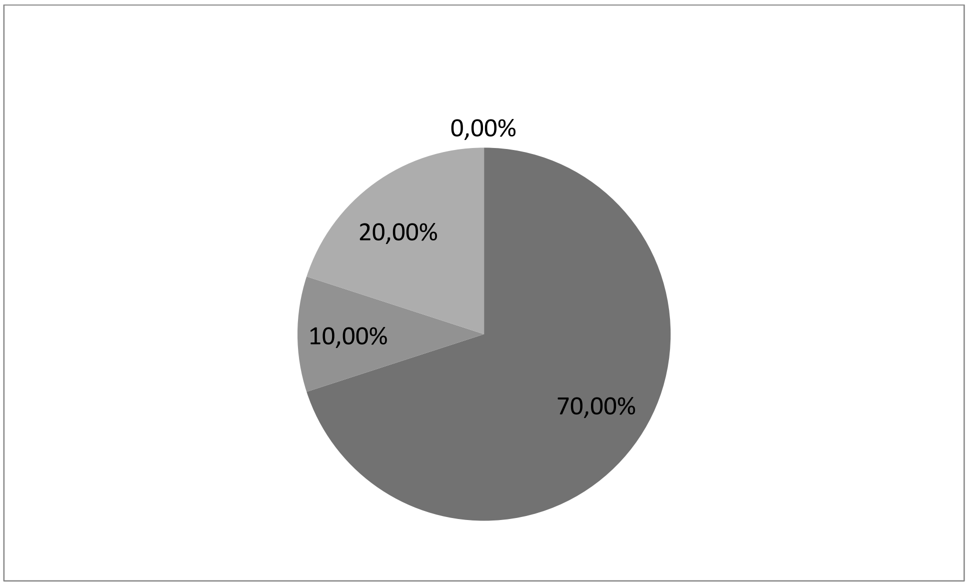

Figure 11: Department of the participants

(Source: Created by the learner)

Q3. Do you agree that there are enough opportunities for SMEs in the UAE Market?

ANSWER CHOICES		RESPONSES	
Highly Agree		30.00%	3
Agree		40.00%	4
Neutral		0.00%	0
Disagree		20.00%	2
Highly Disagree		10.00%	1
Other (please specify)	Responses	0.00%	0
TOTAL			10

Figure 12: Opportunities for SMEs in the UAE Market?

(Source: Created by the learner)

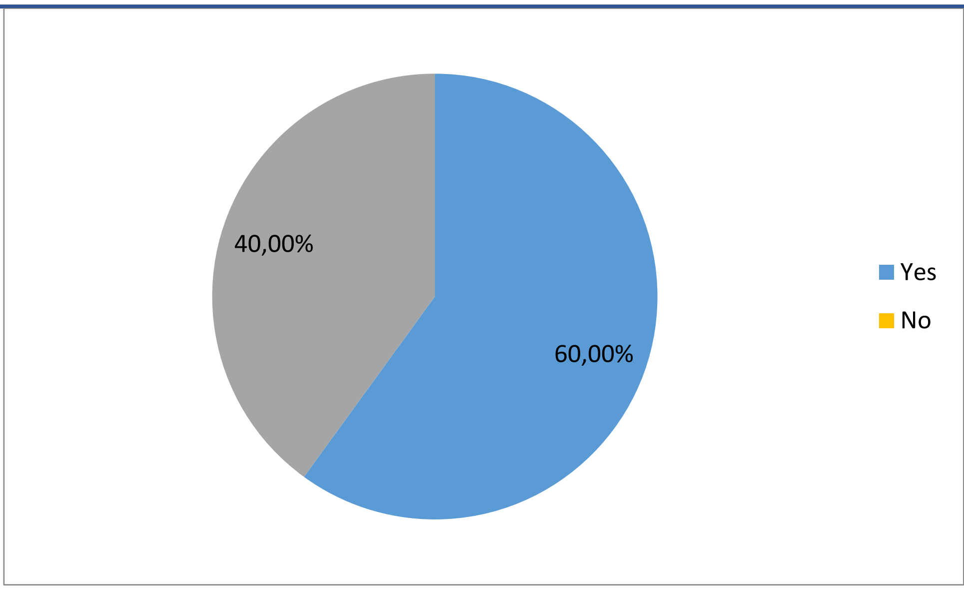

Figure 13: Opportunities for SMEs in the UAE Market?

(Source: Created by the learner)

Q4. What are the potential opportunities for SME to grab in the competitive market?

ANSWER CHOICES	RESPONSES	
Ecommerce	70.00%	7
Expansion in developing countries	10.00%	1
proper management practices in organization	20.00%	2
Others	0.00%	0
TOTAL		10

Figure 14: Potential opportunities for SME to grab in the competitive market

(Source: Created by the learner)

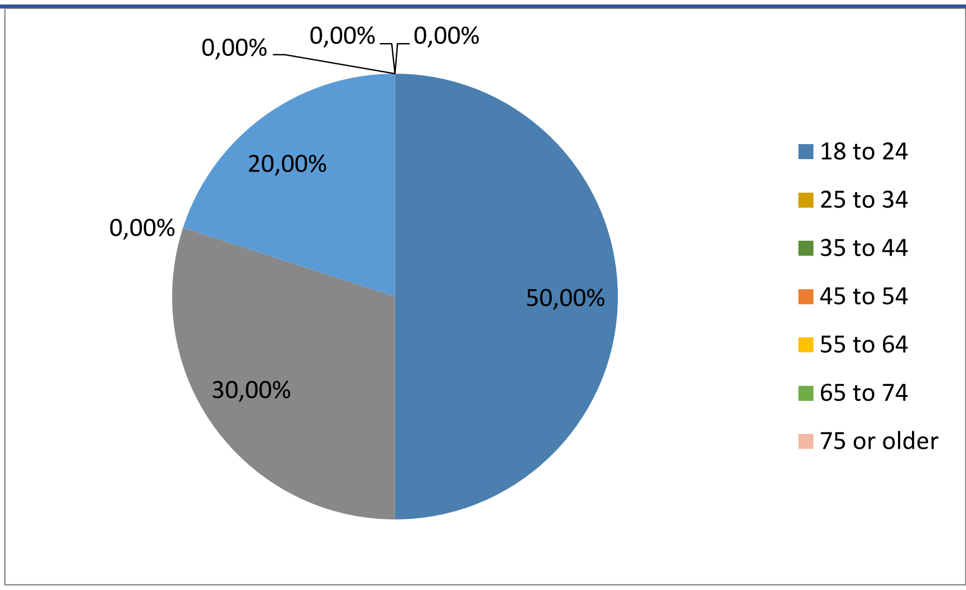

Figure 15: Potential opportunities for SME to grab in the competitive market competitive market

(Source: Created by the learner)

Q5. Do you think that SMEs use to execute effective marketing strategies to maintain their position in the competitive business market?

ANSWER CHOICES	RESPONSES	
Yes	60.00%	6
No	40.00%	4
TOTAL		10

Figure 16: Need for effective marketing strategies for SMEs

(Source: Created by the learner)

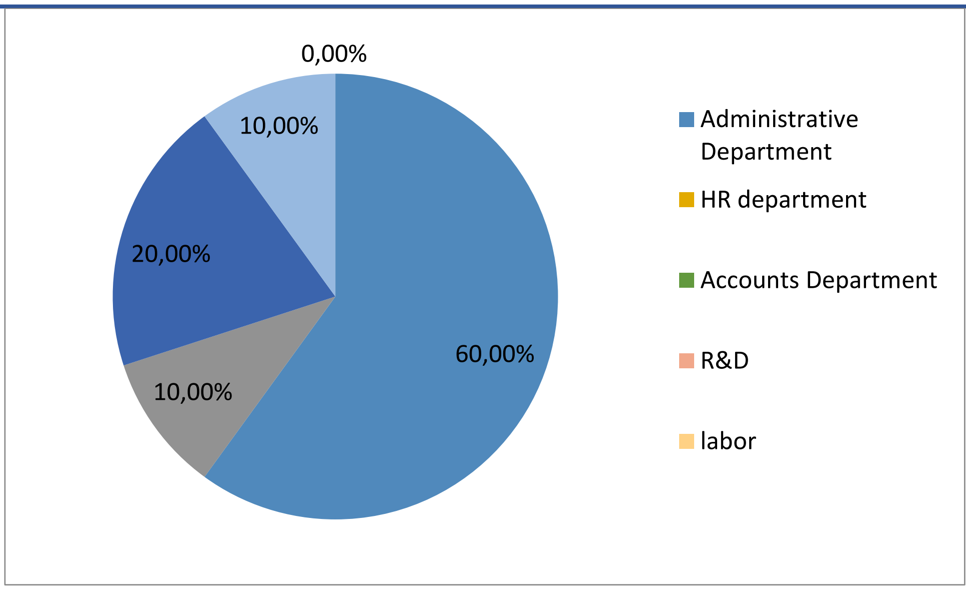

Figure 17: Need for effective marketing strategies for SMEs

(Source: Created by the learner)

Q6. Do you think providing the services and products at affordable price range to the customers is a challenge for SMEs?

ANSWER CHOICES	RESPONSES	
highly agree	30.00%	3
agree	30.00%	3
neutral	20.00%	2
disagree	10.00%	1
highly disagree	10.00%	1
TOTAL		10

Figure 18: Need for providing products and services at affordable price

(Source: Created by the learner)

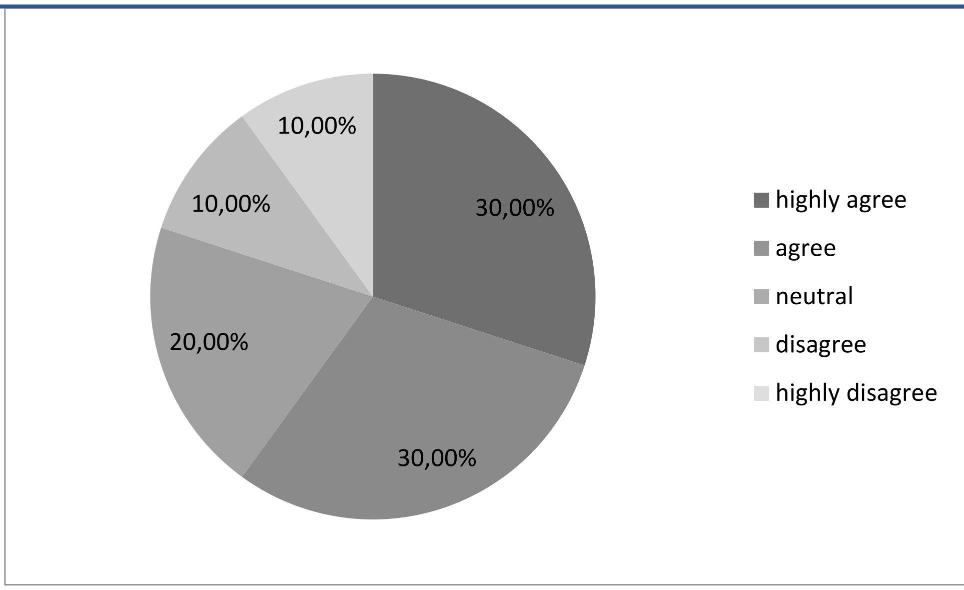

Figure 19: Need for providing products and services at affordable price

(Source: Created by the learner)

Q.7 How many times you have faced internal control related issues while working within TAQA?

ANSWER CHOICES	RESPONSES	
0	10.00%	1
1-5	20.00%	2
5-10	50.00%	5
10-15	10.00%	1
above 15	10.00%	1
TOTAL		10

Figure 20: Frequency of internal control related issues

(Source: Created by the learner)

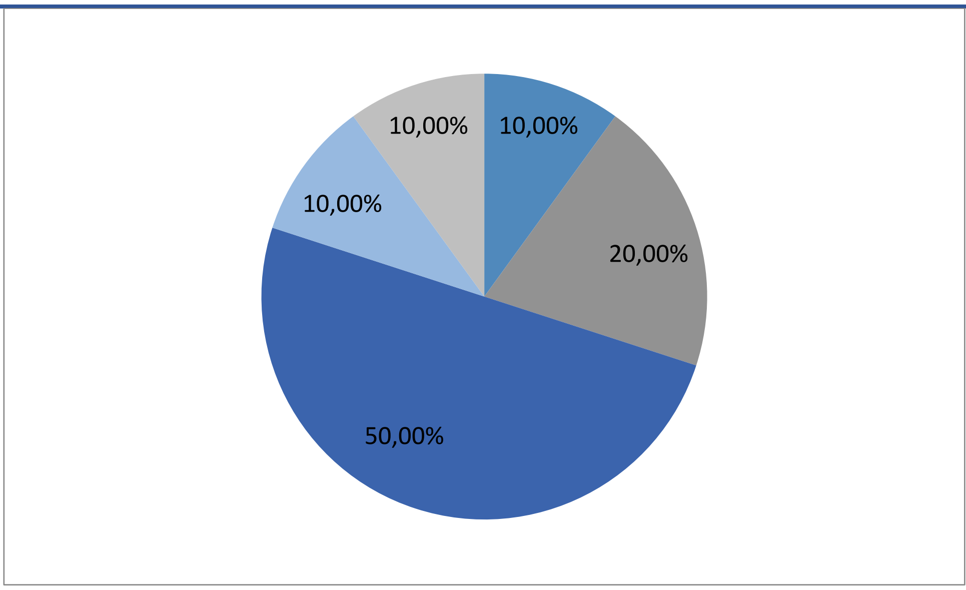

Figure 21: Frequency of internal control related issues

(Source: Created by the learner)

Q8. Does TAQA stand accountable for the incapability of providing water and energy at affordable price?

ANSWER CHOICES	RESPONSES	
Yes	60.00%	6
No	40.00%	4
TOTAL		10

Figure 22: Accountability of TAQA toward incapability of providing water and energy at affordable price

(Source: Created by the learner)

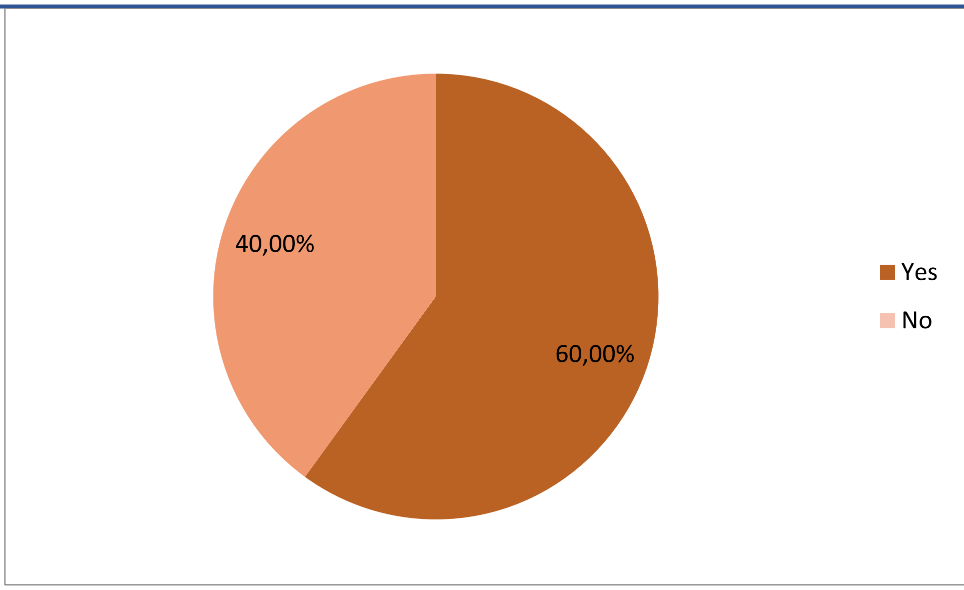

Figure 23: Graph of Does TAQA stands accountable for the fraud businessmen alliance?

(Source: Created by the learner)

Q9. Do you agree with the fact that incapability of providing products or services at affordable price is a threat to SMEs for grabbing potential future opportunities?

ANSWER CHOICES	RESPONSES	
highly agree	30.00%	3
agree	40.00%	4
neutral	10.00%	1
disagree	10.00%	1
highly disagree	10.00%	1
TOTAL		10

Figure 24: Incapability of providing products or services at affordable price is a threat to SMEs

(Source: Created by the learner)

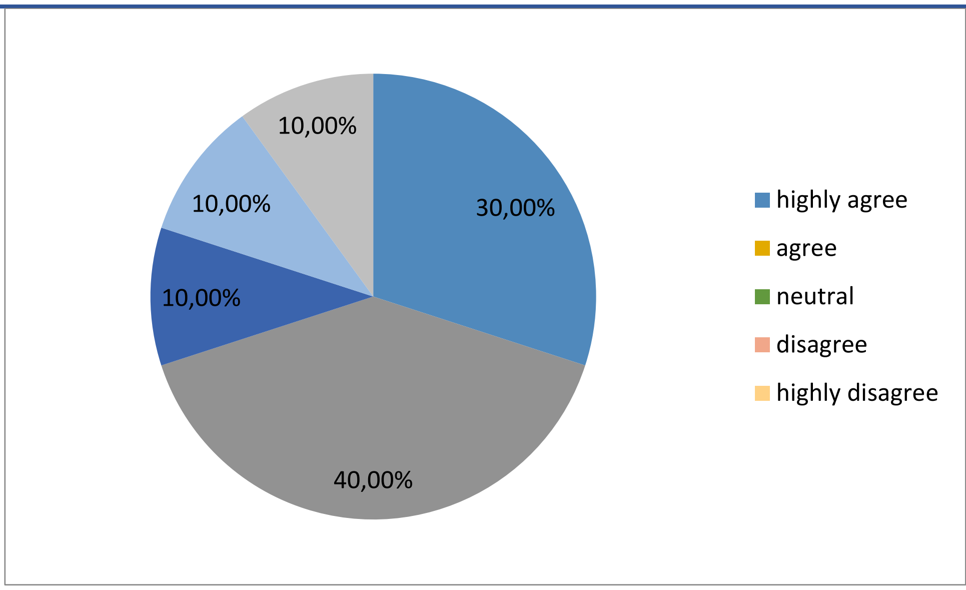

Figure 25: Incapability of providing products or services at affordable price is a threat to SMEs

(Source: Created by the learner)

Q10. Do you think that SMEs are utilizing the advanced technology and the opportunity of globalization for improving their situation in UAE?

ANSWER CHOICES	RESPONSES	
Highly agree	0.00%	0
agree	70.00%	7
neutral	10.00%	1
disagree	10.00%	1
highly disagree	10.00%	1
TOTAL		10

Figure 26: Use of advanced technology in SMEs

(Source: Created by the learner)

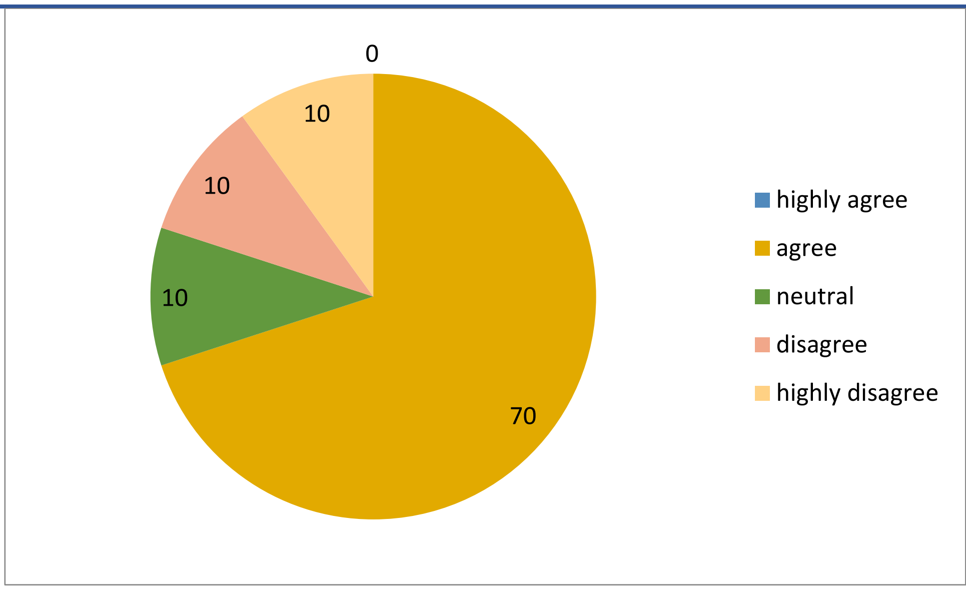

Figure 27: Use of advanced technology in SMEs

(Source: Created by the learner)

4.0 PHASE FOUR - DISCUSSION & RESEARCH FINDINGS

4.1 Research Findings:

The findings outlined from the qualitative data are drafted below:

Based on the above qualitative analysis, it can be determined that the SMEs should look forward to identify the potential growth areas and grab the potential opportunity before others in order to gain effective market share and base of the customers. The root cause of incapability of providing products and services at affordable price range is the ignorance of the managers, inefficiency of the employees and overall weak internal control system. However, it is necessary for the SMEs to adopt advanced technologies in the system of logistic management. Additionally, the management in the higher level of the SMEs must focus on reducing internal injuries of the workers. It is important for maintaining the cost at the low level. At the same time, proper promotional activities and marketing must be done for ensuring the growth and popularity in the marketplace.

The findings outlined from the quantitative data are drafted below:

- From the survey, it can be stated that 50 percent of respondents were involved in the survey were between the ages group of 18 to 24.
- Sixty percent of the respondents were from the administrative department.

- Around 70 percent of the respondents are agreed with the fact that there are enough opportunities for SME in the UAE market. It indicates that it is necessary for the organization to identify potential opportunities in order to explore it in a profound manner.
- When asked about the potential opportunities for SME's 70 percent of the respondents suggested eCommerce. This indicates that the eCommerce venture is one of the most effective opportunities that the organization can grab in order to increase their productivity and profitability.
- Sixty percent of the respondents think that SME is using effective marketing strategies to enhance their growth.
- Sixty percent of respondents agreed with the fact that internal control system must be improved for reducing the cost of the company and providing the products at affordable price to the customers.
- Furthermore, 70 percent of the respondents agreed with the fact that due to the rapid growth of globalization, the latest technologies and innovation, the SMEs have the opportunity to improve their logistic system by incorporating advanced technology in the logistic process.

4.2 Contribution of this Project

In regards to the problems that were stated at the initial stage of the paper, the study looks frontward to provide effective recommendations for SMEs to establish an efficient as well as effective customer base and increase their market reach in order to enhance their productivity and profitability. The study had contributed towards identifying the various root cause of current issue along with the most effective opportunity for SMEs to grab in the future years.

4.3 Limitations:

The overall study is conducted in an ethical manner and does not provide any manipulative observations or statements. However, various difficulties were addressed effectively in order to accomplish the objectives of the paper. It was quite hard to take approval from the management of TAQA, as there are quite strict with their job procedure. Moreover, getting access to the data was not as easy as it was to be handled properly so that the authenticity of the organization is maintained. Time constraints limit the research+h. Additionally, most of the employees were working in hectic schedules, which reduced the efficiency of the surveys.

4.4 Recommendations for Further Development within the organization

The recommendations for SMEs are drafted below:

Exploring in ecommerce venture:

The SMEs should look forward to exploring themselves through E-commerce venture. It will provide an effective opportunity for the organization to increase their market reach and customer base. E-commerce venture provides rapid growth to the SMEs.

Increasing its reach in developing countries:

Increasing reach among the developing countries will facilitate the organization to gain high profitability and productivity along with market share as the level of competition is low. The entire Asian market stands as an opportunity for SMEs for UAE.

Enhancing R&D Investment:

The effective investment of SMEs into the R&D process will facilitate the organization to adopt the latest technologies and innovation. It will help the companies to gain a competitive advantage in the market full of intense competition.

5.0 PHASE FIVE - CONCLUSION AND LESSONS LEARNED

5.1 Summary

The entire study has indicated the fact that at the present time, it is important for the SMEs in UAE or in Abu Dhabi to provide the products and services at affordable price to the customers. However, due to several internal issues and lack of marketing management caused barriers for the SMEs in this context. The SMEs should focus on e-commerce and advanced technologies for reducing their cost and setting the price at the standard level.

5.2 Lesson Learned

After completing the task, I effectively increased my capability to manage the tasks effectively and fulfilling the requirements of the reports. I also make certain about the best use out of the available resources and ensure that time and resources are not wasted.

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7.0 APPENDIX

Appendix 1

Performance

Over the past year TAQA has seen a significant rise in activity levels largely associated with higher risk construction projects particularly in our businesses in the Netherlands, Morocco and Ghana as well as the new business in the Kurdistan region of Iraq. In fact TAQA's total number of hours worked across the Group was nearly 33 million hours – an increase of around a third on 2012. Unfortunately, this increase in higher risk activities has resulted in more recordable injuries and hence an increase in the our overall Recordable Injury Rate (RIR). TAQA's RIR was 0.39 per 200,000 hours worked compared with 0.36 per 200,000 hours the previous year. The indicator for Recordable Injury Rate (RIR) is reported internally on a monthly basis and incorporated into the corporate scorecard, and supplemented by additional indicators including medical aid, first aid and near miss/HSSE opportunities.

IMPACT OF FINANCIAL LITERACY ON BUSINESS PERFORMANCE OF ENTREPRENEURS

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Abstract:
The purpose of this study is to investigate the influence of financial literacy on business performance and results of entrepreneurs in Himachal Pradesh. The success of every newly started company has been related to the entrepreneurs' ability and expertise to be financially literate in management of the financial matters. Financial literacy encourages the entrepreneurs to grasp the importance of capital and how it work in actual manner or how it actually operates. Financial literacy plays major role for entrepreneurs because of knowledge of inflows and outflows of cash, budget management, credit management, risk management, debt finance etc. There are so many factors that impact the success of entrepreneurs. A factor that decreases entrepreneurial risk is Financial Literacy. The main aim of this paper is to evaluate the degree of financial literacy in India and its impact on entrepreneurs. The research is conducted using secondary sources of data such as reports, articles, surveys, documents and journals. . The study revealed that financial literacy is a major contributing factor in entrepreneurial business performance.

Keywords: \

Introduction:

Financial literacy is a blend of skills and information that helps Entrepreneurs to make an appropriate financial decision regarding financial matters and develop a greater understanding of basic financials instruments and principles that they can easily manage their funds in better way. Financial literacy is an ability to understand how the universe's money works. The concept of financial literacy is required for spreading the knowledge of better money management practices.

For entrepreneurs, it is a secret to growth. It helps to minimize the chances of misleading entrepreneurs. If Entrepreneurs have strong knowledge of financial literacy can easily take the benefits framed by the government and Reserve Bank of India. Financial literacy is a factor which minimizes the entrepreneurial risk. Moreover, being financial literate requires knowledge and resources to be affordable, accessible and available. Financial literacy is purely based on the idea of financial education. The first step of being financially educated is financial literacy which turns to financial inclusion and then financial freedom or financial Interdependence. In entrepreneurship, Financial Education plays a pivotal role. Financial well trained entrepreneurs get the benefits and improve their level of efficiency. Overall, financial literacy protects the entrepreneurs from financial stress and risk averse.

Entrepreneurs function in lively environments, and as capital markets are becoming competitive and financial market are becoming more competitive, with more complicated portfolios, entrepreneurs are vulnerable to asymmetries of data when financial complexity is complex markets is not balanced by proportionate development in the financial literacy for entrepreneurs(Barte, 2012). Analysis suggests that there is a direct relationship between financial literacy for entrepreneurs and the business performance of entrepreneurs (Barte, 2012).

Other studies show indirect relationships in which financial literacy is influences the performance of entrepreneurs through its interaction with other considerations, such as economic inclusion and knowledge of finance. Studies also suggest that entrepreneurial financial literacy increases access to the use of financial information services that allows firms to innovate and exploit opportunities for growth (Nunoo & Andoh, 2011).

Objectives of the paper

1. To study the level of financial literacy and its impact on Entrepreneurs
2. To study the importance of financial literacy on Entrepreneurs

Entrepreneurial Financial Literacy

According to Klapper et al., (2012) Financial literacy is a combination of awareness, knowledge, attitude, skill and behavior necessary to make sound financial decisions and ultimately achieve individual financial wellbeing, this was largely in line with what Lusardi, (2013) said, that financial literacy is a mixture of awareness, knowledge, skill, attitude, and behavior important to make full financial decisions and ultimately accomplish financial well-being for individuals.

Financial literacy is the degree to which one is understands an essential financial principles and possesses the ability and confidence to manage personal finances matters through relevant, appropriate, short-term financial planning, decision-making and sound, long range financial planning, while mindful of life events and changing an economic conditions (Remund, 2010).

Schuhen, (2014) conveys the most and generally accepted meaning for across the globe, financial literacy consists of three main pillars as financial awareness, attitudes and behaviors. Entrepreneurial financial literacy has an effects on financial inclusion through in the course of exploration and usage, a business enterprise financial services.(Hieltjes & Petrova, 2013).

Business Performance

Performance refers to the ability to attain the objectives. Business performance is defined as a business ability to achieve scheduled outcomes as calculated against its intended outputs and incorporates results related to financial performance, market performance, success of the business and shareholders return (Richard et al., 2009).

Business performance is a consistent dimension of implications and outcomes, which generate reliable data on the performance and productivity of the scheduled initiative. In the context of small businesses, it is found that entrepreneurs frequently consider financial performance measures are deemed to be confidential and protecting them from community scrutiny (Sabana, 2014). Abdullah, (2015) argued that researchers should focus on a holistic approach in measuring business performance through both financial and non-financial aspects. He said that an index such as work-life balance and giving back to the group are some of the factors that are important for business owners.

In addition, Feng (2017) suggested that only objective indicators of the business performance should be adopted, that is the business performance must be equated to the achievement of sustainable economic growth such as annual revenues and improvement in the competency of employees. This study aims to use the financial measure of the business performance.

Impact of Financial Literacy on Business Performance of Entrepreneurs

However, Financial Literacy has now become one of top priority in the Nation. Financial literacy has got an increasing interest in both developed, and developing countries including India. Financial literacy leads to financial inclusion in fact both plays a role of demand as well as supply of products and services. In the context of SME'S, financially literate entrepreneurs manage resources more widely, use financial resources more astutely thus, enhancing the profitability and of their company or enterprises (Treptow, 2014 and Morrison, 2006)

In addition, Matewos, (2016) emphasized that financial literacy is not only at the benefit of individuals or businesses, but it is equally at the forefront of financial service interest, suppliers and soundness of the financial system. A research carried out by Mwithiga, (2016), on the relationship between financial literacy and the performance of owner- managed ICT SMEs and the findings of the research showed that, financial literacy influence the performance of owner-managed ICT SMEs and concluded that the varying levels of financial literacy among owner-managers of ICT or SMEs are associated with differential levels of their business performance.

Importance of the Study

1. To understand the business with more complete financial picture and financial fitness.

2. To make reasonable financial decisions without resorting to guesswork

3. To minimize or mitigate the chances of misleading, financial distress and fraudulent transactions.

4. To understand or recognize the financial and fiscal policies of the country

5. It encourages entrepreneurs how to manage their funds in proper way.

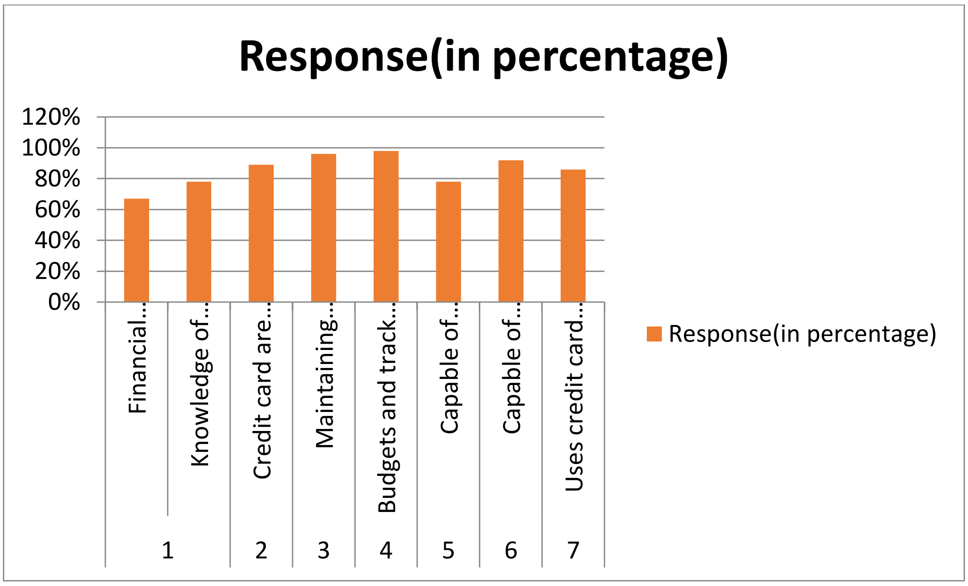
6. It allows entrepreneurs to better control their assets.

Research Design, Data Collection and Analysis of Data

The identified target population for collecting data as regards to this study is entrepreneurs from Himachal Pradesh. A survey questionnaire was randomly employed and the samples were drawn from Digital web India, Honey hut and Vidhya Peth startups in Himachal Pradesh respectively. The questionnaire requested information concerning financial literacy and business performance. Financial literacy was measured using 7 items based on 5 Likert scales ranging from 1= strongly disagree to 5 = strongly agree. The items involved, financial awareness, debt management, saving and investment, diversification, management risk, book keeping / accounting transactions and access to credit facility.

S.NO	Items	Response(in percentage)
1.	Financial awareness of products and services	67%
	Knowledge of book keeping or daily transactions	78%
2.	Credit card are safe and risk free	89%
3.	Maintaining proper financial records	96%
4.	Budgets and track spending	98%
5.	Capable of handing debt management	78%
6.	Capable of handling financial futures	92%
7.	Uses credit card to make purchases	86%

Results of the study



The findings are consistent with existing literature and past studies that indicated that greater business performance contributes to financial literacy. Current research shows that financial literacy has a statistically important effect on entrepreneurial business success. Similarly, research has shown that business success influenced by financial literacy however, the findings of the study is consistent with previous research. The study revealed that financial literacy has a statistically significant entrepreneurial business performance in Digital web India, Honey hut and Vidhya Peth start ups in Himachal Pradesh. The study concluded that financial literacy significantly influences the business performance of Himachal Pradesh state entrepreneurs.

Financial literacy however reveals the entrepreneurial business managers have a better decision-making capability that contributes to higher business performance. Nevertheless, the findings indicate the fact that there is a statistically significant impact of financial literacy on performance of business performance. In fact, financial literacy seems to have a statistically significant influence on enterprise results. Entrepreneurs without proper financial literacy are more likely to make financial choices with unfavorable results.

Moreover this ensures that the financial literacy for entrepreneurial business managers become important for policymakers and financial institution as a result of their significance on economic growth and development. Therefore, financial literacy is a vital element of knowledge for entrepreneurs' business performance in our modern society.

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THE EFFECT OF HUMAN RESOURCES COMPETENCY, INDIVIDUAL MORALITY AND THE CONTROL ENVIRONMENT ON VILLAGE GOVERNMENT ACCOUNTABILITY IN MANAGING VILLAGE FUND ALLOCATION IN KUPANG TENGAH DISTRICT, KUPANG DISTRICT

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Abstract

The purpose of this research is to analyze the influence of human resource competence, individual morality and the control environment on the accountability of the village government in managing the allocation of village funds. The Samling technique used is non-probability sampling using *purposive sampling method*. The sample in this study was village officials in 7 villages in Central Kupang District, Kupang Regency, with a total of 35 people. Data were collected using a questionnaire with a Likert scale. This research uses a descriptive approach with a quantitative approach. The analytical tool to test the hypothesis is multiple linear regression with the *Statistical Package for the Social Sciences* (SPSS) version 25. The results show partially that human resource competence affects the accountability of village governments in managing village fund allocations, individual morality affects the accountability of village governments in managing the allocation of village funds, and the control environment affects the accountability of the village government in managing village fund allocations. Simultaneously, the magnitude of the influence of human resource competence, individual morality and the control environment on the accountability of the village government in managing village fund allocations is 66.2. This means that the competence of human resources, individual morality and a good control environment can increase the accountability of the village government in managing the allocation of village funds in Kupang Tengan District, Kupang Regency.

Keywords: HR Competency, Individual Morality, Village Government Control Environment and Accountability**.**

I. INTRODUCTION

The village is a level of government that is directly related to the community. Currently the strategy and direction in village development policies cannot be separated from the president's vision and mission through President Joko Widodo's Nawacita program, which is committed to developing Indonesia by strengthening regions within the framework of the Unitary State of the Republic of Indonesia (NKRI). RI Law No. 6 of 2014 concerning villages has positioned the village as the spearhead of development and improvement of community welfare by providing adequate authority and funding sources so that they can manage their potential to improve the community's economy. (www.djpk.kemenkeu.com).

RI Government Regulation No. 47 of 2015 article 1, Village Fund Allocation, hereinafter abbreviated as VFA, is the balancing fund received by districts / cities in the district / city APBD after deducting the Special Allocation Fund (DAK). The distribution of VFA in each village is different because VFA distribution is based on the number of population, poverty rate, village area and the level of difficulty of the village. The use of VFA is 30% for the operational costs of running the village government and 70% for physical development and empowering village communities. (Widiyarta et al, 2017). Village funds and VFA are a source of village income whose accountability includes public financial accountability. At present, public financial accountability is prone to potential fraud, so in terms of accountability for village funds and village fund allocations, it does not rule out *fraud* (Rahimah et al, 2018). In providing this VFA, the village is obliged to be accountable for the management results in the form of a village financial accountability report. This report consists of the accountability reports for revenues and expenditures in the form of a general cash book of receipts and expenses, and other valid revenue books, as well as for expenses to deposit proof of VAT / PPh to the state treasury (Article 17 PerMendagri No. 113 of 2007).

Central Kupang District Kupang Regency is one of the sub-districts that has 7 villages and 1 sub-district that has received VFA. The following table 1.1 shows the VFA targets and realization in Central Kupang District from 2017 - 2019.

Table 1. Total and Realization of VFA in Central Kupang District

Tahun	Jumlah VFA (Rp)	Realisasi (Rp)	Persentase (%)
2017	2.587.098.000	2.587.098.000	100
2018	2.510.180.000	2.507.086.118	99,9
2019	2.735.408.000	2.732.155.553	99,9

Source: Head Office of Central Kupang, 2020 (data processed)

Table 1 shows that VFA has always increased every year. The provision of village funds is a stimulus for the independence of village communities in carrying out development in their area. Accountable village financial management is financial management that can be accounted for, to account for the success or failure of the organization's implementation in achieving the targets that have been applied for previous periods which are carried out periodically and there is a need for a good control system to oversee the management of VFA funds.

The large amount of VFA management has an impact on village officials to implement accountability in the VFA management. ***AAD*** recipients in Kupang district have been using the Village Financial System (SisKeuDes) since 2017. SisKeuDes is a system that makes it easier for village governments in the planning process to reporting.

Behind the success of using village funds in Central Kupang District, there are also weaknesses that affect the management of village funds. First, the aspect of human resources, which includes: lack of human resources who are ready / able to manage village finances, weakness / lack of science and technology authorities, and low levels of education. Second, regulatory and institutional aspects include: the condition of the community (a consumerist society) which affects humans / managers so that it is easy to misuse village funds.

Several researchers have conducted various studies on the control environment for village fund management, including by Nisak, et al. (2013) which states that the control environment affects the accountability of village funds both simultaneously and partially. Atmadja and Saputra (2017) also conducted research on the prevention of village financial management irregularities and the results showed that the competence of the apparatus and the internal control system had an effect on the accountability of village financial management. Widiyarta, et al (2017) found that the competence of the apparatus and the internal control system has an effect on accountability in managing village funds.

The control environment will run well if it is supported by a good personal attitude and culture or what is often called morality. The higher the individual's morality, the more the individual pays attention to broader and universal interests, rather than the interests of his organization alone, let alone the interests of his individual. The higher the individual's morality, the more he tries to avoid cheating (Udayani and Sari, 2017). A good control environment can bring an entity or organization to the success and achievement of its objectives, because the control environment is a measure of the success of the entity or organization. In VFAition, the control environment will run well if it is supported by good individual attitudes and culture or what is known as morality (Laksmi, 2019).

Rahimah, et al (2018) found that the control environment and individual morality have an effect on the accountability of village fund management. Wonar, et al (2018) found that the competence of the apparatus has an effect on accountability. The research objectives are as follows: 1) to analyze the effect of human resource competence on village government accountability in managing village fund allocations. 2) to analyze the effect of individual morality on the accountability of village governments in managing village fund allocations. 3) analyzing the influence of the control environment on the accountability of the village government in managing village fund allocations, and 4) analyzing the influence of human resource competence, individual morality and the control environment on the accountability of the village government in managing village fund allocations.

II. LITERATURE REVIEW AND THE DEVELOPMENT OF HYPOTHESIS

Agency Theory

Jensen and Meckling (1976) agency theory is a contract between managers *(agents)* and owners *(principals)*. This contextual relationship can work well, if the owner will delegate decision-making authority to managers. Agency relationships are the *principals* that mandate other parties, namely *agents* to carry out all activities on behalf of the *principals* in their capacity as decision makers. In local government in Indonesia, consciously or not, agency theory has actually been put into practice. In public sector organizations, *principals* are the people and agents are the government, in this case the village head and other village officials (Widagdo, et al. 2016).

Agency theory views that the village government, namely the village head and other village officials as *agents* for the village community *(principals)* will act with full awareness for their own interests. In this study, the contractual relationship in question is the delegation of the authority of the head of the village apparatus to carry out financial management responsibly to the government which has made Permendagri Number 20 of 2018 regarding Village Financial Management and is an extension of the village community as a mandate in carrying out tasks.

Based on the agency theory, village government management must be supervised to ensure that village fund management is carried out in full compliance in accordance with Permendagri Number 20 of 2018 concerning Village Financial Management. Village financial management must be managed based on transparency, accountability and participation. Accountability is the obligation of the trustee / agent / village head and officials to provide accountability, present, report, and disclose all activities and activities that are their responsibility to the *principals* who have the right and authority to command this accountability. In short, the village head and his apparatus must be accountable for resource management and the implementation of the policies entrusted to the reporting entity in achieving the objectives that have been set periodically.

Government Accountability

Mardiasmo (2009) accountability is the obligation of the trustee to provide accountability, present and disclose all of its activities and activities that are their responsibility to the *principal* who has the right and authority to hold this accountable. Accountability has 3 (three) types or types based on Mohamad et al (2004), namely:

1. Financial accountability is accountability which includes financial reports consisting of income / revenue, storage, and expenditure.
2. Benefit accountability is the accountability that includes the results related to the achievement of objectives in accordance with procedures and the most important of achieving these goals is effectiveness.
3. Procedural accountability, namely accountability related to the importance of implementing procedures by considering ethical principles, morality and legal certainty.

Public accountability is the obligation of the *agent* to provide accountability, present, report, and disclose all activities and activities that are their responsibility to the*principal*who has the right and authority to hold this accountable (Mardiasmo, 2009). The accountability of government agencies is only able to explain and answer about activities that are described and carried out in accordance with the vision, mission and policy direction (Mohamad et al 2004).

Village Financial Management

Adisasmita (2011) argues that, Management is not just carrying out an activity, but is a series of activities that include management functions, such as planning, implementing, and monitoring to achieve goals effectively and efficiently. In implementing Village Fund Accountability, the management of Village Funds starts from the planning, implementation, reporting and accountability stages, guided by the Minister of Home Affairs Regulation Number 113 of 2014 concerning Village Financial Management.

Human Resource Competence

Wibowo (2007) Human resource (HR) competence is the ability to carry out or perform a job or task that is based on skills and knowledge and is supported by the work attitude demanded by the job, thus competence shows skills or knowledge characterized by professionalism in a particular field as the most important thing, as superior in that field. HR competencies are defined as skills, abilities and authority if taken literally. Etymologically, HR competence is defined as the dimension of the behavior of a person who has the skills, knowledge and good behavior in him to do a job. HR competence is the capacity of individuals, institutions or systems to carry out their functions and responsibilities effectively and efficiently in order to achieve the stated goals. HR competencies are needed to deal with organizational demands in the form of rapid changes, complex problems, and an uncertain future (Sutrisno, 2009).

Several aspects contained in the concept of HR competencies include;

1. Knowledge *(knowledge)*, is awareness in learning according to company needs. For example, an employee knows how to identify learning and how to do good learning according to existing needs effectively and efficiently in the company.
2. Understanding *(understanding)* owned by individuals in understanding the conditions and characteristics of the job effectively and efficiently. For example, an employee in carrying out learning must have a good understanding of the characteristics and conditions effectively and efficiently.
3. Ability *(skills)* possessed by individuals to carry out tasks and jobs. For example, the ability of employees to choose work methods that are considered more effective and efficient.
4. Value *(value)* is a standard of behavior that is believed and psychologically has integrated in a person. For example, the standard of behavior of employees in carrying out their duties (honesty, openness, democracy).
5. Attitude *(attitude)* is an emotion (happy-not happy, like-dislike) or a reaction to external stimuli. For example, reactions to economic crises, feelings about salary increases and so on.
6. Interest *(interest)* is a person's tendency to do something. For example, doing a task activity. (Sutrisno, 2009).

Individual Morality

The theory of moral development by Kohlberg (1995). This theory has the view that moral reasoning is the foundation of ethical behavior. The stages of moral development are a measure of a person's moral height based on the development of his moral reasoning. Kohlberg's research is based on a moral dilemma case to observe differences in individual behavior in dealing with the same moral problem. There are three stages of moral development, the *pre-conventional* stagestage , *the conventional*, and thestage *post-conventional* (Kohlberg, 1995). Morality or morality means a way of life or habit. Moral *(morale)* is the spirit or inner motivation in a person to do or not do something. Morals or morality are based on certain values that a certain person or organization believes to be good or bad, so they can distinguish what is appropriate and what is not. Moral in a general sense places more emphasis on special individual characters or traits, outside of obedience to regulations (Umam, 2010). The values that can become moral behavior according to Uman (2010) are: 1) The value of honesty, 2) the value of responsibility, 3) the value of discipline, 4) the value of justice, and 5) the value of cooperation.

Control Environment

Permendagri Number 60 of 2008 concerning the internal control environment, namely: an integral process of actions and activities carried out continuously by the leadership and all employees to provide adequate confidence in the achievement of organizational goals through effective and efficient activities, reliability of financial reporting, safeguarding state assets, and compliance with laws and regulations ".

Arens, et al (2012) state that the internal control environment is a policy and procedure designed for management to know for sure that the goals and objectives of the company have been achieved. Internal control itself is formed collectively based on these policies and procedures. The objectives of the internal control environment are: 1) organizational efficiency and effectiveness, 2) reliability of financial reports, and 3) compliance with laws and regulations. (Arens, et al (2012). There are five elements of internal control that should be owned by the organization in accordance with Government Regulation No. 60 of 2008:

1. Environmental Control is the control environment is the foundation for all other components of internal control, providing discipline and structure.
2. Estimate Risk, is an assessment of an entity's risk for financial reporting purposes, which is the identification, analysis and management of risks relevant to the preparation of financial statements that are presented fairly in accordance with generally accepted accounting principles in Indonesia ControlControl

Activities 3.activities are policies and procedures help ensure that the necessary actions have been implemented to deal with risks in the achievement of the entity's objectives

4. Information and communication is an information system relevant to financial reporting purposes, which includes an accounting system, consisting of methods and records that are developed to record, process, and maintain data. summarize, and report on the entity's transactions (including events and circumstances) and to hold accountability for the assets, liabilities, equity concerned.
5. Monitoring is the process of determining the quality of internal control performance at all times. Monitoring includes determining the design and operation of controls in a timely manner and the corrective action taken.

Based on the conceptual and previous research results, it leads to the first hypothesis as follows:

H1: HR competence affects the accountability of the village government in managing village fund allocations.

HR competencies who have the skills, knowledge and good behavior in themselves to do a job. Competence is needed to face organizational demands in the form of rapid changes, complex problems, and an uncertain future (Sutrisno, 2009). Research from Atmadja and Saputra (2017) states that HR competence affects the accountability of village governments in managing VFA. Human resources Apparatus who have competence in financial management will have more potential for fraud prevention and good financial management so as not to harm the community. This is supported by the research of Widaryati, Herawati and Atmadja which state that apparatus competence, organizational culture, Wistleblowing and the internal control environment affect fraud prevention and VFA management. Also Atmadja and Saputra (2017) tested the competence of officials and the internal control environment on fraud prevention in the accountability of managing VFA.

H2: Individual morality affects the accountability of the village government in managing village fund allocations.

Morality or morality means a way of life or habit. Moral or morality is based on certain values that a certain person or organization believes to be good or bad, so that they can distinguish which ones are appropriate to do. Moral in a general sense emphasizes the character or characteristics of a special individual, outside of obedience to regulations (Umam, 2010). The results of research by Rahimah, et al (2018) show that individual morale affects the accountability of VFA management in preventing fraud. The better the individual morality, the less the level of cheating will be done and the accountability of VFA management can run well. This is supported by Wijayanti and Hanafi's research which states that individual morality affects the accountability of VFA management andprevention *fraud*.

H3: The control environment affects the accountability of the village government in managing the allocation of village funds.

The internal control environment is a variety of policies, practices, and procedures implemented by institutions / companies to safeguard assets, ensure the accuracy and reliability of accounting information records, promote efficiency in company operations, and measure compliance with policies and procedures set by management (Permatasari, et al, 2017). Nisak, et al (2013) stated that the internal control environment affects fraud prevention in increasing the accountability of VFA management. Internal control is the first step in preventing faud in increasing accountability. Also the results are the same as research by Atmadja and Saputra (2017).

H4: HR competence, individual morality and control environment affect the accountability of the village government in managing village fund allocations.

The competency dimension of the behavior of a person who has the skills, knowledge and good behavior in him to do a job (Sutrisno, 2009). The higher the competence of human resources possessed by government officials through an increase in the internal control environment, the impact on improving the quality of regional government financial reports and can prevent *fraud.* Atmadja and Saputra (2017), in their research suggest that village financial management and the results show that the competence of human resources and the internal control environment affects fraud prevention and increases the accountability of VFA managers. Widiyarta (2017) found the results of research that the competence of human resources and the internal control environment had an effect on preventing fraud and increasing the accountability of VFA managers.

RESEARCH METHODS

Research Objects

Therefore, the objects of research are several village officials who manage the village fund allocation (VFA) in Central Kupang District, Kupang Regency.

Population and Sample

Population

The population in this study were 7 villages in Central Kupang District, Kupang Regency (Penfui Village, Timur, Mata Air Village, Noelbaki Village, Tanah Merah Village, Oebelo Village, Oelnasi Village and other villages. Oelpuah) with a total of 35 village officials plus the community.

Samples

Sampling in this study used a *purposive sampling method*, which is sampling based on certain criteria or with *judgments* certain(Sugiyono, 2018). There are 5 respondents to be researched consisting of the village head, village treasurer, village secretary and head of affairs (kaur) for each village, and the community. So the size of the sample in this study was 35 respondents obtained from 7 villages with 4 village financial management representatives represented by each village, 1 village community represented in each village.

Data Collection Data

collection in this study uses primary data and secondary data. Primary data is in the form of data collected by sending questionnaires directly to respondents, while secondary data is in the form of data which is carried out through various sources in the form of research journals and mass media related to the research title to be used as a library.

Multiple Linear Regression Analysis

Hypothesis testing on the effect of the independent variable on the dependent variable was carried out using multiple linear regression analysis. Regression analysis is used to predict the effect of more than one independent variable on one dependent variable, either partially or simultaneously (Latan and Temalagi, 2012). The formula for testing the effect of the independent variable on the dependent variable is:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$$

Note:
Y : Village government accountability in managing VFA

α : Constant
X1 : Human Resource Competence
X2: Individual Morality

X3 : Control environment

β_1-β_3 : Multiple regression coefficient

e : *error term*

RESEARCH RESULTS AND DISCUSSION

Research Results

ValidityThe validity

Testtest shows the extent to which the variables used actually measure what should be measured. The research questionnaire is said to be valid if the instrument is really able to measure the value of the variable under study (Sugiyono, 2016). The validity test is used to determine the feasibility of the items in the questionnaire. Testing the validity in this study using the *Pearson Correlation* obtained, if the significance value is below 0.05, it means that the data obtained is valid (Baker, 2002).

The results of the 10 question items value rcount> rtabel, where the r table with respondents (n) of 35 people has a rtabel value of 0.3494 ((n-2): 35-2 = 0.3494)) based on a significance value of 0.05 which means that the variable items X1 (HR competencies) above are valid numbers. The data above also shows that the items in variable X1 can be categorized as good because they are above the value of 0.4.

The results of the 10 question items in X2 have a value of rcount> rtabel, where the r table with 35 respondents (n) has a rtabel value of 0.3494 ((n-2): 35-2 = 0.3494) based on a significance value of 0.05 which means that the items variable X2 (Individual Morality) above is valid data. The data above also shows that the items in variable X2 can be categorized as good because it is above the value of 0.4.

The results of 11 question items in X3 have a value of rcount> rtabel, where the r table with respondents (n) of 35 people has a value of rtabel 0.3494 ((n-2): 35-2 = 0.3494) based on a significance value of 0.05 which means that the variable items X3 (Control Environment) above is valid data. The data above also shows that the items in variable X3 can be categorized as good because it is above the value of 0.4.

The results of 10 question items in Y have a value of rcount> rtabel, where the r table with 35 respondents (n) has a value of rtabel 0.3494 ((n-2): 35-2 = 0.3494) which means that the question items are in variable Y (Village Government Accountability) above is valid data. The data above also shows that the items in variable Y can be categorized as good because they are above 0.4.

Reliability Test Reliability

tests to measure the variables used are free of errors and show consistent results, showing the extent to which measurements can be trusted (Sugiyono, 2016: 130). The results of the reliability test with SPSS will produce *Cronbach Alpha*. An instrument is said to be reliable if thevalue is *Cronbach Alpha* more than 0.70 (Barker, 2002).

The reliability test of the Village Government Accountability variable as Y in the table of processed SPSS 25 results shows that the data for the X3 variable is reliable, because the *Cronbach's Alpha value* is greater than the limit value, namely *Cronbach's Alpha is* 0.880 while the limit value is 0.60.

This shows that the variables used in this study are reliable. This means that all respondents' answers have been consistent in answering statement items that measure each variable including HR competence, individual morality and control environment, village government accountability.

Multiple Linear Regression Analysis Regression

analysis is used to predict the effect of more than one independent variable on one dependent variable, either partially or simultaneously (Barker, 2002).

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	20,944	12,092		1,732	,006
	T_Komp.SDM	,669	,038	,251	3,126	,000
	T_Moral.Indivi	,359	,049	,207	2,580	,001
	T_Ling. Peng.	,211	,051	,199	2,220	,003

Source: Data processed by SPSS 25 (2020)

The formula for testing the effect of the independent variable on the dependent variable:

$$Y = \alpha + \beta1X1 + \beta2X2 + \beta3X3 + e$$

Y = 20,944 + 0.669X1 + 0.359X2 + 0.211X3 + e The interpretation of the results above is

- The α value of 20,944 is a constant or state when the Village Government Accountability variable (Y) has not been influenced by other variables, namely the HR Competency variable as X1, the Individual Morality variable as the X2 variable, and the controlling environment variable as the X3 variable.
- The value of β1X1 (regression coefficient value X1) is 0.669, indicating that the HR Competency variable (X1) has a positive influence on the Village Government Accountability variable (Y), which means that every increase of one HR Competency variable will affect the village government accountability by 0.669, with the assumption that other variables are not examined in this study.
- The value of β2X2 (regression coefficient value X2) is 0.359, indicating that the Individual Morality variable (X2) has a positive influence on the Village Government Accountability variable (Y), which means that every increase of one individual Morality variable will affect the accountability of the village government by 0.359, with the assumption that other variables are not examined in this study.
- The value of β3X3 (regression coefficient value X3) is 0.211, indicating that the control environment variable (X3) has a positive influence on the Village Government Accountability variable (Y), which means that every increase of one control environment variable will affect the village government accountability of 0.211, with the assumption that other variables are not examined in this study.

Hypothesis

Test T

Test The t test aims to determine individually the effect of one independent variable on the dependent variable. If the resulting significance value shows P <0.05 or t_{count}> t_{table}, it can be concluded that the independent variable has a significant effect on the dependent variable (Barker 2002).

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20,944	12,092		1,732	,006
	T_Komp. SDM	,669	,038	,251	3,126	,000
	T_Moral. Indivi	,359	,049	,207	2,580	,001
	T_Ling Peng	,211	,051	,199	2,220	,003

T-Test Result (Partial)

Table 2 T-Test

No	Variable	T-count	T-table	Value a	Sig Score
1	HR Competence (X1)	3,126	2.04841	0.05	,000
2	Individual morality (X2)	2,580	2.04841	0.05	,001
3	Control environment (X3)	2,220	2.04841	0.05	,003

Based on the table above, the T test results show that the significance value of HR Competence as variable X1 on Village Government Accountability as variable Y is 0.00 less than 0.05 and the t-count value is greater than the t-table value, meaning that there is an influence of HR Competence (X1) to Village Government Accountability (Y) significantly. In the X2 variable, Individual Morality, also has a significant effect on the Village Government Accountability, namely the Y variable.While the X3 variable, namely the Control Environment, is also the same as the X1 and X2 variables, namely X3 also has a significant relationship to the Y variable, namely Village Government Accountability, the table above has showed that all the significant value of the variables X1, X2, X3, and even less than 0.05 (a value) and the value t count the three variables X is greater than t-table, meaning that each variable X to variable Y. significant effect

Test FF

Thetest aims to determine whether all the independent variables included in the regression model have a simultaneous influence on the dependent variable or not. If the resulting significance value of the FP test <0.05 or by comparing the F statistical> F table, it can be concluded that all independent variables simultaneously have a significant effect on the dependent variable autocorrelation (Baker, 2002). This means that the regression model is appropriate or feasible.

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	46,271	3	15,424	8,056	,001[b]
	Residual	306,901	25	12,276		
	Total	353,172	28			

a. Dependent Variable: T_AkunPemdes

b. Predictors: (Constant), T_Lingkungan Pengendalian, T_Moral.Indivi, T_Komp.SDM

To show that the HR Competency (X1), Individual Morality (X2), and Control Environment (X3) variables simultaneously influence the Basic Government Accountability, the f-count value must be greater than the f-table value and the significance value must be less than 0.05. . The f-table value of 32 respondents is 2,930 (k; nk), while the f-count value is 8,056, then based on the table above the significance value is less than 0.05, meaning that the variables of HR Competence (X1), Individual Morality (X2), and Environment Control (X3) has a simultaneous effect on Basic Government Accountability (Y).

Test of the coefficient of determinationcoefficient of determination

Theshows how much the independent variable explains the dependent variable. In evaluating the regression model, thevalue is used *adjusted* R^2 where the value can go up and down if one independent variable is VFAed to the model. The *adjusted* R^2 *value* can be negative, although the desired value must be positive. If in the regression test the *adjusted* R^2 value is negative, then the value is considered zero (Barker, 2002).

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,891[a]	,678	,662	2,762

a. Predictors: (Constant), T_Ling. Pengendalian, T_Moral.Indivi, T_Komp.SDM

Based on the results of the above processing, it was found that the coefficient value of R Square (R2) was 0.662 or 66.2%. So it can be concluded that the magnitude of the influence of each variable X be it X1, X2, and X3 on Y is 66.2%, and the remaining 33.8% is influenced by other variables outside of this research model. It is hoped that further research related to organizational culture andexpected *whistleblowing is.* Because organizational culture and *whistleblowing* have an important role in the accountability of the village government for village financial management.

Discussion of Research Results

The Effect of HR Competence on Village Government Accountability in Managing Village Fund Allocation.

Based on the results of testing the first hypothesis (H_1), it is known that the competence of human resources has an influence on the accountability of village governments in village financial management in Kupang District, Central Kupang Regency. Competence of human resources who are competent in village government is one of the keys in producing quality financial reports. Village financial reports are prepared and presented by HR, therefore competent village officials are needed. HR competence in Central Kupang District is very good because it has adequate human resources in managing village finances. A good understanding of accounting from village officials causes the accountability of the village government in managing finances to be very professional so that there is no potential for fund irregularities.

The results of this study are consistent with previous research from Atmadja and Saputra (2017) and Wonardkk (2018) which state that the competence of the apparatus (HR) has a significant influence on the accountability of village governments in managing village finances.

The Effect of Individual Morality on Village Government Accountability in managing Village Fund Allocation

Based on the results of testing the second hypothesis (H2), it is known that individual morality has an influence on the accountability of the village government in managing village fund allocations in Central Kupang District. Based on interviews with several village officials, efforts to cultivate individual morality of village officials are carried out through providing guidance to village officials, for example in terms of honesty, patience, gratitude and cultivation and experience of Pancasila values both while serving as village officials and in their daily activities. The results of this study prove that in VFAition to human resource competence and internal control, individual morality is also an important factor in the accountability of village governments in managing village funds.

The results of this analysis are in line with the concept of the level of moral reasoning by Kohlberg (1971) which states that knowledge of moral reasoning can be used to determine the tendency of individuals to take certain actions, especially those related to ethical dilemmas based on the results of their moral reasoning. besides emphasizing the importance of paying attention to this moral awareness to understand how ethical decisions are made and also the ethical reasons why someone makes certain decisions.

Furthermore, morality is a person's behavior is considered good if having a person's conscience creates right and wrong. Moral or behavior will also be an important factor triggering *fraud*. The results of this study are in line with the research of Rahimah et al. (2018) which shows that the higher the level of one's moral reasoning, the higher the level of truth that is carried out. Conversely, the lower the level of one's moral reasoning, the more likely it is to deviate from funds. A high level of moral reasoning can prevent misuse of funds in an organization.

The Influence of the Control Environment on Village Government Accountability in Managing Village Funds.

Based on the results of testing the third hypothesis (H3), it is known that the control environment has an influence on the accountability of the village government in managing village funds in Central Kupang District. The results of the study are relevant to *agency theory* where the control environment is needed to monitor the behavior of *agents* (village officials) in managing village funds so as to prevent actions to enrich themselves and by engaging in corruption, which ultimately compromises the interests of the *principal* (community). The results of testing and interviews with the village head indicated that the perception of village officials in Central Kupang District was good because efforts to increase the accountability of the village government in managing village funds had been carried out by rotating positions according to orders from the local government and also having village assistants to monitor the management of their respective activities respectively.

The results of this study are in line with Nisak, et al. (2013), Atmadja and Saputra (2017), Widiyarta, et al (2017), stating that internal control has a significant effect on preventing *fraud* in village financial management.

The Influence of HR Competence, Individual Morality and Control Environment on Village Government Accountability in Managing Village Funds.

Based on the results of testing the fourth hypothesis (H4), it is known that the competence of human resources, individual morality and the control environment have an influence on the accountability of the village government in managing village funds in Central Kupang District. Realizing a good village financial report is not an easy thing to do, it can be seen from the lack of capability possessed by village officials. However, this can be overcome by increasing the competence of human resources, morality and control environment. The results of this study indicate that the efforts that can be made by the village government in Central Kupang District in improving the competence of human resources, morality and the control environment simultaneously affect the accountability of the village government in managing village funds.

CONCLUSION

Conclusion

1. HR Competency Accountability affect the village government in managing funds Kupang Tengah village in the district, the District Kaupang. Adequate human resource competence in terms of quantity and quality will increase the accountability of the budget realization report at the village financial level, so that all accountability can be carried out properly and avoid all acts of misuse of village funds.
2. Individual morality affects the accountability of the village government in managing village funds in Central Kupang District, Kupang Regency. Individual morality must also be considered because morality is also an important variable in increasing the accountability of the village government in managing village funds. Someone who has high moral reasoning will be able to prevent misuse of funds and will obey the rules in accordance with ethical principles.
3. The control environment affects the accountability of the village government in managing village funds in Central Kupang District, Kupang Regency. The control environment really needs to be implemented in an institution in order to minimize the misuse of funds and increase the accountability of the village government in managing village funds.
4. Human resource competence, individual morality, and control environment simultaneously affect the accountability of the village government in managing village funds in Central Kupang District, Kupang Regency.

Suggestions

1. For Research Objects The

village government in Central Kupang District, Kupang Regency is able to build self-reliance and self-help for the community to be more professional in running the government. The village government is able to take advantage of HR competencies from village wars in terms of village financial management, especially regarding planning, implementation, administration, reporting and accountability in order to avoid misuse of village funds and increase the accountability of village governments in managing village funds.

2. For Further Research

The next researcher is expected to be able to expand the research object used, for example in other institutions. Further researchers are also expected to VFA other variables that are thought to affect the accountability of village governments in managing village funds and can use this type of qualitative research.

ANALYSIS OF WORKING CAPITAL IN RELATION WITH INCOME OF THE SMALL WEAVING INDUSTRY IN KUPANG CITY

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ABSTRACT

The role of the small weaving industry in East Nusa Tenggara, especially in the city of Kupang, is felt to be very important in the economy of the community because the technology used is labor-intensive technology so as to overcome the problem of unemployment. Weaving types such as weaving, Buna weaves, Sotis weaving and natural color weaving are relatively well-known skills among the people of Kupang City which have been developed from generation to generation and become the livelihoods of the community. Weaver's income can be influenced by several factors, including working capital. This study aims to determine whether there is an effect of working capital on the income of the Small Weaving Industry in Kupang City. This study used a survey with a quantitative descriptive approach. This research was conducted in the Small Weaving Industry in Kupang City with a total population of 49 weavers. The sample was taken using saturated samples. Methods of data collection using questionnaires, interviews, documentation and observation. The data analysis technique used is to use financial theory related to working capital and income.

The results showed that working capital has an effect on the income of small industrial weavers in Kupang City, because the greater the amount of working capital spent, the greater the income earned. Therefore, it is recommended that weavers keep working capital conditions so that the production process can be increased by itself the income will increase.

Keywords : Income, Kupang City, Small Industry, Working Capital

Introduction

Small and Medium Enterprises (SMEs) are an important part of the economy of a country. This important role has encouraged many countries, including Indonesia to continue making efforts to develop SMEs (Syakhroza, 2007). Empowerment of SMEs is an essential part of poverty reduction, because this is the key to breaking the poverty chain through expanding employment opportunities and increasing people's income (Nasir, 2009).

The role of small industries in East Nusa Tenggara, especially in Kupang City, is felt to be very important in supporting the community's economy. The government's participation is needed so that this industrial business can develop more rapidly. Problems and challenges directly experienced by the Small Weaving Industry in Kupang City are insufficient capital, difficult raw materials and dyes to obtain and a lack of professional human resources. According to

(Kasmir, 2008) working capital in a business has a very important role in supporting activity of a business. The working capital that has been issued is expected to be able to return to the company in a short period of time through the sale of its products. Lack of working capital causes low returns (Nasution, 2008).

Working capital is included in this study because theoretically working capital affects the increase in the amount of output sold so that it will increase income, especially net income. The higher the working capital used, the higher the net income. This theory is supported by Hidayaji's research (2010) which states that capital has a significant positive effect on income.

The Small Industry Sector in Kupang City can act as a sufficient source of income for business owners and for the people involved in its management, because if this is handled seriously, this industrial business can become a source of income or potential income (Anaboeni, 2017). Ikat weaving is a skill that is relatively well known by the people of Kupang City. The Kupang City Government through Bank Indonesia divides four weaving villages in Kupang City, namely, Sabu Tenun Village, Alor Tenun Village, Timor Tenun Village and Rote Weaving Village. The existence of Kampung Tenun in Kupang City is a concrete manifestation of the development of Small and Medium Enterprises in Kupang City, whose distribution can be seen in table 1, as below:

Table 1. Number of Small Weaving Industries in Kupang City

No	Nama Kecamatan	Jumlah Pengrajin Tenun	Persentase (%)
1	Maulafa	22	29,33
2	Kota Raja	27	36,00
3	Oebobo	10	13,33
4	Alak	15	20,00
5	Kelapa Lima	1	1,33
	Total	75	100

Sumber : Disperindag Kota Kupang, 2020

The province of East Nusa Tenggara is known to have many traditional weaving crafts that have grown and developed from generation to generation in the community, such as ikat weaving, Buna weaving, Sotis weaving and natural color weaving. Traditional woven fabrics from East Nusa Tenggara have a function as daily clothing needs and are also meaningful to show one's social status in society (Setiawan, 2014).

The types of products produced from the Small Weaving Industry such as sarongs, blankets, scarves, safaris, coats, tablecloths, bags, shoes, earrings, necklaces and traditional clothing with traditional product designs, own creations or according to orders. The types of products that are generally produced and sold in the weaving industry are sarongs, blankets and scarves from various tribes in East Nusa Tenggara.

Based on the observations made, the average working capital for conducting the weaving business is less than IDR 10,000,000 with the majority using their own limited amount of capital. The source of capital obtained also comes from loans from banks or other financial institutions. Difficulties in working capital have made it difficult for the Small Industry to increase its business capacity and develop competitive products. The labor force in each weaving business is from one to twenty people, most of whom work as housewives and are assisted by members family. The average level of education taken by the workforce is elementary school. Some of the workers have attended and some have never attended special training. Special training is held by the government, agencies, banks and non-governmental organizations.

Weavers, most of whom are housewives, need their own time to do household chores or other jobs so that the weaving process becomes ineffective and efficient because the time is not fully used for weaving. The average types of products produced, namely sarongs, blankets and scarves, with time to produce a woven product, it takes different times. The length of work on sarongs, blankets and scarves takes one to three weeks, even up to a month, according to the order and for sale itself.

Based on previous research and existing phenomena, a study was conducted on "Analysis of Working Capital in Relation to Small Weaving Industry Income in Kupang City"

LITERATURE REVIEW

1. Small and Medium Enterprises (SME)

   The law that regulates Micro, Small, and Medium Enterprises (MSMEs) is Law Number 20 of 2008. In this law the definition of MSMEs is explained as follows::

   1) Micro Business is a productive business owned by an individual or an individual business entity that meets the criteria of a Micro Business as regulated in law.
   2) Small Business is a productive economic business that stands alone, which is carried out by an individual or business entity that is not a subsidiary or branch of a company that is owned, controlled, or is a part, either directly or indirectly, of a medium-sized or large-scale business. criteria for Small Business as referred to in this law.
   3) Medium Business is a productive economic business that stands alone, carried out by an individual or a business entity that is not a subsidiary or branch of a company that is owned, controlled, or is part of, either directly or indirectly, with a small or large business with a total net assets. or annual sales proceeds as regulated in this law. Small businesses referred to here include informal small businesses and traditional small businesses.
2. Opportunity of SMEs

   In general, SMEs in the national economy play a major role in economic activity, provide the largest employment, play an important role in local economic development and community empowerment, create new markets and sources of innovation and contribute to the balance of payments (Ministry of Cooperatives, 2008). Therefore, empowerment must be carried out in a structured and sustainable manner, with the direction of increasing productivity and competitiveness, as well as growing new and resilient entrepreneurs.

   One of the advantages of Small and Medium Enterprises is that they are sometimes very agile in looking for opportunities to innovate to apply new technology rather than large, established companies. It is not surprising that in this era of global competition, many large companies depend on small and medium suppliers.
3. Constraints of SMEs

The role of MSMEs is very large in the Indonesian economy, even though the UMKM business does not always run smoothly, there are still many obstacles and obstacles. Following are some of the most dominant constraints, namely capital and human resources: (a) Resource Capital; and (b) Human Resources (HR)..

4. Income

Income as one of economic development is basically reflected by the occurrence of changes in new streams concerning the flow of income and benefits to local, regional, and even national communities. Income is often used as a benchmark in measuring the level of welfare of a society and the success of a country's economic development (Gesmani, 2011).

According to Kasmir (2006), in determining the entrepreneur's income, several factors are needed, including entrepreneur interest, capital, definite time, profit, trading experience, labor, environment, and education. The greater the income (salary) given, the more fulfilled their needs. Thus they will find peace in carrying out their duties so that we can expect enthusiasm for their work. In this study, the income that will be sought by researchers is income from their own business in the form of profits from selling products. This income can also be classified into net income because the entrepreneur's income is derived from the amount of income received from the total revenue (sales turnover) obtained after deducting the purchase of materials, employee salary costs, operating costs and other costs or total income where the total revenue minus the total cost.

Based on the above description, it can be concluded that income is the result that a person receives as income and business while working from the sale of goods or services in a certain period. Net income derived from the difference between all gross income and all expenses incurred.

Income Calculation

In this study, the variable studied was net income. Net income is the income obtained by the Small Weaving Industrial Business entrepreneur from the difference between all gross income and all expenses or expenses incurred. Profit is the difference between all sales revenue (turnover) and production costs incurred by the company. Profit can simply be called net income. Meanwhile, profit is the difference between the company's sales revenue (turnover) and the production costs incurred by the company. Turnover is the amount of money from the sale of certain goods or services during a sale period. Turnover can simply be called gross income. Although both income (income), turnover and profit have a significant difference, namely the cost. The calculation of income turnover is formulated as the product of the number of units sold and the price per unit (Mankiw, 2011). The total revenue equation (TR) is as follows:

$$TR = P \times Q$$

Meanwhile profit is formulated as follows:

$$MP = (P \times Q) - C$$

According to Soekartawi (2002) net income (π) is the difference between revenue (TR) and all costs (TC). Net income (π) can be written as follows:

$$T = TR - TC$$

In this study, researchers used net income as a calculation because net income is the income obtained from the difference between all total revenue from the sales of output and the total cost of all expenses incurred by the Small Weaving Industry. Net income is used to obtain and find out how much profit is obtained after deducting operating costs and operating expenses every month or every time the production and sale of output.

5. Working Capital

In general, capital is called investment, which is expenditure to buy production equipment, capital goods that aim to increase capital in economic activities that are used to produce goods and services (Sukirno, 2009). Every business always requires working capital to be able to carry out its day-to-day operations, for example, paying down payments for the purchase of raw materials or raw materials and paying employees' wages. Where the funds spent are expected to be able to return to the business in a short time through production (Putri, 2015). The management of working capital must be effective and efficient in maintaining the flow of income in order to sustain the business in financing further production activities, so good management is needed in every working capital management.

According to Kasmir (2010) "working capital is the capital used to finance the daily operations of companies, especially those with a short term. Working capital also refers to all current assets owned by a company or after current assets are reduced by current debt. Working capital is an investment that is invested in current assets or short-term assets. Usually working capital is used for several activities in one period ”. According to Hendra (2009), working capital is a company investment in the short term or also known as current assets, including cash, inventories and accounts receivable. Net working capital is the difference between current assets and current liabilities, therefore net working capital is funded by long-term debt sources and part of its own capital (equity).

From the above definitions, it can be concluded that working capital is the difference between current assets and current liabilities. This working capital is a company investment in the short term in the form of cash, inventories and receivables which are used to meet business operations to produce output.

a. Working capital calculation

If the company has determined how much working capital it needs, it means that the company already knows the amount of funds to be spent to finance routine business activities, so that the company's working capital can be used effectively. By knowing the need for working capital, businesses can plan funds and control some of the working capital needed so as to prevent waste or excess funds and find out whether there is a lack of working capital or not. The calculations used to calculate how much working capital is needed and working capital available by businesses, according to Riyanto (2011) are as follows:

Available working capital = Current Assets - Current Liabilities

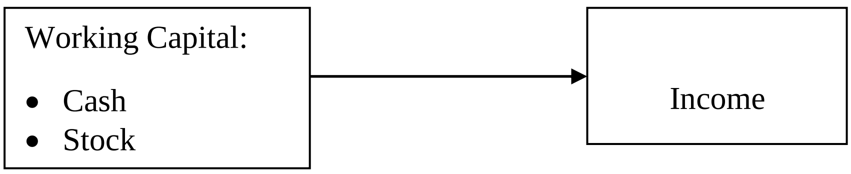
b. Types of Working Capital

The elements or components of working capital can be seen on each company's balance sheet, namely all current assets and current liability estimates (Ahmad, 2012). The elements of working capital include cash or in the bank, securities that are quickly converted into cash, accounts receivable, and inventory.

Conceptual Framework

Based on the theoretical study, it can be said that the income of the Small Weaving Industry is related to working capital, labor competence and working hours. A business that releases working capital is expected to return to its business within a short time from selling its production, so that working capital continues to rotate in the company every period. The greater the working capital elements or working capital components can be seen in each company's balance sheet, namely on all current assets and current liability estimates (Ahmad, 2012). The elements of working capital include cash or in the bank, securities that are quickly converted into cash, accounts receivable, and inventory.

Based on the theoretical study, it can be said that the income of the Small Weaving Industry is related to working capital, labor competence and working hours. An effort to spend working capital is expected to increase the amount of productivity in order to increase sales and business revenue. In this research the elements used are cash and inventory. Receivables were not included because the weavers did not make sales on credit so there were no receivables.



Picture 1. Conceptual Framework

Methods

The population in this study was 49 weavers in the city of Kupang and who are still actively doing their business. The approach of this study is a quantitative descriptive approach using financial theory related to working capital and income. The research data were obtained from a questionnaire with 16 questions that were given or asked to respondents of small industrial weavers in Kupang City. Research data were obtained using interviews based on the questions contained in the questionnaire. This was done on the basis of making it easier to collect data and also many respondents who asked to read and fill out questionnaires by researchers.

Based on data obtained from the Industry and Trade Office of Kupang City, the number of weavers is 75 people. However, in the research conducted, only 49 business units were still active in producing weaving and selling products to date so that the respondents who were the object of the study were 49 weavers.

RESULT AND DICUSSION

Difficulties in business, such as working capital that is not smooth, make it difficult for weavers to increase capacity and continue the business, the poor health condition of the weavers causes the weavers to experience problems in continuing the business so that they have to close their businesses, difficulties in buying raw materials, difficulty in developing products such as motives and lack of varied so that competition with other weavers resulted in some weavers having closed their businesses.

Based on the results of the questionnaire obtained from 49 respondents of Small Industry Weavers in Kupang City, the respondents' conditions were obtained regarding the weaver's address, age and gender. Address, where the data obtained shows that the respondents with the most addresses are dominated by Maulafa and Kota Raja sub-districts (34.69%). Through the Small and Medium Business Cooperative Office, the existence of Tenun Sabu Village and Tenun Rote Village are located around the Maulafa and Kota Raja sub-districts, where the majority of the determinants are based on the ethnicity of the local community, namely Sabu and Rote ethnicities. With the large number of weavers living in the district, it is seen from the tradition that has grown and developed from generation to generation and has been passed on to every weaver in existence.

Furthermore, it is known that female respondents have a greater number than the number of male respondents, namely 46 respondents (93.87%). This shows that female respondents dominate the weaving activity because in the tradition of East Nusa Tenggara, women are inherited to weave and are required to have skills. So, for women who do not have the opportunity to receive a higher education, they choose to weave as a daily job apart from taking care of the household and weaving can be used as a livelihood to support their family's economy.

Working Capital

Businesses, which are generally family business units, rely on very limited capital for business owners. Capital is used to buy the needs of production activities and other needs. The amount of capital used by weavers can be seen in table 2 as follows:

Table 2. Capital of Small Industry Weavers in Kupang City

No	Working Capital	Sum of Wavers	(%)
1	Rp 100.000 - Rp 900.000	26	53,06
2	Rp 1.000.000 - Rp 3.000.000	16	32,65
3	Rp 5.000.000 - Rp 9.000.000	3	6,12
4	Rp 10.000.000 - Rp 50.000.000	1	2,04
5	Rp 100.000.000 - Rp 250.000.000	3	6,12

Total	49	100

The description of the data is based on the weaver's working capital that has been processed, the majority of weaving small industries use a limited number of private sources of capital. The capital obtained is very diverse, ranging from bank loans, non-bank loans, own savings, husband's income, children's income so that the weavers are expected to be able to manage the capital as well as possible.

The capital of small industrial weavers in Kupang City is known to be the most dominant amount of capital is Rp. 100,000 - Rp. 900,000 (53.06%). The data obtained shows that with the lowest capital, it shows that with this capital, the dominant weaver uses his own capital to produce weaving, which means that with a capital of Rp. 100,000 - Rp. 900,000 the weaver can generate income. If within a month there are no sales or orders for woven products, it will cause congestion in the next weaving production. Weavers who experience bottlenecks in producing weaving will hamper and uncertain in terms of their capital. On the other hand, the education level of Small Industry Weavers in Kupang City, the most dominant weaver's last education was elementary school graduates, namely 38 people (77.55%).

The data show that the education level of Small Industry Weavers in Kupang City is still very low. The low level of education of weavers is influenced by the lack of capacity for sustainable school fees. The labor used in the tie-weaving industry is small due to the type of business that exists, namely the Home Industry or home industry, which means that from production to selling woven products at home, the dominance is done by 1 person and assisted by 2 to 5 people who are members of their own family. In the process of working on the weaving, there are also those who form working groups or kinship with 6 to 10 members who work together to help in the weaving process. Furthermore, with the composition of working capital as above, it can also be seen that the composition of working capital elements is as follows:

1. Cash
   The amount of cash owned by weavers differs from one another because in doing business some use their own money but some also make bank loans. The spread can be seen in table 3.

Table 3. Cash Amount of Small Industry Weavers in Kupang City as of 31 December 2019

No	Cash Amount	Sum of Wavers	(%)
1	Rp 500.000 - Rp 2.000.000	33 orang	67,35
2	Rp 2.100.000 - Rp 4.000.000	7 orang	14,29
3	Rp 4.100.000 - Rp 6.000.000	3 orang	6,12
4	Rp 6.100.000 – Rp 10.000.000	3 orang	6,12
5	> Rp 10.000.000	3 orang	6,12
		49 orang	100

Table 3 above illustrates that the cash weavers have in the amount of <than Rp. 2,000,000, - is 67.35%, this shows that the weavers are still doing business on a small

scale and have a small amount of production and use more capital alone with a business length of more than 5 years. The largest amount of cash is only 6.12%, which is> Rp.10,000,000, - to be precise Rp. 200,000,000, - because their business is already in the form of a company and besides using traditional production tools, they also use modern production tools. In addition, the working hours that are enforced are standardized, namely 8 hours each day, with skilled workers in the sense that they are always included in training conducted by the relevant agencies. Apart from producing their own business, they also purchase products produced by individual and group businesses on a small scale.

2. Stock
   Inventory referred to here is the amount of product available in the hands of weavers at the end of 2019 they produced. There are those who are no longer producing in November due to weather factors, where in November there has been rainfall so that the color giving process will be disrupted due to the less hot weather. But there are also those that are still producing because the yarn dyeing process has been carried out in October in such a large number that until December it was still producing. The distribution of supplies can be seen in table 4, as follows:

Tabel 4 Besaran Persediaan tenunan pada Industri Kecil di Kota Kupang Per 31 Desember 2019

No	Stock	Sum of Wavers	(%)
1	1 - 5 produk	18 orang	36,74
2	6 – 10 produk	20 orang	40,82
3	11 – 15 produk	5 orang	10,20
4	16 – 20 produk	3 orang	6,12
5	>20 produk	3 orang	6,12
		49 orang	100

Sumber : Data Diolah,2020

Table 4 above shows that 40.82% of the weavers have between 6 -10 products and this is a product that has not been sold because of high prices because the production process uses natural raw materials and special motifs. With this distribution of supplies, it will affect the income of the weavers even though they mostly use their own limited capital.

Income

The income used in this study is included in net income and is income from one's own business. This income is obtained from processing data from questionnaires that have been filled in by Small Industry weavers in Kupang City.

Table 5. Income of Small Industry Weavers in Kupang City

No	Income	Sum of Wavers	(%)
1	Rp 100.000 – Rp 500.000	14	28,57

2	Rp 550.000 - Rp 1.500.000	14	28,57
3	Rp 1.550.000 - Rp 3.500.000	16	32,65
4	Rp 3.550.000 - Rp 5.500.000	2	4,08
5	> Rp 6.000.000	3	6,12
	Total	49	100

The weaver's income is calculated from the total turnover obtained by the weaver, reduced by costs (raw material costs, labor costs and other costs) using the formula T = TR - TC. Based on the processed data from the calculation of the income of small industrial weavers in Kupang City, the weavers' income is dominated by Rp. 1,550,000 - IDR 3,500,000 (32.65%). The weaver's highest income is IDR 174,200,000 per month and the lowest is IDR 200,000 / month.

Analysis of Working Capital in relation to Income of Small Weaving Industry in Kupang City

The working capital variable has an influence on the income of the Small Weaving Industry in Kupang City. The higher the capital used by the weaver in producing the weavings, the higher the weaver's income. This research is in line with the opinion of Hidayaji (2010) which states that capital affects income, working capital affects the increase in the amount of output sold so that it will increase income, especially net income. The higher the working capital used, the higher the net income. These results are in line with the results of previous studies from Firdausa (2012), Bana (2019), Rahmi (2014), Riziq (2017) and Sofyan (2017). The income received by the weaver depends on the capital provided by the weaver. The greater the capital or production factors owned, the higher the income tends to be.

The amount of working capital provided by each of the Small Weaving Industries in Kupang City varies, depending on the type of weaving and the products produced and sold by the weavers. However, most of the working capital used by weavers is classified as low and some have provided a large amount of working capital because it is adjusted to the product and type of weaving to be produced. The most dominant amount of capital is around Rp. 100,000 to Rp. 900,000.

The capital factor is a factor that influences the weaver's income because the more capital the weaver has, the greater the income. Weavers who have little capital are very limited in carrying out their business, namely lack of product diversification, but weavers who have sufficient capital can add variety and make various types of products in the process after weaving.

In this study, the weaver's capital comes from own capital and loan capital. Most of the weavers' capital comes from their own capital, the additional capital from the loan is hampered by the ability of the weaver who cannot meet the loan requirements, such as a guarantee or collateral that the weaver must provide to get a loan from a bank, cooperative or other financial institution. Often obtaining capital varies greatly from saving money from their own husband, income from their husbands, in the hope of fulfilling the family economy, so that the weavers are expected to be able to manage the business capital as best as possible.

Research in the Small Weaving Industry in Kupang City, each business does not provide receivables to sell sarong, blanket and shawl products on credit. Because sales on credit do not immediately result in cash receipts, but generate receivables and then on the day the receivables fall payment the cash receipts occur. From the results of interviews and questionnaires, respondents did not provide receivables on the grounds that it would cause congestion in the production process for sarongs, blankets and scarves in the next production. If there is a bottleneck in the production process it is due to the absence of available capital so that the weavers cannot buy raw materials or pay for labor. For this reason, if the weaver wants to provide such receivables, there must be a receivable arrangement made before the receivables are given, and after the receivables are given.

Meanwhile, supplies for sarongs, blankets and scarves are used to indicate products that are stored for later sale in the business and the remaining raw materials from previous production are used in the production process or stored for the next production process. The regulation regarding the supply of sarong, blanket and shawl products is intended to ensure that the products in the business are not insufficient and excessive. If the product is lacking, it means that there are some customer requests that we may not be able to fulfill, this will result in losing customers, which in turn will reduce sales and will affect the amount of revenue the business will receive.

CONCLUSION AND SUGGESTION

The results showed that working capital has an effect on the income of small industrial weavers in Kupang City, because the greater the amount of working capital spent, the greater the income earned. Therefore, it is recommended that weavers keep working capital conditions so that the production process can be increased by itself the income will increase.

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ANALYSIS OF THE ROLE OF ONLINE TRANSPORTATION ON TOURISM DEVELOPMENT
(A Study of Tourists on Users of Grab Online Transportation Services in Kupang City)

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ABSTRACT

The purpose of this study is to analyze whether the existence of online grab transportation in Kupang City has a positive impact on tourism development, in this study using interview techniques. The interview used was an unstructured interview, namely an independent interview in which the researcher did not use an interview guide that had been systematically structured. The sample in this study amounted to 15 respondents. The sampling technique used was random sampling. The data analysis technique used in this study is an interactive technique. Interactive technique is a data analysis technique that is carried out while in the field and after being in the field which is processed through four stages. The results of this study indicate that the presence of online transportation (Grab) in Kupang City can actually be used as a means of promotion and transportation that is comfortable and safe, as well as practical and efficient. Comfortable and safe from the condition of the vehicle and the driver, as well as practical and efficient from the operation of the application and the ease of finding the driver so that it can save time by visiting all tourist objects in Kupang City.

FOREWORD

The Indonesian nation is a nation known for its wealth of natural beauty which is well known in the various islands in Indonesia. Indonesia has a lot of potential and natural resources that have not been fully developed, including in the tourism sector. Indonesia's tourism sector is a significant contributor to foreign exchange for Indonesia. The development of tourism is closely related to the preservation of personality values and the development of the nation's culture, by utilizing the full potential of Indonesia's natural beauty and wealth. Utilization here does not mean total, but more meaningful, utilizing and preserving every potential that exists, where this potential is arranged into the only tourism power. The development of the tourism sector is expected to provide benefits to the community, because the tourism sector is one of the development sectors in the economic sector. Tourism activities are one of the non-oil and gas sectors which are expected to contribute significantly to the country's economy (Yuwono, 2013).

The increase in tourism destinations and investment has made tourism a dominant factor in job creation, business development and infrastructure. Tourism has experienced continuous expansion and diversity and is one of the largest and fastest growing sectors. In several cities and districts in Indonesia, many are currently preparing to showcase their respective regions through the development of their tourist destinations (Angara, 2019).
East Nusa Tenggara has been in the world's spotlight since Komodo was chosen as one of the New 7 Wonders Of The World's Nature, the tourism sector has continued to increase from year

to year. The Indonesian government has begun to seriously work on this sector and make it one of the mainstay commodities in entering the ASEAN Economic Community (AEC). Commodity that is a competitive advantage, because other countries do not have it. This invisible export commodity has a positive impact on the economic development of the country, region and supports the economy of the transit areas around it (Nyoko, 2017)

Geographically, Kupang City is said to be one of the autonomous regions that has both natural and cultural charm. Various types of tourism potential such as nature tourism, culinary tourism, cultural tourism, and historical tourism can be found in Kupang City. This potential is a very valuable asset to attract foreign and domestic tourists to visit and enjoy the tours that Kupang City has. However, the processing of existing tourist objects must also be improved through the awareness and concern of the government and local communities in maintaining existing tourist objects. Media assistance in presenting information will also be more helpful in introducing tourism in Kupang City (Meolbatak, 2013). In this case, the development of a Tourist Destination Area needs to be accompanied by supporting facilities so that tourists can feel comfortable when visiting Tourist Destination Area.

A destination must have the various facilities needed by tourists so that a tourist's visit can be fulfilled and feel comfortable. The various needs of tourists include, among others, transportation facilities, accommodation, travel agents, attractions (culture, recreation and entertainment), food services, and souvenir items. The availability of various necessary facilities will make tourists feel comfortable, so that more tourists will visit (Gde Pitana, 2005). Transportation is a tourist medium in bringing tourists from their area of origin to tourist destinations. One of the components of the tourism system is the transportation facility which is one of the components that determine the success of the implementation of tourism (Cooper et al, 1993). In this case, the researcher feels the need to pay attention to supporting facilities for tourism development in Kupang City, especially transportation facilities. The city of Kupang has many tourist objects that are the target of tourists, but this is constrained by the absence of public transportation that reaches all of these DTWs due to the distance between one object and other tourist objects that are far apart. In today's era of globalization and technological advances, the ease of ordering transportation is needed so that it is more efficient.

Grab and the Ministry of Tourism are working together to bring breakthrough modes of transportation, Grab launches the “Explore Indonesia Closer with the Ministry of Tourism” campaign as a form of support for the Wonderful Indonesia program. This breakthrough in this mode of transportation will become an attraction for Indonesian tourism which can increase tourist visits to tourist destinations and add unique and interesting experiences for tourists. By improving the quality of transportation and the support of digital technology, Grab and the Ministry of Tourism aim to improve the welfare of driver-partners while having an economic impact on tourist destinations (Grab, 2018).

Grab is a technology company from Malaysia based in Singapore that provides public transportation service applications including motorized 2-wheeled and 4-wheeled vehicles.With the Grab application, prospective passengers can easily find drivers to get to their destination, so it doesn't take a long time. to get the necessary transportation. From 2011 to the present, Grab has grown rapidly and has become one of the providers of online transportation applications in Indonesia (Pratama, 2016). Grab has been present in the city of Kupang since April 2018. Since its existence, Grab has become an alternative mode of transportation for the public, including tourists traveling to tourist destinations. Grab is a solution in traveling, because of the convenience offered in using the Grab application in their activities so that consumers don't have to leave the house to wait for public transportation, without the hassle of taking private transportation, and without having to get tired when stuck in traffic. Therefore, it will be easier and faster for consumers to use Grab.

Based on the above background, the objectives of this study are: What is the role of Grab online transportation in tourism development in Kupang City?

LITERATURE REVIEW

Online Transportation

The word transportation is defined by the Black Law Dictionary as the removal of goods or persons from one place to another by a carrier, which in Indonesian is more or less defined as the movement of goods or people from one place to another using a vehicle. The next word is the word online which in Indonesian is often translated as "online", or better known as "online". The definition of online is the state of a computer that is connected or connected to the internet network (Wijaya, 2006).

Goals and Benefits of Online Transportation

The goals and benefits of the birth of online application-based transportation services are as follows (Suradi, 2016):

a. Practical and efficient, this online application-based transportation service is enough to use a smartphone that already uses the internet and an online transportation service application that is in it, we can order transportation services.
b. Transparent, with this online application-based transportation service also allows customers to know with certainty any information on online transportation services in detail such as the name of the driver, vehicle number, position of the vehicle to be used, travel time, driver's license and so on.
c. Comfort and safety, the meaning here is to give more confidence in which drivers or drivers are registered with this online application-based transportation service company in the form of complete identity and driving equipment in accordance with the Indonesian National Standard (SNI) so as to minimize the risk of loss to transportation service users this and give a sense of security and comfort.
d. There is accident insurance for users and drivers

Tourism Development

Tourism development is a series of efforts to realize integration in the use of various tourism resources integrating all forms of aspects outside tourism that are directly or indirectly related to the continuity of tourism development.

According to J.S Badudu (in the General Indonesian Dictionary, 2007), giving the meaning of development as a process, a way, an act of developing. Darminta (2002) adds that development is a process or a way to make something progress, good, perfect, and useful.

Elements of Tourism Development

According to Inskeep (in Suryadana, 2015), there are several basic components of tourism that must be considered in tourism development, these components include:

1. Attraction

   Tourist attraction has its own strength as a tourism component because it can generate motivation for tourists and attract tourists to travel. An area is said to have a tourist attraction if it has the following characteristics: uniqueness, authenticity; natural or customary inherent in people's daily life, scarcity; difficult to find in other regions or countries, Cultivate enthusiasm and provide value to tourists, objects and attractions Tourism, Law of the Republic of Indonesia Number 10 of 2009 concerning tourism Article 1 states that: "A tourist attraction is something that has uniqueness, beauty and value in the form of diversity of natural, cultural, and man-made wealth which is the target or purpose of the visit. traveler".

There are four criteria that determine a tourist attraction can be attracted by tourists, namely:

a. Something To See is that the tourist attraction must have something that is commonly seen or used as a spectacle by tourist visitors. In other words, the object must have a special attraction that is able to attract the interest of tourists visiting the area.
b. Something To Do is so that tourists can do something useful to give a feeling of pleasure, happiness, relaxation, in the form of recreational facilities, either a playground or a place to eat, especially the typical food from that place so that tourists can feel more at home there
c. Something To Buy is a facility for shopping tourists, which is generally a characteristic or icon of the area, so that it can be used as a souvenir ".
d. Something To Know is a tourist attraction besides providing the three things above, it can also provide educational value for tourists.

2. *Accessable*

   In this case, it is intended that domestic and foreign tourists can easily reach these tourist attractions. A tourist object can be used as one of the attractive tourist objects, so a very supportive factor is the completeness of the facilities and infrastructure of the tourist attraction. Because the facilities and infrastructure are also very necessary to support the development of tourist objects.

3. *Amenities*

   Facilities available in the tourist attraction area such as accommodation and restaurants. Facilities are one of the requirements for a Tourist Destination Region (DTW). With this facility, tourists can stay longer in the area.

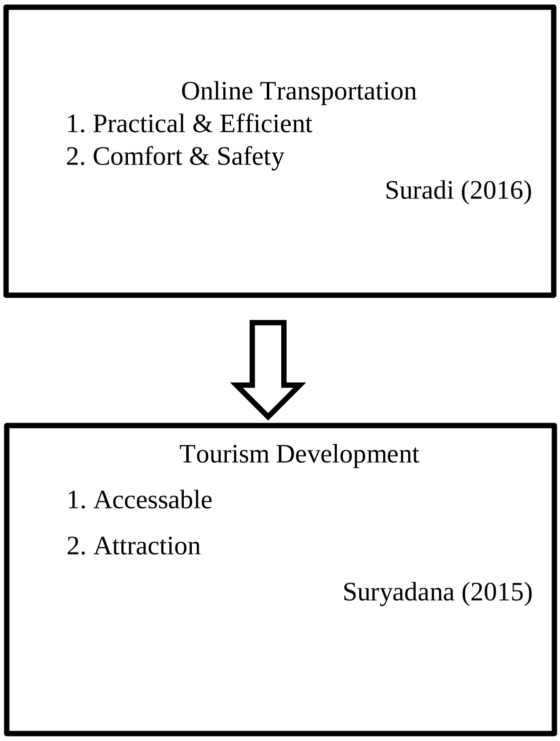
4. *Ancillary*

   The following aspects refer to the existence of an institution or organization that manages these tourist objects. Tourists will increasingly visit and look for DTW (Tourist Destination Areas) if in that area tourists can feel comfortable (Protection of Tourism) and are protected, either reporting or submitting a criticism and suggestions regarding their existence as visitors or travelers.

Framework of thinking

Researchers create a frame of mind to make it easier for researchers to conduct research based on the theory and description above. This frame of mind is important to help and encourage researchers to focus their research efforts on understanding the problems and phenomena that occur.

Model framework



RESEARCH METHODS

The type of research used is descriptive research, where in this study, researchers who use online transportation as a source of data collection for research reasons because they want to analyze how the role of Grab online transportation in tourism development in Kupang. The research approach used is a qualitative approach. Sugiyono (2009) states that qualitative research is research used to examine the condition of natural objects where the researcher is the source of the key instrument, sampling, data sources are carried out purposively, data analysis is inductive and the results of qualitative research emphasize meaning rather than generalization. Bodgan and Taylor (in Moleong, 2006) qualitative methods as research procedures that produce descriptive data in the form of written words, spoken words from people and observable behavior. In this study, researchers used qualitative data. Muhadjir (1996), qualitative data is data that is presented in the form of verbal words and not in the form of numbers. Suryabrata (1987), primary data is data that is directly collected by researchers from the first source. Data is taken from tourists who have used Grab's online transportation service. The research informants used in this study were purposive sampling. Sugiyono (2013) states that purposive sampling is a technique of taking data with certain considerations, for example the person is considered to know the most about what is expected so that it will make it easier for researchers to explore objects that will be the focus of research. In this study, researchers took 15 people with the criteria that they had used Grab online transportation to tourist attractions in Kupang City. The data analysis technique used in this study is an interactive technique. Interactive technique is a data analysis technique carried out while in the field and after being in the field which is processed through four stages (Miles and Hubermen, 1984).

RESULTS AND DISCUSSIONS

RESULTS

Online Transportation

1. **Practical and Efficient**
   The results of the interview above explain that in terms of practicality and efficiency of using the grab application, tourists are facilitated in ordering applications and have no difficulty in finding transportation modes for traveling. Tourists are facilitated by only using a smartphone and data credit, they have no trouble finding a vehicle to travel on a tour and tourists have no trouble moving around because it is facilitated by the presence of Grab. In addition, there is a new additional service for Grab in Kupang City, namely Grab Sewa, where tourists can make a reservation on the payment calculation application based on the hours ordered and not based on the distance that has been determined and the ease of making payments, namely through the Ovo application. This indicates that the existence of grab provides positive value and practicality for tourists in traveling. Tourists admit that the existence of grab has a positive impact on tourism development because of the conveniences obtained in carrying out the process and travel.

2. **Safety and comfort**
   The results of the above research can be said that in terms of safety and comfort, tourists who use online transportation state that in grab there are several advantages that create trust for tourists. In this case, tourists feel safe and comfortable so they choose to grab compared to using other public transportation. Some of the things that are the advantages of grab include the price that has been known before placing an order so that service users feel more comfortable because there is no need for a price negotiation process or price fraud from drivers. Another thing that is the advantage of grab is that the drivers who work on the grab have passed the selection and also every trip is controlled in the application so that tourists feel safe and comfortable when using the grab. The existence of grab as an online-based transportation with various advantages and conveniences in the booking and travel process provides a special value of trust for tourists. The feeling of safety and comfort that passengers have felt will make passengers more confident to take a tour using grab.

Tourism Development

1. ***Accessable***
   The results of the above research can be said that in terms of accessibility (easy to reach), informants expect cooperation between grab and the government to facilitate tourists in traveling. The informant stated that using online transportation (grab) saves

more time, but there are also obstacles found, namely on grab maps because not all tourist attractions are listed on the map grab. This weakness needs to be considered to support the performance of the grab in an effort to facilitate tourist travel.

2. ***Attraction***

The results of this interview state that in terms of attraction, it can be concluded that online transportation does have an important role in reaching tourist attractions considering that there are several tourist attractions that are not reached by public transportation. This provides its own attractiveness so as to increase the motivation for tourist visits, but the informants argue that the thing that needs to be considered is the tourist object, because if the tourist object is well managed it can attract more tourists' attention, in this case the role of the government is needed to manage tourist attraction. The existence of grab is an important part in supporting tourism development. Grab provides its own value for tourism development in Kupang City.

DISCUSSIONS

In this study, researchers used a qualitative approach with descriptive research methods. Data collection techniques through direct observation (observation) and in-depth interviews. This research is to get an overview of how the role of online grab transportation in tourism development in Kupang City. In this study, researchers used interactive techniques to analyze the role of online transportation in tourism development in Kupang City. In the interactive technique, there are four stages to achieve the final result, namely the stages of data collection, data reduction, data presentation and drawing conclusions. In this study, there were 15 people as informants, to find out how far online grab transportation plays a role in tourism development in Kupang City.

Another research was conducted by A.A Manik Pratiwi and Putu Diah Kesumadewi (2017) regarding the perceptions of tourism actors and tourists on the existence of online transportation in the Bali tourism industry. The result of his research is that tourists use online transportation because of cheaper prices, safety factors, because they get references from friends and there is a culture that is accustomed to ordering or buying online.

The results of previous research can be seen that tourists who use online transportation in Bali show that the factors driving the use of online transportation are due to cheaper prices, safety factors, recommended friends and the culture of ordering online. The presence of online grab transportation in Kupang City has a positive impact on tourism development in Kupang City. With practicality in using the application and when traveling, based on the results of the interview, the informant stated that grab was very practical in using the application and also easy to move to other tourist attractions, the services provided by the driver created a sense of security and comfort for tourists using online transportation so that The informant stated that grab was highly recommended for use as a mode of transportation for traveling in Kupang City.

Online transportation in relation to tourism development has been researched by several researchers including Yohanes Sunu Dwi Aldrianto, et al. (2017) regarding the factors that influence and the dominant factors that influence tourists to use Uber application-based transportation. The results of the research are external factors (perception, product, time, shopping), situational factors (purchases, applications, personnel), internal factors (family, culture, economics, internet), trust factors (means, references, security), psychological factors. (motivation and learning) are the factors that influence tourists to use the Uber application, while the most dominant factor is external factors.

From the results of previous studies it can be seen that online transportation has a relationship with tourism development, there are several factors that influence tourists using online transportation, namely external factors, situational factors, internal factors, trust factors, and psychological factors, but the most dominant reasons are external factors.

Based on the results of the interview, online grab transportation has an influence on tourism development, it can be seen that online grab transportation provides practicality and efficiency of travel time so that tourists have no difficulty reaching tourist destinations. In terms of security and comfort, grab also provides a sense of security and comfort to tourists when traveling, the sense of security and comfort felt by tourists indirectly provides a special attraction for tourists and increases motivation for tourists to travel in Kupang City.

CONCLUSIONS AND SUGGESTIONS

CONCLUSIONS

Regarding the practicality and efficiency of online grab transportation in tourism development in Kupang City, it can be seen that the ease of accessibility makes it easier for tourists to reach every tourist destination and tourists are facilitated by the operation of an uncomplicated application. This shows that online grab transportation affects the development of tourism in terms of being easily accessible so that tourists can reach every tourist spot in the city of Kupang and make travel time more efficient.

Regarding the convenience and security of online grab transportation in tourism development in Kupang City, in terms of security and comfort, grab also gives a sense of security and comfort to tourists when traveling, the sense of security and comfort felt by tourists indirectly provides a special attraction for tourists and increase motivation for tourists to travel in Kupang City.

Tourism development followed by easy accessibility makes it easy for tourists to reach every tourist destination. The presence of online transportation (Grab) in Kupang City can actually be used as a means of promotion and transportation that is practical and efficient, as well as comfortable and safe. Comfortable and safe from the condition of the vehicle and the driver, as well as practical and efficient from the operation of the application and the ease of finding the driver so that it can save time by visiting all tourist objects in Kupang City. Therefore, local governments should collaborate with online transportation in developing tourism based on these considerations. Online transportation drivers have the potential to participate in promoting tourism with their friendly attitude towards tourists.

SUGGESTIONS

Based on the research results obtained, the researcher proposes the following suggestions:

1. Suggestions for online transportation (grab) stakeholders in Kupang City, in order to maintain and maintain ease of use because this is the main reason tourists use online transportation. In addition, online transportation (grab) stakeholders must also pay attention to the problems contained in grab maps.

2. Suggestions for the Government, especially the Kupang City Tourism Office, to consider this collaboration because online transportation drivers have the potential to participate in promoting tourism with a friendly attitude towards drivers who have been provided with certain training.

3. Suggestions for further researchers, is to increase the number of respondents in future similar studies to get maximum results because this research was conducted during the Covid19 pandemic so that it experienced a limited number of respondents.

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THE ROLE OF ORGANIZATIONAL LEARNING CAPABILITY AND ITS IMPACT TO MANAGERIAL PERFORMANCE: EVIDENCE FROM THE PUBLIC SECTOR ORGANIZATIONS

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Abstract

This paper is to determine the role of organizational learning capability (OL) on the budget goal commitment (BG) and job satisfaction (JS), and its impact to managerial performance (MP). The budget goal commitment (BG) and job satisfaction (JS) as intervening variables with OL and MP in public sector organization. From the 42 public services in West Java, Indonesia namely of 126 middle-level managers randomly as of participants in this study, that are division of budgeting committee, finance and accounting. Amount questionnaires of 88 (70% response rate) and that of 78 fully completed for final data and to test the hypothesis. The result indicated that the OL direct and positive effect on BG and JS. The OL and BG direct and positively effect on MP. The both OL and BG indirect and positively effect on MP. Surprising and we has expected result in this study, that is the both BG and JS as well mediates variable as the relationship between OL and MP in public sector organization. The organizational learning capabilities will key integral and improved of BG and JS while that is middle-level of manager participation in preparation of budgeting process and committed in budget goals, thus, his or her has collaboration in aspect of intuiting, interpreting, integrating and institutionalizing in the service processing will become more of public services policy. Theoretical and managerial implications are discussed.

Keywords – Organizational learning capability, budget goal commitment, job satisfaction, managerial performance, and public sector organizations.

1. Introduction

Globalization is one of competitive advantage forced the firm and/or organization with the process for obtaining the new model of innovation when respond to the new economic condition to gain more intensively affects in both private and public sector (Cinar and Eren, 2015). The new model of innovation is one of organizational learning capability. That mean is the main discussion on management literature and refer to transfer knowledge and skills with in organizations and subordinate levels for adopted new model innovations while response in competition in economic global. Intellectual abilities from employees is one of strategies and get competitiveness with in accelerate transfer learning to employees and improve effectiveness (Cinar and Eren, 2015; Chiva and Alegre, 2009; and Easterby and Lyles, 2003). Organizational learning is a tool of modern management proposed toward increase effectiveness and successfully (Wolford, et al., 1992; Saadat and Saadat, 2016). That mean encourages skills their competitiveness and skills also be flexibilities learning of organization will achieve promote and outcome.

Interactions among of organizational learning capabilities, organizational culture and employee learning to adopted information sharing with in organizations will be improve performance and outcome, while fast responses by technology and new economic change because which organizations need for transfer skills and develops (Egan, et al., 2004). Thus, knowledge is an importance of a key factor and increasingly becoming human skills for productivity, it has also pay more intentions to be organizations success. Interactive budget use with the performance assessment that is some policy reflection of individual perform and outcome (Dahlan, et al., 2019).

Organizational learning capabilities, in the past years has becoming increasingly change and considered an insight highlight of organizations necessary and productivity (Chiva and Alegre, 2009). Some of reasoning for this context are the rapidly changing environment, need for innovation the relevance skills of employee for organization because organization learning as a key success with in economic globalizations. Individual and group be prepared to challenge can be mitigated through processes of transfer skills and dialogue with their employee throughout organizational effectiveness (Brown and Starkey, 2000). DiBella, et al., (1996) said, there are seven orientations for understanding or organizational learning capability: orientation of learning and source, focus of product-process, documenting, focus group discussion, innovates, effectiveness and skill orientations. Huber (1991) argue pay more to organizational learning because in learning capabilities is one of characterizing it in term of capabilities employees that attribute to success that are existence, breadth, elaborateness, and thoroughness. Antunes and Pinheiro (2020) encouraging internal collaboration among members is essential key model for increase an individual and group experiences. Improvisation activity on the temporal order in which developed experience and skill to improve individual capabilities, promote, involves in human resource development orientations. Organizational learning capabilities increasingly use for several individual knowledge to be combined, which is essential issue in the modern organizations.

Supervisors are as key necessary factor and management orientations, knowledge improved and interactions across situations (Kim, et al., 2017) simultaneously, overall levels staff increasingly knowledge and skill with job challenge and goals congruence outcome. Forrester and Adams (1997) and Forrester and Spindler (2001) argue that one the most important reasons of develop skill to organizations improve budget reform. Manager high skill and experience influence on budget reform and budget commitment. Also, Dahlan, et al., (2020) found in which job challenges associated with strategic business unit performance, job challenge it is more intentions to carry out budget goals in organizations. Budget use is one of necessary performance assessment that is more challenging, their profile rating in order committed to budget target has improved performance (Dahlan, et al., 2019).

According to organizational learning capability and its more intensive was used in the organizations as a continuum process that transfer learning capabilities in the organizations in which support by supervisors, learning in budget challenging, attaining to budget goals is of reflection in order by job satisfaction, and then more essential issue to be improve performance. The aims of study to investigates the role of organizational learning capability that as a key factor of learning knowledge transferring and supervisors will support them to achieved of budget goals toward reflectiveness of job satisfactions and better perform organizations in public sector. Extent to which some past literature review, we test the role of organizational learning capability and prompting managerial performance public sector organizations. This study considered on the research question as follows:

1. What is learning capabilities positively effects on performance public sector organizations intention?
2. What are role learning capabilities and budget goal commitment on manager's transfer learning?
3. Does organizational learning capabilities on their budget goal commitment and job satisfaction?

2. Literature review and hypothesis development

2.1 Literature review

The conceptual of organizational learning capability will pride in this sections. Thus, we formulated in which the associations of the role of organizational learning capabilities, budget goal commitment, job satisfaction and then improve managerial performance under investigation.

Organizational learning theory has been intensively used in the scholarly literature that in term of learning transfer process in as a key factor towards becoming importance that strategies policy of management consistent their subordinate levels are increase to achieve performance (Ellinger, et al., 2002). Learning of organizations as a crucial factor to organizational survival (Kloot, 1997). Organizations should learn or adaptive for short time survival only but also generates on an organization widely more fundamental for long time and that knowledge and practice of skills. Then, Crossan, et al., (1999) argue that, intuition, interpretations, integrations and institutionalizations one of key successes whit the supervisor innovate and motivate to transfer knowledge intra levels of organizations.

Learning processes as a key model to getting several information that need to involved innovation activities and productivity (Cinar and Eren, 2015). Knowledge economy and management with the consistent in the organizations goals and sustainability of productivity as a carried out by organizations. Learning capability by employees pay necessaries innovations and productivity (Antunes and Pinheiro, 2020). Learning should be integrated and aggregated into the systems, to be shared, adaptive environment changed and goals commitment in organizational, that has critical source in recent years within competitive view for various organizations (Wolford, et al., 1992; Saadat and Saadat, 2016). Goal level and goal commitment are based on the individual's and group expectancy of achievement the goals (Wolford, et al., 1992). Gola level and commitment are seen as intervening variable in the expectancy-performance and the valence performance relationships. Goal level and commitment can be explained by budget setting and budget target (Chong and Chong, 2002). Budgeting processes and budget goals as a reflection into the committed to budget goals and developed to be involved and achieved (Forrester and Adams, 1997; Forrester and Spindler, 2001). Budget that as one of mission or the organizations in the quantitative model due to effort for achieve and subordinate levels learning and development. That is related by interactive use of budget will fact in field one movement to be attained job performance (Dahlan, 2019). Budget use is management procedures to evaluates the budget target will achieve.

Budget is one of document of government policy, that insight of priorities and its will achieve on annual and multi objective (OECD, 2014). Budgeting has been due of the lessons learn in recent economic, taking account across levels of government to ensure commitment and goals level to pursue in order consistent with suitable of fiscal policy. The overall more increasingly due for subordinate levels of the committed to budget goals and that should be studying either manager's and others involved reference as a tool and how budget use efficient and effective with increase citizen's welfare. Government budgeting as of policy and significant for citizen's (Lulaj, 2015). For example, Indonesian's government is stated by composing a budget. The executives who will then ask for approval from the legislative member (i.e. DPRD). After that, budget realizations it will used to assess the performance of executive board. Forrester and Adams (1997) said budgetary reform will success ensure by organizational learning and organizations in which transfer learning to others.

Increasingly essential of committed to budget goals is one of goal-setting theory has been critically in the organizations context and embrace organizations toward enhancing productivity and effectiveness has recently issue (Wright and Bonett, 2007; Wright, et al., 1994). Budget goals will be achieved that reflections of the satisfy of their job and committed to budget goals embracing due to improve their better perform of the job. The effect of goal on performance appears to be among the most robust of any in the motivation (Wofford, et al., 1992, Ozer, et al., 2012). While also information sharing and committed to budget goals related with the employees understood the goals organizations, and thereby potentials reasons that committed to budget enhancing employee feel more compelled knowledge sharing and fit the budget goals it has impact on their satisfaction and performance (Chong and Chong, 2002; Nguyen, et al., 2019; Karakoc and Ozer, 2016).

Based on descriptions above, we wish to formulates the role of organizational learning capability prompting to managerial performance and link of contextual variables in this research framework to extent to which as the research questions as follow:

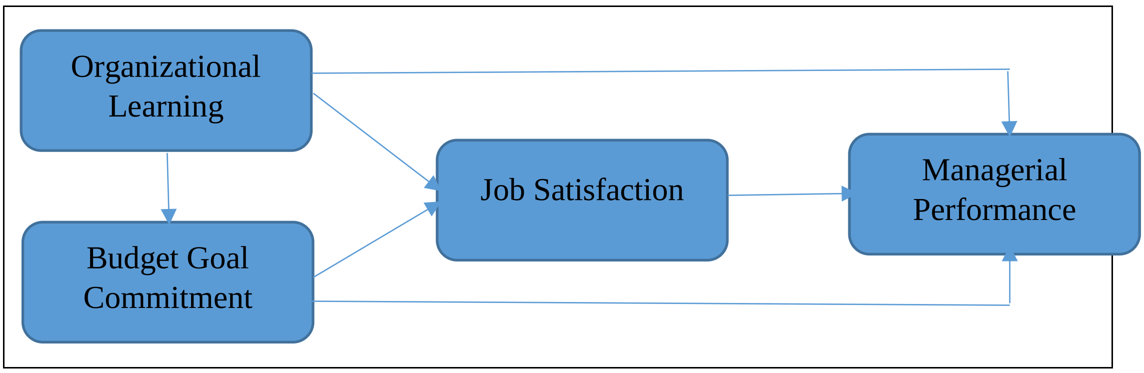

Fig. 1. The research framework

2.2 Hypothesis development

2.2.1 Link between organizational learning and budget goal commitment.

The first examines are association with organizational learning capabilities and manager committed to budget goals. Organizational learning is a powerful or organizational effectiveness (Saadat and Saadat, 2016). Organizational learning as an integrating path of perspectives view from subordinate level and strategic development in with organizational culture (Brown and Starkey, 2000). Transfer learning as a key factor to create critical new skills and increase upon identity to promote existing capabilities new ones with new situations, recursive and surprising process (DiBella, et la., 1996; Kloot, 1997). Thus, OECD (2014) said, budgetary is to creates of institutions mission the future that are provides guidance and its intensively used for directions, that use of knowledge and environmental situations. By the previous research has been studied and pay more subordinate and middle-levels participation in budgeting process in the behavioral accounting literature (Chong and Chong, 2002). Transfer learning to employee participating in budgeting process more intensive use by organizations throughout success in budgetary setting (Forrester and Adams, 1997; Forrester and Spindler, 2001).

Some researcher was concluded (i.g. Kloot, 1997; Forrester and Adams, 1997; Crossan, et al., 1999; Forrester and Spindler, 2001; Aponte and Zapta, 2013) argue that the most importance of the organization learning concept to budgetary reform and budget commitment. By the intuiting, interpreting, integrating, and institutionalizing theory will be increase that are opportunities to create new skills, dialogue and promotions, pay intentions in co-worker and teams, sharing of knowledge, improvement employee skills, organizations in environmental participates, organizations would be supported individual learning and group.

That means expression in order by participation in budgeting process including of the budget setting and/or goals setting. For example, while organization which in setting of budget goal and commit to attain the target. Some ideas preference, organizational success would be ensured by budget goal setting. Learning is preparing new deal with new situation and developing new ones, budget goal setting can pay more intention for organizational success. Higher levels of manager knowledge and motivations to transfer learning important meaning for participation in budget setting are associated with higher levers committed to budget goals attained. In term of this linkage, we summary is a good idea and challenging, there is associations between organizational learning and committed to budget goals. Thus, the hypothesis related propose as follow:

H1: Organizational learning capability is positively effects on budget goal commitment.

2.2.2 *Link among organizational learning, job satisfaction and managerial performance.*

The second examines are association organizational learning, job satisfaction, and its impact to managerial performance. Pride and quality of subordinates and middle-level in public service can be increase job satisfaction and impact to public service performance that are justifiable and self-respect (Boukaert, 2001; Sta-Maria, 2003; Husein, 2014). Add-value of interactions with learning capabilities and satisfaction are necessary transfer knowledge and skills to employee will motivate the job (Egan, et al., 2004; Babim and Boles, 1996; Khunsoonthornkit and Panjakajornsak, 2018; Chiva and Alegre, 2009). Motivations the higher level of educated some reasoning for attained with their job target that is prove of having link among learning, satisfied and performance (Ellinger et al., 2002; Leitch, et al., 1996; Comlek, et al., 2012). The organizations behavioral practices and knowledge sharing as a strategic concepts and financial performance, that is improve of personnel knowledge, and that encourage skills, managerial participations in institutions characteristics with career development throughout high job and productivity (Chen, et al., 2004; Chen, et al., 2015; Chen, et al., 2012; Cullen, et al., 2014). That perception higher job satisfy will integrated role in the organizations context to promote individual and manager levels in which ability organizational change influence productivity and performance. Higher levels of organizational learning capability, knowledge sharing and supervisor support in subordinates and teams improve performance (Kim, et al., 2017; Jimenez and Valle, 2011; Wang and Wang, 2012; Goh, et al., 2015). Learning capabilities sharing and middle level support are transfer learning and skill to other employee, then by skill will increase job target and performance. Who some researcher was presented with organizational learning capabilities and job satisfaction, simultaneously impact to performance. Therefore, the hypothesis related propose as follow:

H2: Organizational learning capability are positively effects on job satisfaction, and its impact to managerial performance.

2.2.3 Link among budget goal commitment, job satisfaction and managerial performance.

Third examines are associations among committed to budget goals, satisfaction and its impact to managerial performance. Participation in budgeting has been positively effects on managerial performance public sector organizations (Yahya, et al., 2008). Manager participations in budgeting process and practices increase motivate to perform their target (Yuliansyah, et al., 2018). Participating in budget, indicates the same meaning within budget emphasis and budget goal commitment, that target should be attained. Budget emphasis puts managers and subordinate levels pay more to attain budgetary standards and committed to budget target. For example, business unit managers had strongly budget goals and anytime should be achievement their performance, in other words, committed to budget goals will improve managerial performance (Lau and Tan, 1998; Lau, et al., 1995; Kren, 1992; Winata and Mia, 2005). Also, budget goal commitment positively effects on performance (Karakoc and Ozer, 2016). Managers involved in budget goals and organizational capabilities will increasing of them results and goals commitment. Thus, manager participating in budget process allows team members widely pay intentions budget commitment and then necessary information to attain budgetary objective. For example, committed to budget goals positively effects on job satisfactions and performance (Ozer, et al., 2012; Nguyen, et al., 2019). Budgetary participations as a linkage and information sharing and increase their commitment to create employee empowerment enhancing managerial performance. Budget goals as a facilitate to motivate employees to be committed to achieve target and job satisfactions. Achievement of budget goals allow manager and subordinate levels will increase their satisfactions. Committed to budget goals has importance by organizational budgetary mechanism in budget fairness toward potential enhanced managerial performance and organizational effectiveness (Chong, et al., 2005). Chong and Chong (2002) argue, participation more intensive promote of subordinate levels achieved target and then influence on setting of budget process, in order increase committed to budget goals and that will improve job performance. Budget emphasis is the all target should be attained and activities based on target and guidance. Then, budget emphasis has been significant and positively encourage job satisfaction and manager performance (Lau and Tan, 2003; Frucot and White, 2006; Kung, et al., 2013). Participating in budgetary process will be influence employee motivation and improve satisfy, consequently increase manager performance. We stated, that subordinate levels have highly committed to budget goal's will pay to powerful to gather of job and get satisfy toward that impact to managerial performance. Then, the hypothesis related propose as follow:

H3: Budget goal commitment are positively effects on job satisfaction, and its impact to managerial performance.

3. Research method

3.1 Sample selection

From the 42 public services in West Java, Indonesia namely of 126 middle-level managers randomly in order divisions of budgeting committee, finance and accounting were used as of participants in this study. We have prepared a letter and addressed envelope for each participant for return questionnaire together. After two weeks, researcher come direct to public services if some were unable response and asked them. A total of 88 questionnaires on December 2018 that response rate of 70 percent or tenth participants are not completed. Thus, that of 78 were used for hypotheses tested.

3.2 Measurement of variables

Organizational learning. Organizational learning were individuals transferring knowledge and interaction to others for the group or organizations will be the same ideas in order to developed policy (Aponte and Zapta, 2013). Thus, we adopt model by Crossan, et al. (1999) that four items are intuiting, interpreting, integrating and institutionalizing. The fours dimension which measure provided that are six-items more relevant in the organizational context of this research instrument and the ranges five Likert scale from 1 (strongly disagree) to 5 (strongly agree).

Budget goal commitment. The measure variable construct of budget goal commitment was adopted from Chong and Chong (2002) follow three items on each dimension, that is extent to which from Wright, et al. (1994) of the cognitive, affective and behavior dimension. Participations in budgeting process is pay intensive increase committed to manager budget goals and subordinate levels to gather (Chong and Chong, 2002). The ranges of five Likert scale from 1 (strongly disagree) to 5 (strongly agree).

Job satisfaction. Job satisfaction is add-values with in subordinate levels that were contributes from the job (Fisher, 2000). The employees level having after learning some new skills, this is motivator by collaborations and effort (Chen, et al. 2004). The instrument was developed from Riordan, et al. (1997), the indicators are job itself, salary, promotions, supervision, co-worker relations, and asked overall rate of satisfaction with the following their present job. The ranges five Likert scale from 1 (strongly unsatisfied) to 5 (strongly satisfied).

Managerial performance. The performance instrument measurement in this study adopted from Mahoney, et al. (1963, 1965). Managerial performance is extent to which their job executions by the manager's and asked rate of applicable or un-applicable. The measurement consists of a single performance rating and provided eight sub-dimensions of managerial levels and one as an overall rating. The five Likert scale ranges from 1 (strongly un-applicable) to 5 (strongly applicable).

4. Findings

4.1 Descriptive statistics

Table 1 show, associated among variables were all revealed that was positively correlated, that all significant at the 0.01 level. The most suitable pattern of organizational learning capability, budget goal commitment, job satisfaction, and managerial performance, that are intensive role in each variable throughout the positively related on managerial levels in public sector performance.

Table 1: Descriptive statistics and variables interrelationship.

	Mean	Std. Dev	Range	1	2	3	4
Organizational learning	23.7564	2.6145	6.836	1			
Budget goals commitment	11.4103	1.9302	3.726	0.311**	1		
Job satisfaction	23.1538	3.2914	10.833	0.555**	0.295**	1	
Managerial performance	35.3846	4.2738	18.266	0.558**	0.415**	0.466**	1

** Correlation is significant at the 0.01 level (2 – tailed)

Based on descriptions of statistic data, the summarizing in gender of male and female are 34 (45%) and 44 (55%). Educations background that is undergraduate of 27 (35%) and postgraduate of 51 (65%). Throughout by participants from the job position in budgeting committee of 30 (38%), in finance of 23 (30%) and in accounting of 25 (32%) middle-level managers. The respondent was participated in this study that is as a good representative and accountable.

4.2 Validity and reliability

The table 2 shows, the lower of loading factor is 0.541 and or above. The all variables and indicators validity that are an acceptable level of 0.424 or above (Chenhall and Lingfield-Smith, 1998) Then, Cronbach alpha coefficients measurement of internal reliability at all of 0.60 or above acceptable level (Nunnally and Bernstein, 1994).

Table 2: Validity and reliability level.

The Component Matrix of Loading Factor and Cronbach's Alpha

	Managerial Performance	Job Satisfaction	Organizational Learning	Budget Goals
Indicator 1	0.687	0.646	0.673	0.721
Indicator 2	0.713	0.734	0.775	0.892
Indicator 3	0.826	0.774	0.647	0.834
Indicator 4	0.816	0.655	0.723	
Indicator 5	0.727	0.834	0.773	
Indicator 6	0.792	**0.541**	0.636	

Indicator 7	0.815			
Indicator 8	0.720			
Indicator 9	0.849			
KMO-MSA	0.878	0.806	0.770	**0.619**
Cronbach's Alpha	*0.914*	*0.774*	*0.791*	*0.740*

The next findings as following in the table 3, results of regression analysis. We have three path of regression analysis and results, that are organizational learning capability have positively effect on committed to budget goals and satisfactions, and its impact to managerial levels performance. The budget goal commitment and job satisfaction are intervening variable with organizational learning capabilities and manager performance public sector organization. Therefore, we were concluded that as a research finding show that the next paragraph.

4.3 Path regression analysis and results

The seven path of regression models and result has concluded that role of learning capabilities on budget goal their commitment and satisfaction itself, and its impact to managerial performance, in table 3 as follow.

Table 3: The path analyses and results[1].

Variable	Coefficient	Value	SE	t	*p*-value
Path 1:					
Constants	bo	5.958	1.923	3.098	0.003
Organizational learning	b1	0.229	0.080	2.851	0.006
OL => BG	$R^2 = 0.097$	Adj. $R^2 = 0.085$		F = 8.130	p < 0.000
Path 2:					
Constants	bo	6.549	2.870	2.282	0.025
Organizational learning	b1	0.699	0.120	5.820	0.000
OL => JS	$R^2 = 0.308$	Adj. $R^2 = 0.299$		F = 33.874	p < 0.000
Constants	bo	21.384	3.082	6.938	0.000
Job satisfaction	b1	0.605	0.132	4.587	0.000
JS => MP	$R^2 = 0.217$	Adj. $R^2 = 0.207$		F = 21.043	p < 0.000
Constants	bo	13.707	3.718	3.687	0.000
Organizational learning	b1	0.912	0.156	5.865	0.000
OL => MP	$R^2 = 0.312$	Adj. $R^2 = 0.303$		F = 34.403	p < 0.000
Path 3:					
Constants	bo	17.423	2.163	8.056	0.000
Budget goal commitment	b1	0.502	0.187	2.687	0.000
BG => JS	$R^2 = 0.087$	Adj. $R^2 = 0.075$		F = 7.219	p < 0.000
Constants	bo	21.384	3.082	6.938	0.000
Job satisfaction	b1	0.605	0.132	4.587	0.000
JS => MP	$R^2 = 0.217$	Adj. $R^2 = 0.207$		F = 21.043	p < 0.000
Constants	bo	24.896	2.674	9.312	0.000
Budget goal comm	b1	0.919	0.231	3.978	0.000
BG => MP	$R^2 = 0.172$	Adj. $R^2 = 0.161$		F = 15.825	p < 0.000

1) n = 78, *Significant at the 0.05 level and ** Significant at the 0.01 level (2 – tailed)

The findings reveal that, in path one, organizational learning capabilities direct and positively effect on budget goal commitment (*p*-value of 0.000). Hypothesis 1 was presented, organizational learning capability is positively effects on committed to budget goals, so that *h1* was supported. In path two, organizational learning capabilities direct and positively effect on both job satisfaction (*p*-value of 0.000) and managerial performance (*p*-value of 0.000). Hypothesis 2 was presented, organizational learning capability are positively effects on job satisfaction, and its impact to managerial performance. This study was found, the result indicated organizational learning capabilities indirect and positively effect on managerial performance, via job satisfaction, thus, *h2* was supported. Then, in path three, budget goal commitment direct and positively effect on both job satisfaction (*p*-value of 0.000) and managerial performance (*p*-value of 0.000). Hypothesis 3 was presented, budget goal commitment are positively effects on job satisfaction, and their interactions its impact to managerial performance. The study was found, the result indicated budget goal commitment indirect and positively effect on managerial performance, via job satisfaction, thus, *h3* was supported. Closing remarks findings of study, surprising and we have expected result in this study, that is committed to budget goals and satisfaction itself as well mediates variable as the associations between organizational learning capabilities and managerial level in public sector organization performance.

5. Discussion and Implications

Organizational learning as a key powerful of organizations success. In this study was found, in which organizational learning capability to influence budget goal commitment. Extent to which this result, higher quality budget goals setting by higher manager skill and experience involved in participating in budgeting process. Higher committed by budget setting will be greater attained the goal of budgeted. By manager high skill and experience only will be improve of organizations success and performance. We state here, good skill will be good job. The link between organizational learning capabilities and budget goal is relevant with some management accounting research in public sector and thus, the result related to budget setting process considerable with for examples of Forrester and Adams (1997), Crossan, et al. (1999), Forrester and Spindler (2001), and Aponte and Zapta (2013).

This results had improved our knowledge of the mechanism in term how organizational learning capabilities improve job satisfaction and performance. This findings conform with those other research for example of Ellinger, et al., 2002, Leitch, et al., 1996, Egan, et al., 2004, Wang, 2012, Chen, et al., 2015 and Cullen, et al., 2014. The findings suggest the role job satisfaction is an integral link in this process. In order, this research provide little evidence that organizational learning is positively associated to manager performance via job satisfaction. The relationship is job satisfaction consistent with other management accounting field and that related too to performance via job satisfaction, see those of Egan, et al., 2004, Chiva and Alegre, 2009, and Boukaert, 2001. That are more intensively used role of job satisfaction is an integral path intervening variable has been linkage between organizational learning and performance. Higher motivation transfer learning to managers' will improve of satisfaction itself and then influence performance.

The study is look like a view of budgetary goals setting is attentions in less managers' role satisfactions and that increase job satisfaction and performance. Job satisfaction has been associated with manager's committed to budget goals was due increasing attention and less both direct and indirect effect on manager performance, via role budget goals. Satisfaction insight, linkage between budget goal commitment and manager performance was positively effects. When role satisfactions an integral path mediating variable is very important, the exist that was translations into knowledge positive relationship between goals setting and performance has advocated of participating in budgeting process. That is, some reasoning of should be interesting to clarifies why the associations between budget goal commitment and performance reduce from positive to negative while managers' less committed to budget goal. Therefore, higher commit to budget goals change to increase satisfaction and performance. It has more importance case must involve to budget goals and that in budgetary processing improve satisfaction and performance. This findings consistence many those research for example of Chong and Chong, 2002, Nguyen, et al., 2019, Kung, et al., 2003, Chen, et al., 2012, Wofford, et al., 1992, and Lau and Tan, 2003.

The mediating variable model was presented earlier this research has the predominant offer the contingency models. The models less intensive view to explained have the parallel testing and additional a wide range of the other. Surprising results in this study, the variable both budget goal commitment and job satisfaction was a positively associated between organizational learning and manager performance. That is importance result in this study and less intention by the past research. The results had considered of the theoretically developed in this paper. particularly, point out of many others applications in the public sector organizations of path techniques models have presented and but inappropriate of relationship analysis. The inferences causation has tested and leading by our data, thus, that is an empirical analyzed. Second, the role of organizational learning to motivate manager transfer learning, that are both budget goal commitment and job satisfaction has tested, the measurement of performance was improved. Because, while manager committed to budget goals and continuously transfer learning may have enhanced performance measurement are relevance by which as were verified. The last, the research was completed cased, in order a minimum public sector insight thus limiting to the generalizations of the results and this case may be not considering to other industry. And then, the study focus in two mediating variables, and that possible the other variables can't more explanation in path regression analysis among of organizational learning capability and other technics.

The manager in public sector organizations, when higher levers motivations to transfer learning in which individuals and group to participating in budgetary setting process are associated with higher levels committed to budget goals and satisfactions of public services. The manager skill and experience will be improve committed to budget target, thus, organizational learning as a role powerful in the organizations success. Committed to budget goals can be expression of energy for satisfaction public services, therefore, transfer learning and budget commitment related with job satisfaction and their performance. This result enriches organization learning literatures, especially more intentions to BG and JS in public sector services, then replicate some previous research. This study fills a gap and few research have examined transfer learning to improve committed to budget goals in public sector with the less response in organizations facing of it.

The need study in public sector organizations and contingency theory view that implication pay more interesting not only a comparative study in the future but do more. The study more attention benefit from conceptual issue and considering that both views. Notwithstanding, that findings reveal that an improving knowledge as a key role of organizational learning capability has tested so that pay more improvisation to organizations success variables extent to which that link among of committed to budget goals and organizational context. Higher levels associated of managers' motivation to transfer learning which in organizations public sector context will be higher improve committed to budget goals and satisfactions can be explain how to attain of manager performance in public sector organizations might well benefit.

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BIODIVERSITY BUSINESS INNOVATIONS: A CASE STUDY OF AKAGERA NATIONAL PARK, RWANDA.

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ABSTRACT

The main aim of the study is to assess the relationship between biodiversity business innovations and biodiversity conservation in protected areas, with special focus on the Akagera National Park (ANP). The specific research objectives sought to: identify the different biodiversity business activities in Akagera National Park and to assess the role of biodiversity business innovations regarding biodiversity conservation in ANP. This study contributes to addressing the challenge faced in sustainably managing biodiversity in Rwanda for present and future generations. The study also provides information to biodiversity business owners on how to balance government policies, community needs, and ecosystem functions.

The study used quantitative methods design to collect quantitative data which was analysed using descriptive statistics. The study revealed the inter-dependency of the sustainability of biodiversity businesses (BBs) and biodiversity conservation through positive mutual relationships. Biodiversity entrepreneurs are concerned about biodiversity conservation and provide support for conservation initiatives to protect their business interests. The study reveals that all biodiversity businesses conducted at Akagera National Park depend on the biodiversity environment and therefore business owners have to institute sustainability plans in order to ensure that they operate their business sustainably.

Concomitantly, various biodiversity products provide employment and income generation through car rentals, accommodation, reservations, camping sites, and tour guiding. The community around the park benefits from the support and sensitisation offered by the private entrepreneurs, and responds to the mutual relationship between business and conservation by promoting the value of conservation through decreased incidences of poaching. The study recommends firstly, that the ANP needs to encourage more private enterprises, such as the establishment of campsites outside the park to boost income-generating and employment opportunities among the local residents. Secondly, annual refresher courses are suggested to improve the capacity of businesses, to enable them to participate fully in building public discourse on the biodiversity business and its sustainability. The ANP managers should boost tourism by encouraging entrepreneurs to venture into tourism transport. More so, the Akagera National Park managers should embrace wholly a participatory model that integrates stakeholder views during business operational policy formulation or reviews. This will enable and acknowledge stakeholders to be part of policy development process and would ultimately contribute towards the sustainable use of biodiversity.

Keyword: Biodiversity, Biodiversity Business, Ecosystem Services, Tourism, National Parks

1.1 Introduction

This study examines how stakeholders from different biodiversity enterprises carrying out businesses inside the Akagera National Park (ANP) attempts to conserve biodiversity in order to ensure they do not damage the very resources their businesses depend on. The term ‘biodiversity’ is an abbreviated form from the word ‘biological diversity’ which includes the variety of species found in a particular habitat on earth. It includes different animals, plants, micro-organisms and their genes, water ecosystems, terrestrial, and marine ecosystems in which they all are present (Wanjui, 2013).

Loss of biodiversity became a serious issue in many places around the world and indeed of global concern (Hui, 2013). Consequently, the United Nations (UN) in 1992 facilitated the adoption of Convention on Biological diversity (Jacquemont, & Caparrós, 2002), aimed at mitigating biodiversity losses and recently the UN general assembly adopted the 2030 agenda by introducing and calling on countries to begin efforts to achieve 17 Sustainable Development Goals (SDGs) (Fukuda-Parr, 2016). Some of the main goals which touch biodiversity conservation include, taking urgent action to combat climate change and its impacts, conservation and sustainable use of the oceans, seas and marine resources and sustainable management of forests, combat desertification, halt and reverse land degradation, and biodiversity loss.

The SDGs came at the wake of realisation that most businesses rely on genes, species, and ecosystem services as critical inputs into their production processes and depend on healthy ecosystems to treat and dissipate waste, maintain soil and water quality and help control the air composition and therefore biodiversity is a fundamental component of long-term business survival (Ledec & Johnson, 2016).

Despite the importance of biodiversity and healthy ecosystems for sustainable economic and social development being broadly recognized, its awareness is not yet widely reflected in the planning and implementation of business policy measures and corporate decisions. For instance in Brazil which is known for its rich biodiversity, the unsustainable use of natural resources and overexploitation, which occurs when harvesting exceeds reproduction of wild plant and animal species, continues to be a major threat to biodiversity (Ring, Hansjürgens, Elmqvist, Wittmer & Sukhdev, 2010). This observation is also true to most developing countries, where the deterioration of the natural environment is related to accelerated habitat degradation due to global demands for natural resources (Lenzen, Moran, Kanemoto, Foran, Lobefaro & Geschke, 2012).

In light of the above, this study explores the potential role of a market-based approach to biodiversity conservation and ecosystem services, and addresses the above issues specifically with respect to the Akagera National Park in Rwanda. The Akagera National Park (ANP) was selected for the study because it currently is the only national park in Rwanda that is using a Private-Government management approach to reduce the speed of biodiversity loss, and to ensure sustainability, both in biodiversity conservation and socio-economic terms. The approach recognizes biodiversity business as a conservation tool. The Akagera National park was also selected as a case study because the protected area has exceptionally high levels of biodiversity and forms the largest protected Wetland in Central Africa (Rutagarama & Martin, 2006).

The study reviewed various conservation approaches with distinctions and similarities with the purpose of justifying the need for bio-diversity business innovation for conservation. The main approaches which were assessed include the protectionism approach, Community Based Conservation approach and biodiversity business approach. Looking at the protectionism approach, within the colonial conservation systems, fences were erected around biodiversity conservation areas to exclude people and their animals from state land or private land. The major objectives of fencing are four-folded (Newmark, 2008): i) to reduce human wildlife conflict; ii) to lower the risk of domestic animals contracting diseases from wild animals and vice versa; iii) to enhance security within conservation areas, and iv) to demarcate international boundaries. Fences prevent the flow of animals and humans to and from the external matrix of conservation areas (Joubert & Van Gogh, 2007).

Community-based conservation is a conservation approach that emerged in the 1990s. CBC advocates for the inclusion of local communities in the management of protected area either politically or physically (Western, 1994). According to Berkes (2004), one model of CBC is a co-management strategy that considers biodiversity resources as common property that requires an understanding of socio-ecological systems and traditional knowledge for sustainable conservation.

Biodiversity businesses are commercial enterprises that generate profits via activities which conserve biodiversity, use biological resources sustainably, and share the benefits arising from this use equitably (Pandey & Sane, 2019). To understand the link between Biodiversity Business and Biodiversity conservation, Houdet, Pavageau, Trommetter and Weber (2009) pointed out that direct interaction between the two concepts takes place in two ways: In the first place, companies (businesses) depend on Biodiversity and Ecosystem Services (BES) for raw materials like fish, timber, pollination and the provision of clean water; and secondly, economic activities affect biodiversity and ecosystem services both positively through land creation and national park management, and negatively through land conversion, over-exploitation and pollution.

1.2. Research problem statement

The world is experiencing a dramatic loss of biodiversity that may undermine development opportunities and exacerbate risks (Giam, 2017). The loss of biodiversity is manifested in the growing impact on the ability to provide ecosystem services, such as clean water, food and protection from environmental disasters, all of which are critical for human well-being and the growth of the green economy (Musvoto & Nortje, 2018).

Faced with a growing biodiversity crisis in the ANP, the Rwandan government decided to look for creative management approaches of its national park with aim to secure both community livelihood and the protected areas. In response to this need, the ANP was privatised by the Government of Rwanda (GOR) in 2012, through a Public Private Partnership (PPP) approach and put its management under the Akagera Management Company (Daly & Gereffi, 2017).

The PPP approach introduced the concept of a biodiversity business approach in the management of the ANP which has consequently led to increased opportunities for biodiversity businesses (Scholte, Agnangoye, Chardonnet, Eloma, Nchoutpouen & Ngoga, 2018). However, according to Hannah (2008), lack of expertise to effectively manage businesses whilst complying with conservation guidelines and regulations does pose challenges.

While it has been observed that biodiversity business innovations directly or indirectly benefit from biodiversity, the concern is that laws are not well implemented and there is no evidence that biodiversity businesses play a role in biodiversity conservation (REMA, 2017). Furthermore, there is no clear quantification and evaluation of the benefits that can be cultivated into biodiversity conservation. This leaves a gap between how the sustainability of businesses can be attained in the absence of the sustainability of biodiversity. This line of argument prompted this study to be carried out to investigate perceptions of stakeholders of biodiversity to determine whether biodiversity provides a viable business opportunity to support biodiversity conservation in ANP.

1.3. Specific research objectives

The specific research objectives aimed to;

1. Identify the different Biodiversity Business activities in Akagera National Park;
2. Assess the role of biodiversity business innovations on biodiversity conservation in Akagera National Park;

1.4. Justification of the study

This study contributes to addressing the challenge facing Rwanda to manage its biodiversity sustainably for present and future generations. The aim is to understand the views of Biodiversity Business owners on how to balance government policies, community needs, and ecosystem functions. The study identifies and analyses perceptions about opportunities and challenges for market-based activities and business innovations, and suggests principal measures that can be applied to enhance biodiversity conservation and business-related innovations in Akagera National Park. The success of Biodiversity Businesses in the Akagera National Park hinges on the following assumptions: Biodiversity business operators comprehend the link between the sustainability of their businesses and conservation of biodiversity; and they are willing to incorporate conservation efforts in their biodiversity businesses to support biodiversity.

2.0 Theoretical Literature Review

The theoretical framework provides a foundation from which all knowledge is constructed for a research study. It serves as the structure and support for the rationale of the study, the problem statement, the purpose, the significance, and the research questions (Osanloo & Grant, 2016). In this study the theoretical framework makes reference to three main theories which relate to biodiversity business and biodiversity conservation. The first theory (**ecological economic theory**) provides the framework for sustainable conservation measures and approaches; the second theory (**innovative theory**) provides the framework for biodiversity businesses innovation and the third theory (**decision theory**) presents the framework for management approaches of the park. These theories are comprehensively discussed in subsequent sub-sections.

2.1 Ecological Economic theory

The ecological theory was coined by Barry *et al.* (1999) who argued that the creation and maintenance of a stable, sustainable healthy ecosystem is the primary requisite to the continuation of human economy for sustainability purposes. Every human activity, such as driving or the need for trophies, has an impact on the global ecosystem and thus a bigger portion of ecological economics involves examining the relationship between human needs, benefits and biodiversity.

The ecological economic theory addresses the current and major challenges facing ecosystems in the 21st Century including global warming, species extinction and ozone depletion (Barry *et al.*, 1999). The concept is largely concerned with measuring the sustainability of ecosystems, the services derived from them and developing technologies and activities that make sustainable practices cost-effective and productive. Essentially, the ecological economic theory is a conflict procedure that considers efficiency, equity and sustainability of resource use (such as biodiversity) by integrating with multi-criteria evaluation to enable justifiable decisions by policy makers (Munda *et al.*, 1995; Daly & Farley, 2011).

2.2 Theory of Creativity and Innovation

Theory of creativity and Innovation, according to Ulwick (2005), is the process of creating a product or service solution that delivers significant new customer value. The process begins with selection of the customer and the market includes the identification and prioritisation of opportunities and ends with the creation of an innovative product or service.

Biodiversity business requires proper knowledge of development of creativity and innovation structure of the business to balance conservation and development goals. Graham Wallas' model of creativity (Sadler-Smith, 2015) outlines five stages of creative process: Preparation, Incubation, Intimation, Illumination, and Verification. The first stage (*Preparation*) focuses on the dimension of the problem; the second stage (*Incubation*) focuses on contemplation of the problem; the third stage (*Intimation*) is an allusion period for indications that a solution is on the way; the fourth stage (*Illumination*) is when the solution to the problem is clarified; and the last stage (*Verification*) focuses on the suitability, expediency, and efficacy of the solution.

Consequently, it is through creative and innovative means that both conservation and developmental goals can be achieved simultaneously.

2.3 The Decision Theory

Decision theory is a structure in which those responsible for managing a system try to attain clearly specified objectives. The theory's guiding thread is a well organised problem-solving protocol that consists of specifying the management objective, lists management options and expresses them as control variables (Booker, 2010). The decision theory "specifies the system properties that describe the state of the system as well as develop a conceptual model of the dynamics of the system being managed and if possible develop equations to describe the dynamics of the state variables" (Polasky, Carpenter, Folke & Keeler, 2011; Regan, Ben-Haim, Langford, Wilson, Lundberg, Andelman & Burgman, 2005).

2.4 Conceptual framework

This study conceptualizes biodiversity services of Akagera National Park as an economic source that is incorporated into the market for payment and development of the wellbeing of the Rwandan people. In principle, the park is valued, and the scenic beauty monetized as park entry fees. This approach has attracted private participation and political support for conservation of the park, but also this market logic poses challenges in relation to environmental problems as reported in other studies (Gómez-Baggethun, *et al.*, 2012). Figure 2, below shows how biodiversity activities, ecosystem services, and intervening variables relate to and among each other and how they impact biodiversity.

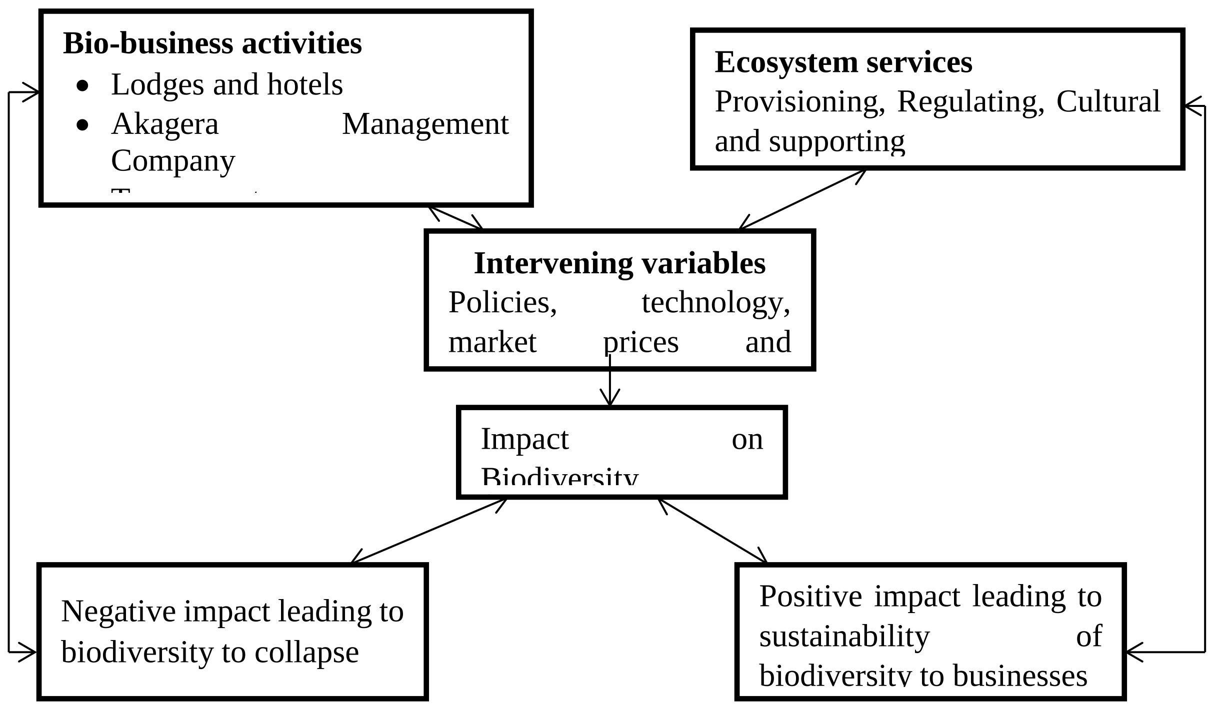

Figure 2. Conceptual framework for evaluation of biodiversity business

(Source: Ross & Wall, 1999)

In accordance to the diagram above, the BBs and ecosystem services are also influenced indirectly by intervening variables such as policies and technology that determine the type of business and quality of services derived from them. Therefore, BBs, ecosystem services and intervening variables directly impact on biodiversity. If they are all well managed, then there will be sustainability of BBs and ecosystem services. If the three components, bio-businesses, ecosystem services, and intervening variables are poorly managed, sustainability of the BBs and biodiversity ceases to exist.

2.5 Empirical Literature Review

2.5.1 Biodiversity Business Activities

According to Bishop *et al.* (2008), Biodiversity Management Services are defined as including "a range of professional activities and services undertaken by public and private entities that deliver benefits for biodiversity, for which a fee is received by the service provider". **Table 1** provides examples of biodiversity management services (BMS) offered by different categories of providers.

Table 1: Biodiversity Management Services (BMS)

Providers	**Services offered**								
	Policy and strategy	**Project design**	**Impact assessment**	**Building and implementation**	**Management**	**Biodiversity monitoring**	**performance monitoring**	**Supply chain management**	**Capacity building**
Public agencies	✓	✓							
NGOs	✓		✓		✓ .		✓		✓
Academic and research	✓							✓	✓
Civil engineers		✓		✓					
Environmental consultants		✓	✓	✓	✓ .	✓	✓	✓	✓
Ecological consultants		✓	✓		✓ .	✓	✓	✓	✓
Others		✓		✓		✓		✓	

Source: (Bishop *et al.*, 2008)

The demand of BMS is indeed increasing as a result of internal rules regulations, and pressure from stakeholders. Well-articulated guidelines on management of biodiversity and trade associations are offering a crucial role in improving conservation practices (Bishop *et al.*, 2008). The role of the above BMS include: assessing and improving the efficiency and effectiveness of conservation action, informing management action and policy at both local and national levels, providing evidence of conservation success and strengthening the case for conservation among policy makers, funding agencies and land owners (Petchey & Gaston, 2006).

In response to the increasing demand for BMS, some countries have directly recruited biodiversity specialists onto their payrolls, whilst others have entered into one-off or long-term partnerships with external organisations (Bond, Fischer & Fothergill, 2017). Accordingly, the government of Rwanda, through the Rwanda Development Council (RDB) and the African Park Network (APN), signed an agreement to initially last for 20 years to manage and finance Akagera National Park (Scholte *et al.,* 2018).

The partnership between African Parks and the government of Rwanda was meant to ensure a sustainable management of an area of 1,075 square kilometres, richly blessed with diversity of wildlife. The area has more than 530 species of birds and potentially endowed for conservation and tourism development. This government strategy was aimed at improving the management of the park, using the huge technical and managerial experiences in crucial areas, like replenishing wildlife, installing fences, fighting poachers, community conservation, developing park infrastructures, aerial surveillance and monitoring, improving tourism and managing wildlife habitat. Through their broad internationally built networks of bilateral and multilateral partners, as well as private foundations, African parks have been able to fundraise financial and technical resources to manage the various parks (Scholte *et al.*, 2018).

There are also some organizations offering BMS in other sectors. This includes the International Association for Environmental Conservation of the Oil Industry (IPIECA) and the Biodiversity Working Group of the International Association of Oil and Gas Producers (OGP) (BDWG) (Bishop et al., 2008). Created in 2002, the IPIECA / OGP Biodiversity Working Group is a joint initiative led by the oil and gas industry to offer expertise, strategies that support good biodiversity management practices.

Freelance Community Guides Cooperative

In the year 2014, the independent community guides program was started by the Akagera park managers with the intention of recruiting and training members from communities around the park to become tour guides within Akagera National Park. The group is the brainchild of Akagera National Park management as there was huge demand for guides. The freelance/cooperative members have gained a great experience of biodiversity management and conservation through training in Akagera and field orientation techniques. Some of them were trained in first aid and have secured driving licences (APN, 2017). This achievement helped them to become qualified professionals, as well as respected guides. Besides guiding tourists within the park, community Cooperative guides have developed reliable cultural tourism packages to share with park visitors outside the park (APN, 2017). Their acquaintance with entire community around their locality, in addition to experience in guiding tourists and identifying their interests, has made them well positioned to connect the two.

Tour operators

Tour operators are organisations or firms which buy individual travel components, separately from business providers and combine them in a tourism packages, offered for sell at their self-determined price to the clients directly or through intermediaries (Middleton, Fyall, Morgan & Ranchhod, 2009).

Today, tour operators have become highly competitive. They endeavour to achieve a high volume of turnover, and maximum international and domestic market share by operating effectively. Moreover, the success of many developed and developing nations as tourist destinations depend heavily on a tour operator's ability to attract tourists, development and promotion of tourism plans, diversification of tourism products and their social responsibilities to develop a remote and underdeveloped area (Marin-Pantelescu *et al.*, 2019). Tour operators specifically deliver services identified within a tour package. They can offer the services themselves, especially those that own cars and buses, hotels and other travel-related services, or subcontract from other providers. That's tour operators are referred to as manufacturers of tourist products (Romero & Tejada, 2020**).**

Hotels and lodges

Hotels and lodges are hospitality facilities which form tourism infrastructure (Mandić, Mrnjavac & Kordić, 2018). The physical infrastructure of direct relevance to tourism includes recreational facilities that along with hotels and other forms of accommodation, spas and restaurants, form the main tourism infrastructure. They play a major role in boosting tourism development mostly by raising the attractiveness and competitiveness of a destination. Tourists expect facilities in their chosen destination to be comparable to what they enjoy at home, especially those that have become the essential elements of everyday life recreation (Mandić *et al.*, 2018).

2.5.2 The role of biodiversity business innovations on biodiversity conservation

Developing countries seek to better balance economic growth and poverty reduction with the conservation of the planet's biodiversity and environment, the sustainable harvest and production of biodiversity-based products and their trade can play a prominent role (Wei, Wang, Fu, Zhang, Fu & Kanga, 2018). Trade in sustainably derived biodiversity products promotes the creation of business for employment, generates export revenue by capturing emerging opportunities and markets and in parallel, promotes the sustainable management of natural resources (UNCTAD, 2014).

The biodiversity business approach to conservation contributes to the promotion of constructive and long term access and benefits sharing, simultaneously generates business opportunities, economic growth and sustainable livelihoods for rural populations while ensuring the conservation and sustainability of biodiversity.

Biodiversity businesses have potential to generate conservation benefits. These benefits can be classified into two categories. First, we have direct wildlife management, and supporting research (Ballantyne, Packer & Hughes, 2009), which is supposed to refer to the intended manipulations of wild animals or their habitats to achieve conservation goals by people visiting the park. Second, the revenues collected from ecotourism can be used to finance conservation initiatives, including the operator's own biodiversity management efforts or it can be donated to other organizations to carry out related initiatives (Ballantyne *et al*., 2009).

Some other benefits are also highlighted in Figure 3, below that can be derived from the biodiversity projects and how they are interlinked. Clearly, biological values and social values of biodiversity are important to the society and conservation, whereas social biological values play a role in conservation and development, but must take into consideration the biodiversity conservation and community well-being.

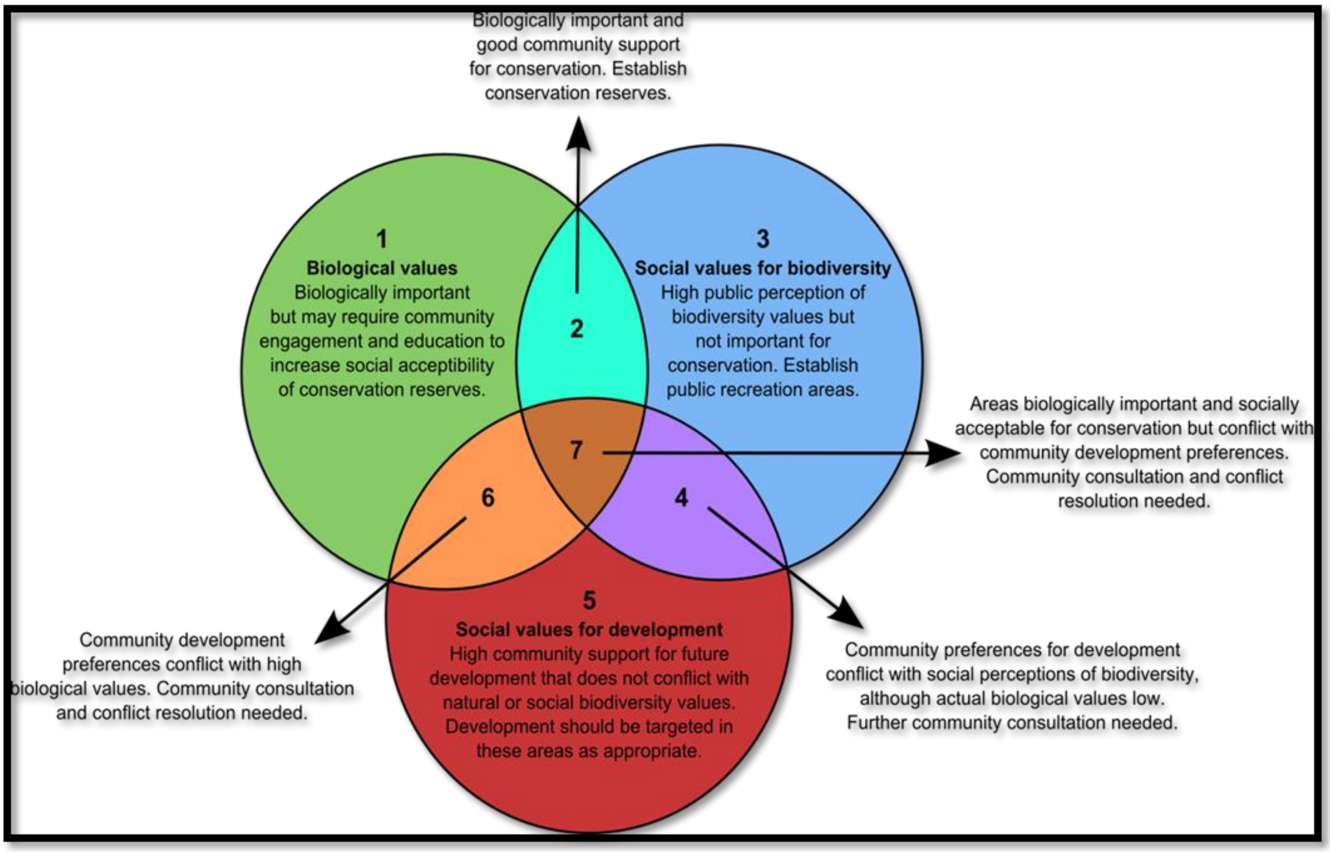

Figure 3: Benefits from Biodiversity. **(*Source: MacArthur, 2000*)**

Social and economic benefits for conservationist involved in tourism, such as tour guides or communities that benefits from tourism motivated to act in a way that supports the conservation of the wildlife resource on which the benefits depend on so to ensure that there is a sustainable source of income. Education to visitors is therefore necessary to support or enhance conservation initiatives through voluntary donation or advocacy for influencing political support.

Similarly, biodiversity businesses have the potential to increase revenues and opportunities for employment (Narain & Orfei, 2012). For example, on Mt Kilimanjaro, nature-based tourism employed guides who earned $1,830; porters earned $842; and cooks earned $ 771 per year, compared to rural agricultural earnings of $2 per day (Spenceley, 2010). In Ngamiland, Botswana, similar observation was made. Locals employed in nature-based tourism were paid more than twice the average of rural earnings, which averaged $60 per month (Mbaiwa & Stronza, 2010). More evidence for nature-based employment opportunities are cited elsewhere (Balmford, Beresford, Green, Naidoo, Walpole & Manica, 2009) indicating the high potential that biodiversity creates opportunities for employment.

Indeed, according to Naeem, Chazdon, Duffy, Prager and Worm (2016), there are many causal chains that link human development, biodiversity and Human Well-Being (HWB), which negatively affect biodiversity. For example, all human activities carried out on the natural environment are aimed at improving Human wellbeing at the expense of biodiversity and consequently the human activities are also negatively affected (Ehrlich, Kareiva & Daily, 2012; Costanza & Daly, 1992).

The specific human activities and processes that negatively affect biodiversity include alteration of natural habitats to farming (Ramankutty, Evan, Monfreda & Foley, 2008), overexploitation of natural resources, introduction of native and wild species by exotic and domesticated species (Diamond, 2002), misuse of water bodies through pollution (Postel, Daily & Ehrlich,1996), industrialisation through primary production (Vitousek, Ehrlich, Ehrlich & Matson, 1986; Krausmann, Erb, Gingrich, Haberl, Bondeau, Gaube, Lauk, Plutzar & Searchinger, 2013).

3.0 Research Methodology

In this study, the researcher used the quantitative method because it would help find out the state of biodiversity businesses and how they relate to each other in Akagera National Park. Quantitative research design is explaining phenomena by collecting numerical data that are analysed using mathematically based methods, statistics in particular (Aliaga & Gunderson, 2002). Quantitative methods provide data in a format that is easy to express in numbers and the results are therefore easy to analyse using statistics, which means that inferences can be made from a small sample to a larger population, and hypotheses about cause-effect relationships or correlations between different variables can be tested rigorously.

3.1 Target Population and Sampling Strategy

The target population for this study were people who are involved in doing different biodiversity businesses in the Akagera National Park during the period of this study. The population for this study comprised staff working with 44 biodiversity businesses including Akagera Game lodge, Ruzizi Game Lodge, Akagera Management Company, 40 Tour companies, and community freelance guides. The list of Tour Operators was obtained from the Rwanda Development Board (RDB, 2018), while the remaining biodiversity businesses were identified by the investigator in the field before sampling. The sampling frame of 125 people working in these companies was obtained from their respective organisations' offices. The researcher used cluster sampling in order to identify this sample population as indicated below.

3.2 Sampling Procedure and Sample Size

The following sample frame in **table 2** shows the target population which the researcher intended to engage during the data collection exercise.

Table 2: Target population

Location of business	**Biodiversity Business Groups**	**Target Population**
Inside the park	Akagera Management Company Employees	30
Inside the park	Game Lodges (2)	25
Outside the park	Tour Operators	40
Outside the park	Freelancer Guides	30
Total		**125**

The sample frame (125 cases) comprises 40 managers of Tour Operating companies, 25 senior staff working with Akagera Game Lodge and Ruzizi Game Lodge, 30 Akagera Management Company staff, and 30 freelance guides. **Table 2,** Shows that, of the forty-four (44) biodiversity businesses identified, only three organisations, namely Akagera Management Company, Akagera Game Lodge, and Ruzizi Eco-Lodge are located within the boundary of Akagera National Park. The remaining biodiversity businesses are located in Kigali, and districts around Akagera National Park. The researcher included all businesses located inside the park in the sample because they are few of them.

3.3 Data Analysis

Data preparation includes, *firstly* Data coding which is a process of converting data into numeric format, *Secondly*, Data entry which includes entering Coded data into a spreadsheet, database, text file, or directly into a statistical program like SPSS, and *thirdly*, Missing values, which deals with treating data especially missing data due to unanswered questions, automatic deletion by the software and *lastly*, Data transformation for instance, by creating scale measures, creating a weighted index, and collapsing multiple values into fewer categories (Bhattacherjee, 2012). Data analysis was done using descriptive statistics where by frequency tables and charts were used to interpret the data. The analysis of the data was also performed with assistance and guidance from the research committee assigned supervisor at Da Vinci Institute of Technology Management, who advised on various techniques, taking into consideration the nature of the data collection, relevance and other limitations.

4.0 Results and Discussions

4.1 Business activities carried out by company/organisation in the Akagera Park

According to the respondents, it was observed that 54.3% are involved in the tour operator business, followed by 50% who are involved in communities and social services. These are followed by camping facilities, 48.3% and biodiversity management services, with 38.3%. Only 9.5% of the respondents indicated that their organisations are involved in education and holidays, and 10.3% are in trekking and rambling.

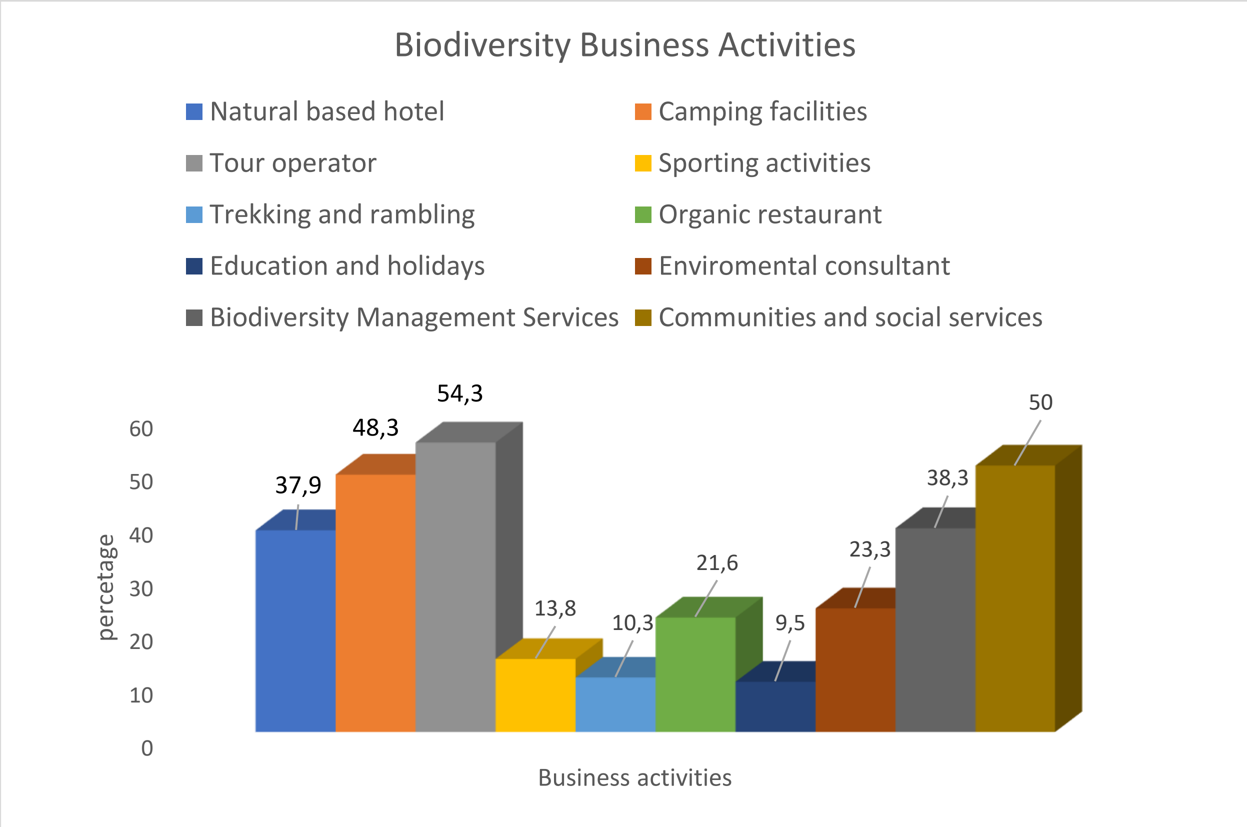

Figure 4: Biodiversity businesses in Akagera National Park

The study first four ranked biodiversity businesses above are common to most national parks in Africa, what is not common is "Biodiversity Management Services" in national parks. The concept of Biodiversity management services is still new as only few national parks are managed by private organisations, for example the formation of Akagera Management Company to take over management of Akagera National Park on behalf of the government of Rwanda and African Parks Network.

However, the most booming business activity in the National Park according to the findings seems to be activities dealing with tour operations. Tour operators devise, arrange, and promote holidays and travel options, working with hotels, airlines and other transport companies for ground travel, in order to execute the arrangements. Communities and social services also thrive in national parks. Proximity to the park enables the communities to access job opportunities for and improved the social welfare of the local communities. The influx of hotels within the park offers new opportunities for local communities to be employed. However, these hotels also require agricultural produce from the neighbouring farmers.

The researcher oriented the respondents to classify their businesses into four categories such that it could be easier to classify them into Products, Services, Facilities, and Activities. The respondents were provided with a list of 10 major tourism biodiversity business activities

(Sukhdev *et al.*, 2008), and they were asked to choose which of them represented the business activities their institutions were involved in.

a) Products

The study reveals that majority of the hotel and lodges as well as cooperatives/freelancers operating at ANP offer products which are mainly derived from the natural beauty as indicated by 71% and 75% of the respondents respectively. However, majority of Akagera Management Company and tour companies stated that they offer products linked to flora and fauna as indicated by 75% and 67% of the respondents respectively.

b) Services

The study reveals that the main services offered by business operators in Akagera National park include guiding services, tour packaging and entertainment. However, majority of biodiversity businesses offer guiding services as indicated by 63% of the respondents in lodges and hotels offer guiding services, 71% of the respondents indicated that Akagera Management Company citing that they also offer guiding services to tourists, 72% of the respondents working in tour companies they too offer guiding services and finally and finally 96% of the respondents in cooperatives offering similar services.

c) Facilities

Respondents were asked to identify equipment and facilities offered in their respective bio-diversity businesses among the following: binoculars, tour vehicles, camping sites and hygiene facilities, hiking trails, souvenir, reservation and TT channels and accommodation. The study reveals that 58% of the respondents in lodges and hotels cited that they offer accommodation facilities**,** 71% of respondents working at Akagera Management Company stated that they offer camping site and hygiene facilities, 58% of the respondents working in tour companies stated that they provide camping site and hygiene facilities as well as road trips and transportation facilities to its clients. Finally, majority of the cooperatives/freelance operator consisting of 89% stated that they offer camping site and hygiene facilities as well.

d) Activities

The study reveals that lodges and hotels, Akagera Management Company, tour companies as well as cooperatives facilitate their visitors with certain activities within the park. Specifically, the study found out that 63% stated that they are engaged in camping activities, 64% of the respondents working at Akagera Management Company stated that they facilitate engaged in camping activities and another 64% stated that they facilitate night time drive activities. The study also found that 61% of the respondents working in tour companies facilitate bird watching activities in Akagera National Park. Finally, it was also noted that 89% of the respondents in cooperatives cited that they stated that they provide community facilities

4.2 The role of biodiversity businesses on biodiversity conservation

The respondents were asked their opinion on whether biodiversity was important to their businesses. Respondents unanimously agreed that biodiversity was significant for their businesses. Ninety two percent of the respondents (107) said that biodiversity is important for their business.

An additional question was paused to determine what respondents considered as benefits from biodiversity to biodiversity businesses. The respondents viewed biodiversity as contributing to their business income by attracting tourists (34.5%), as a source of food and water (24.1%), being an educational and research resource (13.8%), contribution from the scenery (8.6%) and to a variety of other benefits to the businesses including; cultural empowerment, sustainable business (19%). This indicates that biodiversity plays an important role in sustaining biodiversity businesses in the Akagera National Park.

Table 3: Contribution of biodiversity to biodiversity business

Response		Frequency	Percent
	Sources of income	40	34.5
	Source of water and food	28	24.1
	Educational and research	16	13.8
	Scenery	10	8.6
	Others	22	19.0
	Total	**116**	**100.0**

4.3 Contributions of biodiversity businesses to biodiversity conservation

The study also sought to assess the contribution of biodiversity businesses to biodiversity conservation. The results indicate that education, training and research were the common form of contribution by businesses to conservation. Different biodiversity businesses group categories contribute to conservation differently. For example 50% of the respondents working in lodges and hotels and 43% of the respondents from cooperatives stated that it contribute to biodiversity conservation through education/training and research, 43% of the respondents working at Akagera Management Company mentioned that they contribute through reduction or loss, whereas 58% respondents in the tour companies indicated that they offer financial contribution in form of park entrance fees. Akagera Management Company mostly contributes through reduction, maintenance or enhances biodiversity values in their biodiversity business.

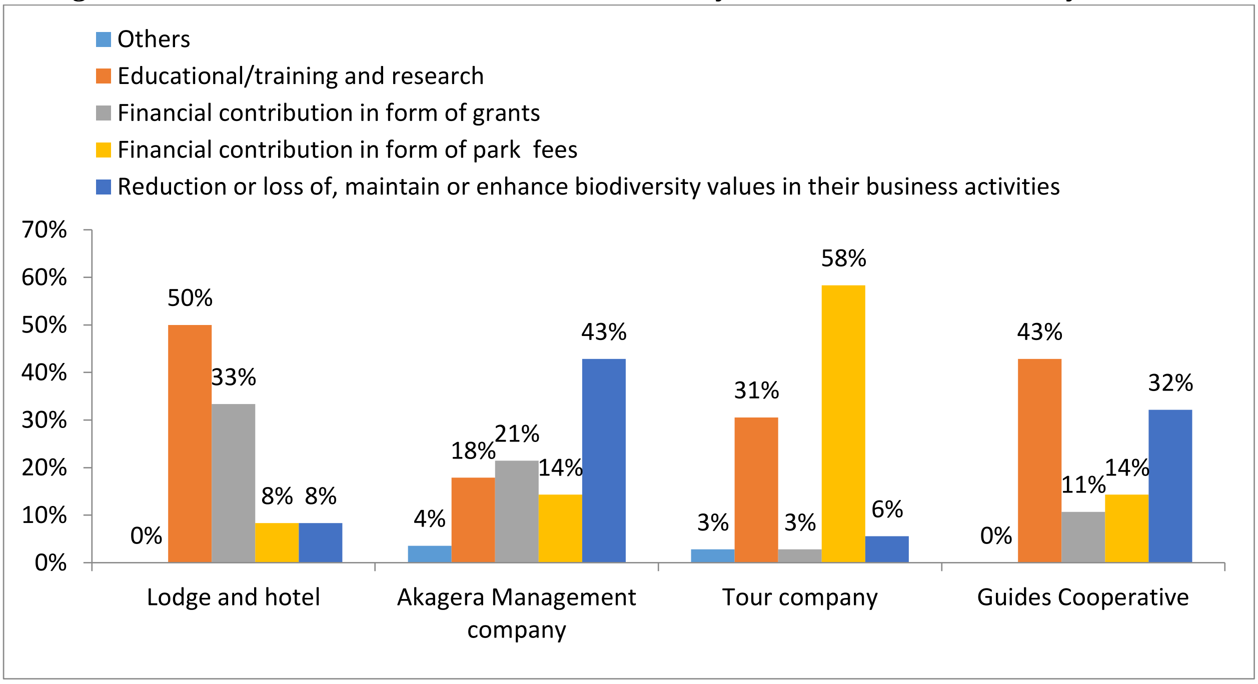

Figure 5: Contributions of biodiversity business to biodiversity conservation

Table 4: Observation on contribution of businesses to biodiversity conservation

Business category	High	Low
Lodges contribute:	Education, training and research and financial contribution in form of grants	Reduction or loss, maintenance or enhancement of biodiversity values
AMC:	Reduction or loss, maintenance or enhancement of biodiversity values, and financial contribution in form of grants	Championing conservation by tree planting and maintaining indigenous trees as well as anti-poaching policies.
Tour companies:	Park entrance fees and Education, training and research	Financial contributions in form of grants,
Cooperative:	Education, training and research	Financial contributions in form of grants,

It is observed that very few respondents indicated that they provided financial contributions in form of grants, for example 3 percent for tour operators and 11% for the guide cooperative. In a study conducted by the World Bank Group (2015), a similar situation, where profits generated from biodiversity business did not necessarily get back to the very biodiversity or the communities around national parks was reported. The report observed that in Tanzania and Namibia, the link between eco-tourism and reduction of poverty is not a direct one. The community close to protected areas sometimes bear much of the costs in the form of limited access to protected areas on one hand and damage to crops due to attacks by wildlife on the other. Unfortunately, there’s a mismatch between high-skilled labour-related demands of the tourism industry and low skills of local communities near the parks who mostly are not employed and consequently leading “revenue leakage” away from those who are most needy. The Local communities instead end up with lower wages. Rather than feeding the local economy, revenues are instead absorbed by nearby urban centres where package tourism was offered, or leaked abroad to non-national owners of resorts.

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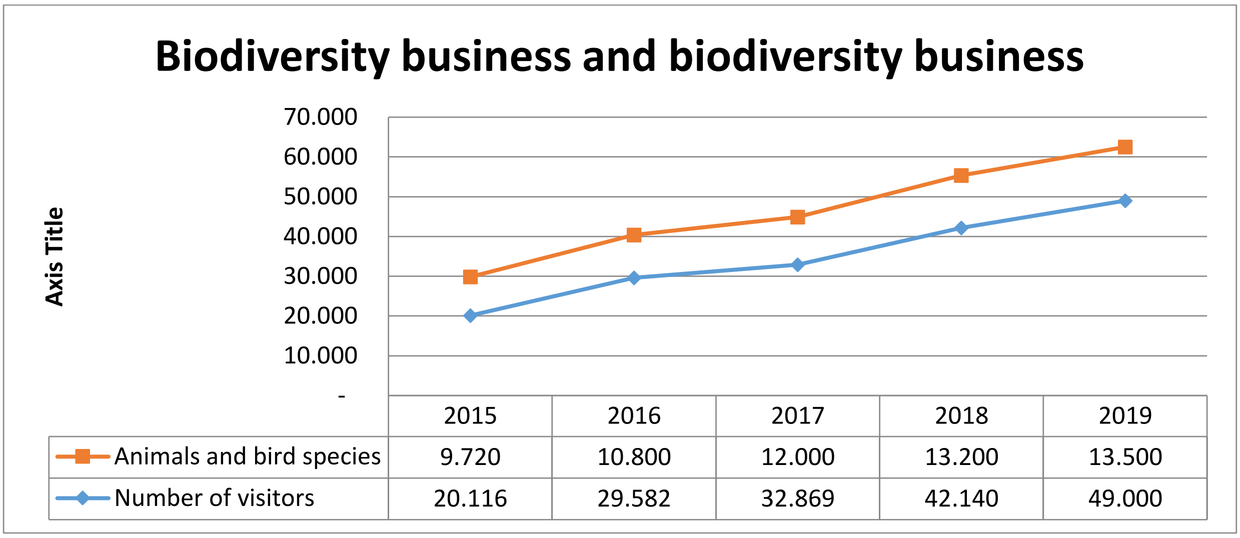
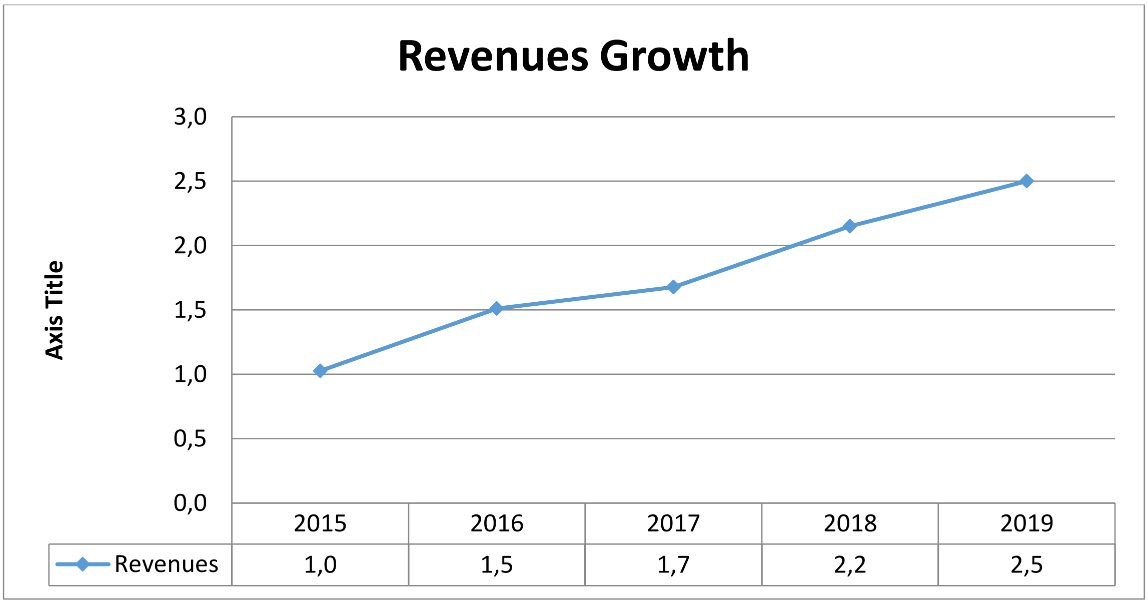
Consequently this leaves the communities near parks with limited options other than remaining threats to the National parks. Indeed, in this study, it can be argued that since the tour operators constitute a larger percentage of biodiversity businesses in Akagera National Park and since most of them are located in different towns of Rwanda, their profits from the business do not directly benefit communities from Akagera National Park.

However, there is also recognisable contribution of biodiversity businesses to biodiversity, for instance reduction of or maintenance or enhancement of biodiversity values, and financial contribution in the form of grants from the Akagera Management Company. This support from biodiversity by businesses stems partly from the realisation that many businesses depend on biodiversity conservation to the extent that the businesses are threatened by loss and degradation of biodiversity. There are several reasons advanced for why businesses may wish to invest in biodiversity conservation. First, investing in biodiversity may contribute to the bottom line. Second, this could be part of corporate social responsibility and its attendant benefits, and thirdly, it could be seen as a wider concern for sustainable business practice (Heal & Heal, 2008). In a situation therefore, where part of profits generated from biodiversity business is not re-invested back in supporting conservation practices, this could lead to unsustainable use of the biodiversity.



The study reveals that as the number of biodiversity conservation of animals and plans increased in the park, the number of visitors also increases. In 2015 there were few numbers of species in the park but later on, some animals such as rhinos and the lions were brought. This led to the increase in the number of visitors in the park.



Similarly, as the number of visitors continues to increase, the amount of revenue collected also starts to increase. Akagera National Park received more than 49,000 visitors and generated $2.5 million in park revenue last year (2019), a 25 per cent increase compared to 2018.

5.0 Conclusion

In conclusion, the aim and objectives of the study was achieved as the study recognized the inter-dependency of BBs and biodiversity conservation through positive mutual relationships. Biodiversity entrepreneurs are concerned about biodiversity conservation and provide support for conservation initiatives to protect their business interests. Concomitantly, various biodiversity products provide employment and income generated through car rentals, accommodation, reservations, camping sites, and tour guiding. The community around the park benefits from the support and sensitisation offered by the private entrepreneurs, and responds to the mutual relationship between business and conservation by promoting the value of conservation through decreased incidences of poaching. The net effect is the balance between use and conservation management practices, such as species re-introductions of locally extinct species in the park leading to increased species richness.

Ecosystem services in the park were considered crucial factors for sustainable BBs as well as for supply chain of ecosystem productivity and management. The Government of Rwanda (GOR) has taken various measures to improve visitor experiences. These measures are products of tourism policy which supports private sector involvement for conservation of biodiversity. Private businesses in turn support conservation strategy through education, training and research; by incorporating conservation values in their tour-related businesses; by supporting small projects in the community, and by generating income for employment opportunities.

Present studies suggest the greatest contribution to biodiversity experiences and products among tourists remain gorilla and chimpanzees. Improved hospitality services, including hotel accommodation, and car hire, tour guiding and cultural entertainment, provide excellent supportive experiences for BBs.

All factors considered, excellent security in Rwanda provides a conducive environment for tourism. Aggressive marketing and infrastructure boost tourism market in the land locked central African nation and provide an enhanced potential platform for integrating biodiversity conservation initiatives into districts and National economic strategies for sustainable development

Features of the study suggest directing more of resources towards regional cooperation and security; marketing, formulation of business guidelines for biodiversity conservation (for instance adequate policy framework, BB plan and performance indicators, standards and technical assistance), multi-stakeholder participation and ownership, flexible financial models and if embraced, can lead to more rigorous empirical research that will better account for the net benefits biodiversity businesses can offer for people, wildlife, and ecosystems over time in Akagera National Park in Rwanda.

Finally, the study proposed the following recommendations: Firstly, a case exists around Akagera National Park where poverty challenges within the community and conservation of biodiversity can be tackled simultaneously by encouraging more private enterprises, such as establishment of campsites outside the park, to boost income generating activities and employment opportunities among the local residents.

Secondly, Annual refresher courses are proposed to improve capacity of businesses, so as to enable them participate fully in building public discourse on the biodiversity-Human Well-being (HWB) link, as well as allow them to be able to discern the costs and benefits associated with biodiversity-HWB link.

Thirdly, The observation that cars for leasing ranked highest in terms of service requirements suggested opportunities to boost tourism still exist in the transport sector. RDB would boost tourism by encouraging entrepreneurs to venture into tourism transport.

More so, the Akagera National Park managers should embrace wholly a participatory model that integrates stakeholder views during policy formulation or reviews. This would enable stakeholders to acknowledge as having been part of the process and would ultimately benefit sustainable use of biodiversity.

Finally, the success of BBs in Rwanda depends on the state of affairs about peace in the neighbouring countries. Therefore, it is in the interest of the GOR to support regional peace initiatives. In turn, prevailing regional peace would boost tourism activities in the Rwanda.

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STUDENT'S PERCEPTION OF ONLINE LEARNING IN THE PANDEMIC TIME COVID-19

Practice Learning Case Studiesin the Room Division Management Study Program of Bali Tourism Polytechnic

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This study aims to determine students' perceptions of online learning in practical courses at the Bali Tourism Polytechnic during the corona virus (COVID-19) pandemic. Students perceptions of online learning are limited to the aspects of teaching and learning, capabilities (lecturers' abilities), and facilities and infrastructure. This research is a qualitative descriptive study. The population in this study were all students majoring in Hospitaliti and Room Division Management program of the Bali Tourism Polytechnic. The sample was taken using a purposive sampling technique which only focused on students who were taking practical courses in the Room Division Management study program of the Bali Tourism Polytechnic since online learning was implemented due to the COVID-19 pandemic. Data were collected using online questionnaires and in-depth interviews with several students to obtain more detailed information. The data analysis technique used in this research is qualitative analysis consisting of data collection, data reduction, data presentation, and conclusion. The results of this study indicate that students 'perceptions of online learning in practical courses are positive, with details of the teaching and learning aspects of 67%, the aspects of capabilities (lecturers' abilities) of 94%, and of the aspects of facilities and infrastructure of 79%. Based on the results of the interview, it was found that the problem lies in the devices owned by students that are not compatible to access online learning so it is difficult to do practicum at home.

Keyword: students percetion, online learning, practice learning

A. INTRODUCTION

A pandemic (from the Greek πᾶν pan meaning all and δήμος demos meaning people) is an epidemic of a disease that spreads over a large area, such as several continents, or throughout the world. A widespread endemic disease with a stable number of infected people is not a pandemic. Pandemic flu events generally exclude seasonal flu cases. Throughout history, a number of disease pandemics have occurred, such as smallpox (variola) and tuberculosis. One of the most devastating pandemics was the black death, which killed an estimated 75–200 million people in the 14th century (https://www.wikipedia.org.).

During the Covid-19 virus pandemic, many things have changed, including in the field of education. Students encounter problems face-to-face at school. During the pandemic the government urged and prohibited students from attending school. This situation makes it very difficult for schools to transfer knowledge to students. All schools in general implement online teaching and learning processes. Face-to-face learning methods in various educational institutions are prohibited, so this has emerged various learning models that are used by educators as a medium for delivering knowledge both theory and practice. Vocational schools are very difficult to implement online teaching and learning processes, because some courses require practice. Educators are expected to apply a combination of face-to-face learning and online learning, to be an option that can be applied to educators. In this case, educators' skills on technology are very much needed.

According to Keengwe & Georgina in Khusniyah & Hakim (2019), technological developments provide changes to the implementation of teaching and learning. The same thing was conveyed by Wekke & Hamid in Khusniyah & Hakim (2019), that information technology can be accepted as a medium in carrying out the educational process, including helping the teaching and learning process, which also involves finding references and information sources. Understanding the principles and factors that affect the effectiveness of digital technology in learning is something that is very important for an educator. According to Harto in Khusniyah & Hakim (2019) further states that an educator is required to have four competencies in order to be able to use digital technology appropriately, among others; 1. An educator must understand and be able to use digital technology and its application; 2. Have leadership competencies that are able to direct students to have an understanding of technology; 3. Having the ability to predict precisely the direction of fluctuation of change and strategic steps to deal with it; 4. Have the competence to control oneself from all the turmoil of change, and be able to deal with it by generating ideas, innovation, and creativity. So that each lecturer / lecturer has their own considerations to choose a learning model that is considered the most suitable to be applied to students.

According to Singh, 'Donoghue, & Worton, in Zhafira, Ertika and Chairiyaton (2020), explained that online learning provides benefits for both parties, both lecturers and students. Online learning is emerging as an alternative method of learning that does not require students to attend class. Online learning can help students establish independent learning and also encourage interaction between students. For lecturers, online learning methods are here to change conventional teaching styles which will indirectly have an impact on work professionalism. The online learning model also provides more opportunities for lecturers to more efficiently assess and evaluate the learning progress of each student.

The pace of technological development, online learning models are widely used by institutions in big cities in Indonesia. However, many institutions are not yet ready to implement online learning. Many educators still have difficulty using online learning technology whether using e-learning or other third-party platforms such as Zoom, Google Classroom, and CloudX. So this makes online learning take place only giving assignments remotely without any feedback or interaction with students.

The combination learning model used is the Hybrid learning or Blended learning model. According to Rovai & Jordan in Zhafira Ertika and Chairiyaton (2020), Blended learning is a mixture of online learning and classrooms that contain several online course facilities with face-to-face communication. There are two important elements in defining blended learning, namely online and face-to-face educators. Blended learning makes learning situations more active and flexible. Both lecturers and students must make use of the available resources for the success of this learning model. Lecturers are expected to provide more time for their students either in small groups or individually (Oh & Park, 2009; Zhafira, Ertika and Chairiyaton, 2020). In addition, blended learning has the potential to change student experiences and outcomes through learning (Davis & Fill, 2007; Zhafira et al, 2020). Online learning methods will become more efficient when mixed with traditional learning (Hameed, Badii, & Cullen, 2008; Zhafira, Ertika and Chairiyaton, 2020).

The learning environment plays a very important role in the learning process to create a comfortable atmosphere and motivation in learning so that students can achieve better learning outcomes. On March 16 of 2020 there was a government discourse that there would be no face-to-face lectures at the campus, especially the Bali Tourism Polytechnic. Educators began to think of creating a learning environment that could support all theoretical and practical learning processes. To study how the teaching and learning process works, it is necessary to carry out research regarding student perceptions of the learning process.

The formulation of the problem in this study is "How Students' Perceptions of Online Lectures During the Covid-19 Pandemic”. Case Study of Practical Learning in Management Study Program, Bali Tourism Polytechnic Room Division. The purpose of this research is to find out Student Perceptions of Online Lectures during the Covid-19 Pandemic. Case Study of Practical Learning in Management Study Program of Bali Tourism Polytechnic Room Division.

Based on Khusniyah and Hakim's (2019) research on the effectiveness of online-based learning by utilizing the use of a web blog on students' ability to understand English text. The results of this study indicate that there are differences in students 'comprehension abilities, and online learning with the web blog has a positive effect on improving students' reading skills. Zhafira, Ertika and Chairiyaton (2020) in research on Student Perceptions of Online Lectures as a Learning Facility during the Covid-19 Quarantine Period. The results show that the most popular online learning media are WhatsApp and Google Classroom. As much as 53% of the students of the Faculty of Economics, Teuku Umar University are already familiar with various online learning media before online lectures begin. In addition, the communication pattern that is most interested in students is the semi-bidirectional pattern. Further research is needed on problem-based, collaborative, and other models of online learning research. Previous research is mostly about online lectures for theory courses, for practical lectures is still lacking. Maulana and Hamidi (2020), in their research on Student Perceptions of Online Learning in Practical Courses in Vocational Education, the results of this study indicate that students' perceptions of online learning in practical courses are positive in the teaching and learning aspects of 66.4%, capability of 74.6%, and aspects of facilities and infrastructure of 72.7%.

B. METHODS

The analysis carried out is descriptive analysis by examining perceptions. The population in this study were all students of the Bali Tourism Polytechnic. The sample was taken using a purposive sampling technique which only focused on students of the Room Division Management study program who were taking practical courses since online learning was implemented due to the COVID-19 pandemic. The research data were obtained using a questionnaire that was filled out online by students using the Google Form. The data analysis technique used in this research is qualitative analysis which consists of data collection, data reduction, data presentation, and conclusion drawing. The level of student perception in this study refers to the standard of measurement, namely: Negative if the mean percentage of total component items is ≤ 40%, and positive if the mean percentage of total component items is> 40%.

C. RESULTS AND DISCUSSION

This questionnaire was filled in online by students of the Diploma III Management Room Division (MDK) study program throughout the I, III and V semesters with a total of 196 respondents. Respondent descriptions can be seen in Table 1.

Tabel 1

The Respondents Descriptions of Management Student at the Room Division

Jumlah responde

Class	MDK Sem 1	MDK Sem 3	MDK Sem 5	Jumlah
	43.4%	31.6%	25.%	
	85	62	49	196
Gender	Male	Female		
	59%	41%		
	115	81		

Source: Processed data 2020

Based on Table 1 Description of Room Division Management Student Respondents, it appears that the questionnaire was filled in by first semester students who participated in filling out the questionnaire as many as 43.4% (85) of students. The fifth semester students are 31.6% (62) students. The third semester students who fill in as many as 49 students or 25%. It was concluded that the largest respondents were students of MDK semester I followed by semester V and the last semester was semester III. Characteristics of respondents based on gender can be seen in Table 1, where male sex students filled out a questionnaire of 59% as many as 115 students while female students were 81 students or 41%.

The questionnaire is divided into three parts, namely the teaching and learning process, capabilities (lecturer competence), and facilities and infrastructure with a total of 13 questions. Each question uses a Likert scale, namely: Strongly Disagree / STS (1), Disagree / TS (2), Average / BS (3), Agree / S (4), and Strongly Agree / ST (5). The results of the questionnaire can be seen in Table 2.

TEACHING AND LEARNING PROCESS

The teaching and learning process begins with the preparation of specific learning materials. According to Inah in Maulana and Hamidi, 2020, the material must be designed in such a way that it is suitable for achieving learning objectives.

Table 2

Results of filling out questionnaires by respondents

NO	URAIAN	STS		TS		BS		S		SS		Total
		1		2		3		4		5		
A.	**TEACHING AND LEARNING PROCESS**											
1	Implementation of Online Lectures (practicum)	15	8%	52	27%	82	42%	39	20%	7	4%	196
2	Implementation of Online Lectures (Practicum) on time and according to schedule	5	3%	36	18%	68	35%	81	41%	5	3%	196
3	Implementation of Online Lectures (Practicum) Can Improve Skills	17	9%	68	35%	72	37%	29	15%	9	5%	196
B.	**CAPABILITY (LECTURER COMPETENCY)**											
4	The material presented online (practicum) is in accordance with the lecture plan (lesson plan)	5	3%	17	9%	75	38%	88	45%	10	5%	196
5	Can Collect Tasks and Send Easily	4	2%	28	14%	66	34%	80	41%	17	9%	196
6	Lecturers Always Accompany During the Online Learning Process to Finish	1	1%	12	6%	60	31%	103	53%	19	10%	196
7	Lecturers Explain the Direction and Goals in Every Online Learning		0%	7	4%	62	32%	103	53%	23	12%	196
9	Lecturers provide opportunities for students to have questions and answers and discussions	1	1%	2	1%	23	12%	109	56%	60	31%	196
10	Lecturers Provide Responses To Questions		0%		0%	25	13%	126	64%	44	22%	196

	That Appear During Online Lectures											
C.	**FACILITIES AND INFRASTRUCTURE**											
11	General Understanding of the Courses Presented Online (Practicum)	5	3%	13	7%	103	53%	70	36%	4	2%	196
12	Materials on Online Learning (Practicum) Are Well Available	4	2%	27	14%	85	43%	74	38%	5	3%	196
13	Have the tools / equipment to do practicum at home according to the instructions given	18	9%	51	26%	74	38%	45	23%	7	4%	196

Source: Processed data 2020

Implementation of Online Lectures (practicum), Based on Table 2 in point 1, it appears that the Online Implementation (Practicum), as for the results of the questionnaires that have been filled in by students, it can be seen that the implementation of online lectures can be accessed easily. As much as 42.1% stated that they were neutral (normal), which was the same as 83 students. There were 26.4% (52) students who agreed, and 20.3% (40) students agreed that the implementation of online lectures could be accessed easily. Students strongly disagree as much as 7.6% (15) of students, while 3.6% is the same as 7 students who strongly agree, students do not experience very difficult difficulties

Implementation of Online Lectures (Practicum) on time and according to schedule, In point 2, implementation of online lectures (practicum) on time and according to the schedule where the students who agreed there were 41.3% (81) students and 36.2% said they were neutral (normal) equal to 69 students. Students who stated that the implementation of online lectures could be accessed easily was 18.4% or 36 students. while there were those who strongly agreed and strongly disagreed with the figures for each of 5 people or 2.6%.

Implementation of Online Lectures (Practicum) Can Improve Skills, According point 3 that statement of online lecture implementation in practicum can improve skills to get the following responses; As much as 38.7% stated that they were neutral (normal), which was the same as 72 students. There were 34.7% (68) students who expressed disagreement, 14.8% (29) students agreed. There were about 9.2% or 18 students, however there were still some students around 4.6% or 9 stated that they strongly agreed.

CAPABILITY (LECTURER COMPETENCY)

The learning process is very dependent on the ability of the lecturer or the competence of the lecturer in class management. Lecturers are the key in every effort to improve the quality, relevance and efficiency of education.

The material presented online (practicum) is in accordance with the lecture plan (lesson plan), The material presented online practicum is in accordance with the lecture plan, that there are 44.9% (88) students who agree and 38.3% say they are neutral (normal), equal to 75 students. Students who expressed disagreement that the implementation of online lectures could be accessed easily were 9.2% or 18 students. while there were those who strongly agreed and strongly disagreed with the figures for each of 5 people or 2.6%.

Can Collect Tasks and Send Easily, It is known when collecting assignments, sending easily that there are 40.8% of students who agree that there are 40.8% or 80 students and 34.2% say that they are neutral (normal), equal to 67 students. Students who expressed disagreement that the implementation of online lectures could be accessed easily were 14.3% or 28 students. While there were those who strongly agreed, there were 6.7%, the same as 17 people and those who strongly disagreed with the numbers for each 4 students or the number 2%

Lecturers Always Accompany During the Online Learning Process to Finish, The lecturer always accompanies students during the online learning process until it is finished. As for the results of the questionnaires that have been filled in by students, it can be seen that there are 52.6% of students who agreed to it or 103 students. As much as 30.6% stated that they were neutral (normal), which was equal to 60 students. As many as 9.7% (19) students stated that they strongly agreed that lecturers always accompany them during the online learning process until it is finished. Students disagree as much as 6.6% (13) of students, while students who strongly disagree are 1 student or 0.5%.

Lecturers Explain the Direction and Goals in Every Online Learning, the lecturer explains the direction and purpose of each online distribution. The results of the questionnaire that have been filled in by students, which stated that they agreed, were 52.6% or 103 students. As much as 32.1% (63) students stated that they were neutral (normal). A total of 23 students (11.7) stated that they strongly agreed that the lecturer explained the direction and purpose of each online learning. Meanwhile, the students stated that they disagreed as much as 3.6% or 7 students. The results of this questionnaire are quite positive although there are still some people who disagree.

Lecturers provide opportunities for students to have questions and answers and discussions, lecturers provide opportunities for students to ask questions and discuss. There were 55.6% of students who agreed, or 109 students. As many as 61 (31.1%) students stated that they strongly agreed. 11.7% (23) of the students stated that they were neutral that lecturers gave students the opportunity to ask questions and discuss. Meanwhile, there were 2 students who disagreed, 1% (2) of students, and one person (0.5%) stated that they strongly agreed. At this point, there were those who commented that each lecturer had a different character, some were very thorough in teaching, some were just giving assignments without the student just making it.

Lecturers Provide Responses To Questions That Appear During Online Lectures, The lecturer responds to questions that arise during lectures online, gets positive scores, among others, 64.3% is the same as 126 students who agree and 22.4% or 44 people strongly agree with the statement. However, there are still around 13.3% equal to 26 people who stated that they were neutral (normal).

FACILITIES AND INFRASTRUCTURE

Tools to support the success of an education process are seen from the facilities and infrastructure prepared by the campus. Educational facilities and infrastructure are one of the important resources in supporting the learning process so that the achievement of learning objectives can run smoothly (Novita, 2017) Maulana and Hamidi, 2020.

General Understanding of the Courses Presented Online (Practicum), general understanding of online practicum lessons. The result is that the students are still neutral, only 53.1% (104) are students. However, it was still quite large, namely 35.7%, which was equal to 70 students who agreed to the statement. Meanwhile, on the other hand, there were around 6.6% or 13 students who disagreed and even 5 students or 2.6% strongly disagreed. Meanwhile, there were still 2% or 4 students who strongly agreed with the statement.

Materials on Online Learning (Practicum) Are Well Available, at points the material on practicum online learning is well available. Students give neutral or mediocre scores of 43.4% or 85 students, 37.8% (74) of students agree on the statement. The value of disagree was given by 27 students, around 13.8%. There were 6 students or about 3.1% who strongly agreed, and the score of strongly disagree was given by students of 2% or 4 students.

Have the tools / equipment to do practicum at home according to the instructions given, The equipment / equipment for carrying out practicum at home according to the instructions receives a neutral or normal value. As many as 74 students or 37.8%, and those who disagreed were around 26% as many as 57 students. Giving an agreed score of 23% about 45 students. Students who strongly disagreed were 9.2%, namely 18 students. Strongly agree about 4.1% or 8 students

D. CONCLUSION

Overall, the teaching and learning aspects get an average percentage of 67% so that it can be categorized that the student's perception of the teaching and learning aspects of online learning for practical courses is positive. The capability aspect (lecturer ability) got an average percentage of 94% so that it could be categorized as a student's perception of the capability aspect (lecturer ability) in online learning for practical subjects. For aspects of facilities and infrastructure get an average percentage of 79% so that it can be categorized that students' perceptions of the aspects of facilities and infrastructure in online learning for practical courses are positive. The online learning process is a solution or form of learning in the midst of the COVID-19 pandemic. All education, both low level and higher education, is very impactful, especially vocational education or skills that prioritize practical / skill course loads can carry out online learning.

Although it can be seen from students 'positive perceptions of online learning based on the aspects of teaching and learning, capabilities (lecturers' abilities), and facilities and infrastructure, online learning is still constrained by limited internet access, especially tools and materials to do practicum at home.

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UNDERSTANDING THE SURVIVAL STRATEGY AMID COVID-19 PANDEMIC: A CASE STUDY AT PANDAWA BEACH TOURIST ATTRACTION, KUTUH VILLAGE

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ABSTRACT

Purpose: This research is conducted to identify the effectiveness of survival strategies amid covid-19 pandemic at Pandawa Beach Tourist attraction in Kutuh Village.

Methodology: Primary data was collected by observation methods and semi-structured in-depth interview to managers of Pandawa Beach, and also supported by secondary data. Data is analyzed through qualitative approach paradigm.

Findings: The survival strategies gain increasing number of visitors, revenue growth, sponsorship and profits of Pandawa Beach amid pandemic. Besides, other projects gain from government trust like intensive labor projects of coral cultivation were also the beneficial impact of the strategies since this labor-intensive project worth 10 Billion. Using four perspectives of Balance Scorecard, the ultimate finding of this research that survival strategy was not only effective to survive but also was able to expand the business.

Limitation: This study was conducted at only one research locus over a relatively short period of time. Thus, room for generalization is limited.

Contribution: The significance of this study is to reveal more in the survival strategy carried out by the managers of Pandawa Beach to bring contribution to strategic management study.

Keyword: *Survival Strategy, Balance Scorecard, Risk Management*

1. Introduction

COVID 19 has a massive impact on various sectors throughout the world. At the level of the global economy, the COVID-19 pandemic has a very significant impact on the domestic economy of the nation-state. The Organization for Economic Co-operation and Development (OECD) report states that this pandemic has implications for the threat of a major economic crisis marked by the cessation of production activities in many countries, decreasing levels of public consumption, loss of consumer trust, collapse of the stock market which ultimately leads to uncertainty. If this continues, the OECD predicts a decline in output levels between one fifth to a quarter in many countries, with potential consumer spending falling by around one third (Pakpahan, 2020).

The Covid-19 pandemic causes disruptions to global and domestic supply chains, financial market volatility, shocks to consumer demand and negative impacts in key sectors such as travel and tourism. The impact of the Covid-19 outbreak is undoubtedly experienced on the entire tourism value chain. Pressure on the tourism industry can be seen in the large decline in foreign tourist arrivals with massive cancellations and decreases in bookings/reservations. This impact does not include the derivative or multiplier effects that follow including the derivative industries formed underneath.

The weakening of the tourism industry due to the corona virus also occurs in Indonesia. Some tourist destinations such as Bali and Lombok experience a drastic decline in visitors. Bali is one of the destinations most affected because tourism is the main pillar of the Bali economy. Foreign tourists are the biggest source of foreign exchange earnings, where tourists from China are the main contributors. According to the Bali Immigration Office (2020), in February 2020, as many as 392,824 tourists came to Bali and this amount has fallen by 33% since January due to the corona virus~~.~~ The Head of DPD ASITA Bali estimates that Bali will be difficult to reach the target of exceeding 2 million foreign visitors in 2020

This situation forces tourism businesses to be able to carry out survival strategies for the sustainability of their businesses in the future. Survival mode is a state of being familiar to most startups that have weathered the recession and to entrepreneurs who kept their companies afloat by postponing spending, hiring and long-term goals-making to focus on staying alive another day. Furthermore, it is said that survival mode means cutting costs, laying off employees, tightening profit margins and saving cash, in stark contrast to growth mode, during which a company reinvests profits, expands operations and brainstorms growth strategies with long-term payoffs (Reynink, 2010). The success of this survival mode depends on synergistic collaboration between several stakeholders involved in it.

Previous empirical research has limited discussion about issues surrounding the effects of the COVID19 on business continuity or its performance. The identified research focuses on the impact of the corona virus outbreak on a global economic perspective, where Ahani & Nilashi (2020) examined the role of social networking sites in sharing customers and business information and concerns about the coronavirus outbreak. Other empirical studies emphasize the relationship between business continuity with invention and innovation (Ortiz-Villajos & Sotoca, 2018; Cefis & Marsili, 2019; Wojan, Crown, & Rupasingha, 2019). In addition, it is revealed in other studies that business continuity in times of crisis has a positive and significant effect with direct disaster assistance (Haynes et al, 2019), as well as retrenchment strategies and family involvement as stated by Casillas, Moreno-Menendez, Barbero, and Clinton (2019). Responding to limitation on previous research, one of the promising strategy proposed by Abubakar (2020) states that a certain business should focus on core competencies and capability development, because diversification may not be a good response for this situation. The finding in that study is to drop the extras and focus on what the company can best do that is most profitable to the business.

Consumer confident related to building trust through collaboration among industry players and effective communication with prospective travelers. Motivation is how to build "pull" factors by messaging that conveys how the traveler can simply and easily both access and experience all the destination has to offer plus how they will receive personal care and attention during their visit will be required. Our actions and communications that consistently demonstrate and reinforce reliability, integrity and genuine care for the individual points that they will encounter throughout their journey is essential. This is what we mean by industry transparency.

The Indonesian government has set a policy package to accelerate the performance of the tourism sector as well as to attract tourist visits amid a viral outbreak. The intended policy includes: increasing the allocation of the state budget, providing incentives to tourism businesses, adjusting taxes for tourism businesses, and discounting tickets or tourism product prices, and conducting promotional campaigns. This strategy also adopted the efforts of other countries to mitigate the tourism sector from the impact of the Covid-19 outbreak. Some countries that have designed and implemented policies to save the sustainability of tourism development include Italy (Italy Cure Package), Germany (Liquidity Assistance), Hong Kong (Anti Epidemic Travel Agency Subsidy Fund Scheme), France (Solidarity Fund), Australia (Stimulus on Investment Business), Singapore, Spain and America.

Government support for the labor-intensive tourism sector is expected to be able to support tourism businesses to survive in the midst of this pandemic. Moreover, this sector is considered as the most resilient sector compared to other sectors. This research will explore deeper about the survival strategies undertaken by tourism businesses in Bali, by taking up the research locus on Pandawa Beach Tourist Attraction. Pandawa Beach is one of the leading tourist areas in Kutuh Village, Badung Regency, Bali. This beach is located behind the hills and is often referred to as the Secret Beach (Secret Beach). Around this beach there are two very large cliffs, which on one side are sculpted by five statues of Pandavas and Kunti. The six statues in sequence (from the highest position) are named Dewi Kunti, Dharma Wangsa, Bima, Arjuna, Nakula, and Sadewa.

The Kutuh Village came to the attention of the community after President Joko Widodo (Jokowi) visited to appreciate the village that succeed in managing the village funds on target. The formerly poor village managed to reap Rp 50 billion in income and a net profit of Rp 14.5 billion per year from the tourism business. Desa Kutuh also won the first national champion in the regional category II village competition (Java and Bali) held by the Ministry of Domestic Affairs some time ago. In fact, in the past Kutuh Village was one of the poorest villages in Bali. At present the average number of tourist visits in the village is estimated at 3 thousand people per day. Success in the field of tourism has led the village of Kutuh becoming a pilot village for other villages in Indonesia.

Kutuh Village which focuses on Sport Tourism, has regularly held a Pandawa Beach Festival since 2012 which attracts thousands of tourists from various regions, both domestic and foreign tourists. The hectic visit to Pandawa Beach is a lucrative opportunity to set up various stalls along the shoreline that provide food, drinks, canoe boats, beach chairs and buoys as additional income for local residents of Kutuh Village. By maximizing the existing potential, Pandawa Beach is the biggest and main source of income for the Kutuh Village. But, Covid-19 gives a huge impact on this tourist attraction. By adapting to new health protocol recommended by World Health Organization to deal with this virus, such as social-physical distancing, many people choose not to visit public place. This brings negative impact to Pandawa Beach as well.

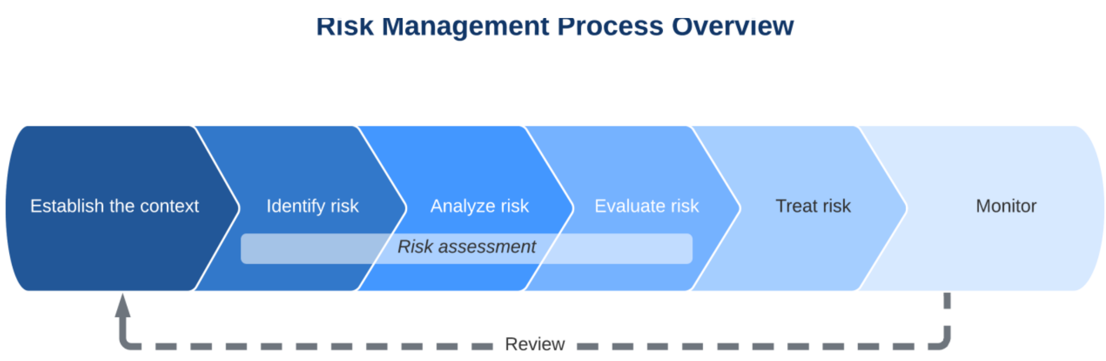
In 2020, the tourists visit decreased since January and its peak since the closure of tourist objects in accordance with the instructions of the Governor of Bali starting March 21, 2020. The average monthly tourist visit to Pandawa Beach from January to July 2020 is 56,277 people. From April to June there were no visits at all, while in July there were already visits because it had been opened for local Bali visitors since July 9, 2020. This condition was caused by the Covid-19 pandemic. Before this pandemic, tourist visits usually could reach 6,000 to more than 10,000 per day and even on certain days it could reach 20,000 people (Desa Adat Kutuh, 2017).

This research is conducted to identify the best practices strategy in Pandawa Beach to survive in this situation. This strategy is portrayed from a risk management point of view to reflect on whether Pandawa Beach has implemented anticipatory or corrective actions to maintain its business continuity. Furthermore, the significance of this study is to reveal more in the survival strategy carried out by the managers of Pandawa Beach. During this pandemic, many other tourism businesses were struggling very hard to survive and maintain their business stability, including Pandawa Beach. Situated on a strategic spot in the middle of a potential tourism ecosystem in Badung Regency which also represents the unique culture of Bali, the manager of this destination needs to develop a survival strategy in the midst of uncertainty due to this pandemic Superficially, the management of Pandawa Beach was successful in implementing strategies so that it is not only surviving but also expanding. This study aims at revealing strategies developed that led to these successes. From the above background, the objective of this research is to identify the effectiveness the survival strategies amid covid-19 pandemic of management Pandawa Beach Tourist attraction in Kutuh Village.

2. Literature Review

Determining the risk management context aims to identify and disclose the objectives of the organization, the environment in which the targets are to be achieved, interested stakeholders, and the diversity of risk criteria. This will help to uncover and assess the nature and complexity of risk. Determining the risk management context is closely related to the determination of objectives, strategies, scope and other parameters related to the risk management process of a company. This process shows the linkage or linkages between the problems that will be managed by risk with the company environment (external & internal), the risk management process, and the size or risk criteria that will be used as a standard.

Picture 1.



Source: Lucidchart, 2020

In simple terms, the risk management process is an ongoing process of identifying, managing, and then managing risks. Identifying and tracking the risks that may arise in a project offers significant benefits. These benefits include: more efficient resource planning by making visible costs that were previously unpredictable; better tracking of project costs and more accurate return on investment estimates; raising awareness of legal requirements; better prevention of physical injury and disease; and flexibility, rather than panic, when changes or challenges do arise.

The first step in risk management is to identify risks, which are positive experiences that the whole team can follow and learn from. For example, by leveraging the collective knowledge and experience of the entire team that may have additional insights. This process fosters communication and encourages cross-functional learning. In this study, risk management theory is empowered to identify risks that arise during a pandemic on Pandawa Beach by incorporating with four perspectives of Balance Scorecard.

According to Kaplan and Norton (1996), the Balanced Scorecard is a measurement of executive performance that requires a comprehensive measure with four perspectives, namely a financial perspective, a customer perspective, an internal business perspective, and a growth and learning perspective. Meanwhile, Anthony, Banker, Kaplan, and Young (1997) define the Balanced Scorecard as: "a measurement and management system that views a business unit's performance from four perspectives: financial, customer, internal business process, and learning and growth." Thus, the Balanced Scorecard is a company performance measuring tool that measures the company's overall performance, both financially and non-financially by using four perspectives, namely, financial perspective, customer perspective, internal business perspective, and learning and growth perspective. The Balance Scorecard approach is intended to answer the main questions, namely (Kaplan and Norton, 1996): 1. How does the company appear in the eyes of shareholders? (financial perspective) 2. How do customers view the company? (customer perspective) 3. What are the advantages of the company? (internal business perspective) 4. Does the company have to continuously make improvements and create value on an ongoing basis? (growth and learning perspective).

In addition, the Balanced Scorecard also provides a framework for describing the company's strategy into an operational perspective. With the Balanced Scorecard, the objectives of a company are not only expressed in financial terms, but are expressed in terms of the size at which the company creates value for current and future customers, and how the company must improve its internal capabilities including investment in people, systems, and the procedures needed to achieve better performance in the future. Currently the Balance Scorecard is no longer considered a measure of performance, but has become a framework for strategy development.

From the four perspectives, there is a causality relationship which is the description of the objectives and measurements from each perspective. The relationship between various strategic objectives generated in strategic planning with the Balanced Scorecard framework promises to increase the company's ability to produce financial performance. This capability is urgently needed by companies entering a competitive business environment, especially after the Covid-19 pandemic.The causal relationship refers to the opinion of Kaplan (2000: 27). BSC must be able to identify the causal relationship between various outcome measures and the driving force for the causal chain must include a balance score card perspective.

BUMDA is carrying out a massive organizational overhaul as a strategy to survive during a pandemic. The mode of survival that was carried out and had a significant impact on the organization was to restructure the organization by laying off employees to cut operating costs, as well as tightening profit margins and saving cash. Changes in organizational capacity is a reflection of a growth and learning perspective, so that the Covid-19 task force and the new normal committee were formed which contributed to improving the quality and reducing the cycle time of the internal business processes. Improving internal business processes through the formation of new work units have positive implications for customer and government trust (customer perspective) so that the management of labor-intensive programs can be entrusted to Kutuh Village. This ultimately leads to an increase in the economy and income (financial perspective). The causal relationship may not be guaranteed if a new perspective is added. The result might be a useful scorecard, but it would not, by definition, be a balanced scorecard.

3. Research Methodology

3.1 Data Source and Collection

Primary data is collected by semi-structure in-depth interview and observation methods. Questionnaire (*list of questions*) and observation check list are prepared by referring to relevant theories. Theory used in this research is Risk Management Theory which will be linked with survival strategies which are summarized from various literatures, reports, studies, and other sources. Secondary data used in this research is related to reports on impact of COVID19 to multi sectors in service industry, the general description of Pandawa Beach, and literature study of survival strategy proposed in different business. The initial observation is needed to collect an adequate proper data and information from research object, then followed by deeper observation and in depth interview with the informants to confirm and validate the initial observation.

3.2 Key Persons/Informant

Key person/informants in qualitative research cannot be determined by formulas such as in quantitative research and their determination is also not determined by the idea that informants must represent the population, but the informant must be able to provide the necessary information. Therefore the method applied in determining the informant is purposive sampling which is a method of determining the subject/object of research in accordance with the objectives. By using considerations according to the topic of the research, the researcher selects the subject/object as the unit of analysis. The researcher determines the unit of analysis based on the needs and considers the unit of analysis representative (Satori & Komariah, 2012). The key persons/informants in this study are managers of Pandawa Beach Management, village officers, business owners, employees, and tourists. These keypersons/informants have significant role in developing contributing survival strategies conducted in Pandawa Beach.

3.3 Instruments

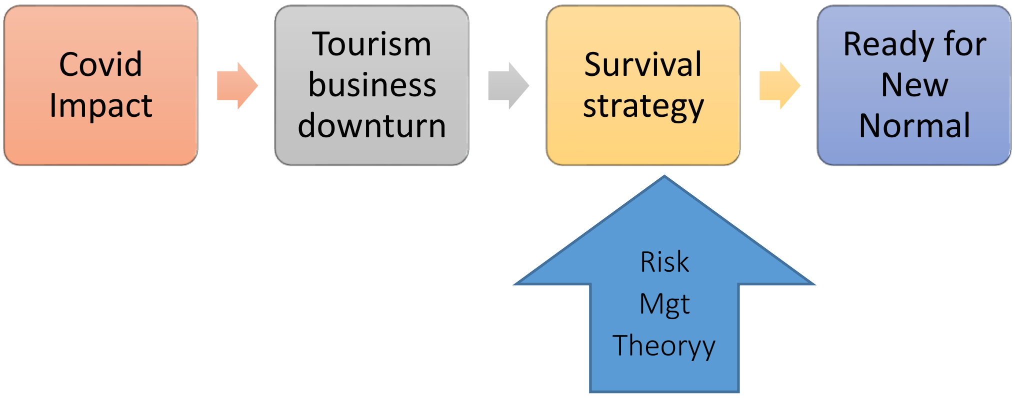
In a research, data collection needs to be done in the careful and systematic ways. Thus, the instruments used in this research are observation check list and questions list as the researcher’s main instrument based on and developed from risk management theory, consists of: identify the risk, analyze the risk, prioritize the risk, treat the risk, and monitor the risk.

3.4 Data Analysis

Setiawan (2017) states that the selection of data analysis techniques in a study is based on the type of data and research objectives. Noting this, the data analysis techniques used in this study used a qualitative descriptive interpretative. This approach is a qualitative research paradigm that describes events, people's behavior or a situation in a particular place in detail and in-depth in the form of narration (Satori & Komariah, 2012). This analysis technique according to Miles and Huberman (1994) is applied through three stages of flow, namely: data reduction, data presentation, and conclusion/verification.

3.5 Research framework

Figure 2.
Research Framework



The tourism sector is recognized as the second largest source of foreign exchange contribution for Indonesia. However, the corona pandemic COVID-19 has changed everything. The Minister of Tourism and Creative Economy, Wishutama Kusubandio said as stated in Beritsatu (2020), the tourism sector has the potential to lose foreign exchange by up to 50 percent due to the impact of the corona virus or COVID -19. Since the instruction to maintain social distance and do activities at home, the tourism sector has faced downturn. In fact, the deterioration was faced even before Indonesia announced there were positive Corona patients in early March 2020. A number of stimuli prepared by the government to revive the tourism sector were unable to stem the negative impact of the COVID-19 corona. Many tourist attractions are closed which means there is no income for them. Occupancy of the majority of hotels also dropped dramatically and means there is no income.

However, the tourism sector must keep going because it is a labor-intensive sector that absorbs millions of workers each year. Managers in the tourism business must move quickly to initiate all efforts aimed at accelerating post-pandemic recovery. By synergizing government policies and company regulations, it is hoped that a form of survival strategy that is appropriate for tourism businesses can be formulated. This strategy is expected to gradually restore tourism business operations to achieve stability. The survival strategy in the tourism business is closely related to saving costs, managing cash flow, adjusting profit margins, and managing human resources wisely.

To be able to mitigate the impact of COVID-19 on the stability of tourism and the Indonesian economy, a risk management approach is needed. Risk management is a structured approach or methodology in managing uncertainty related to threats. Risk management can also be defined as a series of human activities including risk assessment, developing strategies to manage it and mitigating risks using empowerment or resource management (Wikipedia). Furthermore, Spedding & Rose (2008, p.13) revealed that generally, risk management is the process of identifying, measuring and assessing risks and developing strategies to manage them. This study incorporating risk management concept with the framework of four perspectives of Balance Scorecard. By implementing Balance Scorecard, the effectiveness of survival strategy conducted in Pandawa Beach can be identified to be able to prepare for the new normal era. The new normal era is expected to bring new roles, new roadmaps, and new expectations in the tourism sector. The tourism business must adapt to new conditions and re-arrange the business model strategy so that it can survive in the new normal era, by adjusting technological developments in this digitalization era.

4. Result and Discussion

Bhaga Utsaha Manunggal Desa Adat [BUMDA] of Kutuh Village, which was formed in 2014, is a holding company for managing the wealth of traditional villages through management of units and / or institutions that are managed in an integrated manner. Business units which were formed at the beginning of the establishment of BUMDA consist of: Village Credit Institution Units; Pandawa Beach Tourism Area Management Unit; Payung Hill Tourism Area Management Unit; and Procurement and Distribution Unit for Services Goods. However, with the management of business units that are systematic and well-coordinated, until now the management of the Kutuh traditional village BUMDA has eight business units and one service, namely: Village Credit Institution Business Unit, Pandawa Beach Tourism Area Management Business Unit, Business Unit The Manager of the Gunung Payung Cultural Park Area, Yadnya Tool Business Unit, Goods and Services Business Unit, Timbis Paragliding Tourist Attraction Business Unit, Cultural Arts Attraction Business Unit, and Independent Pandawa Transportation Business Unit Startup.

Based on article 5 of the Customary Law (perarem) of the Kutuh Traditional Village number 5 of 2014 concerning the Establishment and Management of the Pandawa Beach Tourism Area, the type of business developed in the Pandawa Beach Area is Tourism Attraction and Tourism Services. Tourist objects that are managed and become tourist attractions for the Pandawa beach area include: (1) Ngampan with the Goa Pandawa site, (2) white sandy beach, (3) Seaweed agro-tourism, (4) Coral Reef Conservation, (5) Spiritual Tourism, and (6) Cultural Tourism. Meanwhile, tourism services which are managed include: (1) Tourism Transportation Services, (2) Food and Beverage (Culinary) Services, (3) Organizing Services for Cultural Attraction Activities, (4) Facilitating Services for Organizing Weddings, (5) Facilitating Services for Organizing Parties, (6) Facilitating Services for Shooting, (7) Facilitating Services for Organizing Outbound, (8) Tirta Tourism Services (surfing, Diving, Snorkling, Fishing, Canoeing, and others), (9) Recreation Services (Tracking, Cycling, Camping, Sport , Rock Climbing, Long chair, and others), (10) Souvenir Sales Services, (11) SPA Services, (12) Accommodation Services, (13) Tourism Information Services, (14) Spiritual Tourism Services, and (15) MICE Services (Meetings, incentives, conferences, and exhibitions).

Pandawa Beach is the only BUMDA business unit that generates revenue during the pandemic. Even though it had closed its operations for four months and only started operating again on July 9, 2020, it has been able to carry out various activities that attract visitors and become one of the tourist attractions in Bali which are declared ready to implement the New

Normal Era. The Kutuh Traditional Village formed the Covid Task Force Team which was ex officio led by Perbekel and the Pandawa Beach New Normal Committee Team which was chaired by I Wayan Duarta. The implementation of the new normal on Pandawa Beach is divided into several stages. This stage begins with the preparatory stage, such as educating employees and all shop owners or traders regarding health protocols in the new normal, providing hand washing infrastructure and implementing physical distancing rules and guidelines for various kinds of coastal facilities and infrastructure, such as regulating distances between beach chairs. Then, the next stage is trial and error by monitoring and evaluating the implementation of the new normal when the attraction has gradually begun to open, before the Pandawa Beach actually begins to be widely reopened to the public with a new normal order. This new normal is interpreted as a milestone in improving, repairing, and perfecting the operation of Pandawa Beach.

This study uses four perspectives of the Balance Scorecard as a paradigm to measure the success of the strategies implemented by managers in this area. The Balanced Scorecard provides companies with the elements they need to move from the 'always about finance' paradigm to a new model in which the balanced scorecard provides a starting point for reviewing, questioning, and learning about existing strategies. The Balanced Scorecard translates the vision and strategy into a coherent set of measures in four balanced perspectives.

From the perspective of Learning and Growth, managers of Pandawa Beach provides the infrastructure for achieving the previous three perspectives and for generating long-term growth and improvement. Benchmarks of financial, customer, and internal business process performance can trigger large gaps between the existing capabilities of people, systems and procedures. To reduce this gap, companies must invest in the form of employee reskilling, namely: increasing the capabilities of information systems and technology, and rearranging existing procedures. To deal with the risks that exist during a pandemic, the management of Pandawa Beach has made improvements to the organizational structure as well as the capacity and capability of the human capital. The addition of internal business processes as previously described has an impact on the systems and work procedures of the BUMDA organization. In order to be able to respond to the current situation and improve efficiency, management has restructured the organization into a leaner structure, conducted Health protocol training and workshops related to job descriptions and standard operating procedures. Management has a certain point of view that a pandemic situation is a great momentum for organizations to learn and grow and make necessary improvements in the future

The changes in organization capacity leads to the improvement of internal business process. From the perspective of internal business processes, it displays critical processes that enable business units to provide value propositions that are able to attract and retain their customers in the desired market segment and satisfy shareholders. The strategic initiative undertaken by the Pandawa Beach management to reduce risk during the pandemic is to make efficiency in the context of adding business processes and payroll efficiency (cost cutting program). From a business process perspective, innovation is also a consideration that must be put into concern. From the aspect of innovation, BUMDA has formed the Covid Task Force and the New Normal committee, which have a systematic personnel structure, roles and work programs to ensure that health protocols are implemented according to standards. The Covid Task Force plays a role in compiling standard health protocols so that Pandawa Beach obtains CHSE certification from the government. Meanwhile, the New Normal committee team is responsible for the survival strategy formulation so that the BUMDA business unit that manages village assets is able to sustain the pandemic, and is even expected to be able to expand the business post pandemic.

Management of Pandawa Beach is also consistent in exploring business processes that allow earning income, especially income that cannot be obtained from previously owned businesses. Therefore, the management took the initiative to make a proposal to the central government to carry out development through a labor-intensive program carried out by coral cultivation program on an area of 7 hectares that the Pandawa Beach management had not been able to cultivate before. The 65-day program involved the local community as the program target with data obtained based on the banjar so that it was said to be right on target. Apart from aiming to increase community income, this program is also expected to be able to drive the economics of the Kutuh Village Area and create new objects that can be commercially managed when the situation improves in the future (employing 1200 people, 45 days with daily wages IDR 117000 and materials). This program is fully financed by the Ministry of Marine Affairs and Fisheries.

The efficiency of internal business process impacts the customer related perspective. From this perspective, Pandawa Beach management first determines the market segments and customers who are the target of reopening Pandawa Beach. If a business unit wants to achieve great financial performance in the long term, they must create and present a new product or service of better value to customers. At the peak of the pandemic, the risk faced in managing Pandawa Beach is a decrease in the level of customer trust and the absence of activities for media exposure because the costs required are very high. Therefore, the aspect of the value of benefits that management wants to manifest from the perspective of this customer is to rebuild customer confidence in the safety and health environment of visiting Pandawa Beach and convince the government to fund the development of a seven-hectare coral reef in this area.

The strategy taken to foster customer trust is to carry out various promotional activities declaring that rural areas are very much ready to face the new normal era. This promotion is carried out through synergy with governments such as the Ministry of Tourism and Creative Economy, the Ministry of Maritime Affairs and Fisheries, the Coordinating Ministry for Maritime Affairs, and the Ministry of Forestry. Full support and endorsement from the government are believed to be a manifestation of the government's confidence and optimism towards the efforts of the Pandawa Beach management to implement a new life order in accordance with the standard protocol set by the government.

One of the phenomenal events held at Pandawa Beach was "Implementation of the CHSE Protocol through the We Love Bali Program". This media gathering was initiated by the Ministry of Tourism and Creative Economy through the Bali Dwipa Tourism Industry (BDTI) by inviting 153 Travel Agents as an effort to restore Bali tourism. Because Bali is the representation of national tourism, the image of the island of Bali that appears in the news narrative is very important to be considered as the real picture and reality by the community. By cooperating with a travel agent as a promotional partner is a stimulus so that the economy and tourism can develop as well as provide education on the implementation of the CHSE protocol on Pandawa Beach. So that the Pandawa Beach tourist destination is used as a pilot project or role model in implementing the new life order in Bali. This event has an important impact on the holding of many other events financed by external parties thus the management of BUMDA do not use the internal budget.

By gaining the trust from customer and government, contributes the positive impact for income and revenue growth after the pandemic. From a financial perspective, financial performance measurement shows whether planning, implementation and actions as well as strategies provide fundamental improvements in terms of cash flow management, asset maintenance, cost control, and revenue target achievement. During the pandemic which lasted quite a long time, the management of Pandawa Beach experienced a cash flow crisis, where cash flow began to decrease because there was no income and only relied on reserve funds allocated for the development of BUMDA. This is a risk that must be addressed immediately. To overcome this issue in order to survive in the midst of a pandemic, management has increased productivity and employee commitment through cost effectiveness resulting in an increase in profits and an increase in the company's ability to generate financial returns by reducing capital used by investing in projects that produce high returns.

The concrete strategy taken by BUMDA management is to reduce costs that arise such as cutting employee salaries by 50% and setting aside employee salaries to be re-spent in the form of vouchers at the Goods and Services business unit. In addition, Pandawa Beach has also won the trust of various parties in the form of a very significant financial budget, whether from Traditional Villages, financial institutions (banks), and the government, so that these funds are used to prepare for a new life order in the Pandawa Beach Area. Intensive collaboration and synergy between the Covid Task Force and the new normal committee team also have an impact on community enthusiasm which can be measured through tourist visits. On the first day of the re-opening of Pandawa Beach on July 9th, 2020, tourist visits have reached 1,500 people. Until the end of July 2020, the total number of visitors reached 19,931 people with an average of 643 visits per day. Although visits are still volatile, management is optimistic that business conditions will improve in the coming period. Another strategy taken to ensure business continuity on Pandawa Beach is to reserve a number of funds from the total profit in a year, the amount of which has been regulated in customary law (perarem) which is the guideline in Kutuh Village.

5. Conclusion

This research discusses the strategy carried out by Pandawa Beach to survive during a pandemic by implementing a Survival Strategy. The success of this strategy is portrayed by the Balance Scorecard approach. The Balanced Scorecard is a management system that focuses on strategic goals and improving the performance of an organization. This study reveals the impact of survival strategy of 3 bottom perspectives which are learning and growth; internal process; and customers. The findings are the survival strategies gain increasing number of visitors, revenue growth, and profits of Pandawa Beach amid pandemic. Besides, other projects gain from government trust like intensive projects of coral cultivation are also the beneficial impact of the strategies since this labor-intensive project worth 10 Billion. The ultimate finding of this research that survival strategy is not only effective to survive but also is able to expand the business

Limitation and study forward

Due to time constraints and other constraints, the perspectives discussed in this study to portray effectiveness of survival strategy at Pandawa Beach only focused on Balance Scorecard and only limited to one phase of risk management. For further studies, even though this study applies cross sectional design, the number of cases and the duration of data collection should be expanded and triangulated to improve the contribution of similar research in the future.

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THE IMPACT OF VIRTUAL HOTEL OPERATOR TOWARD LOCAL ACCOMMODATION IN DENPASAR, BALI, INDONESIA

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Abstract

Numbers of young travelers aged between 23-30 years old have increased around the world and change their traveling behavior nowadays in planning a trip until booking a room. Since sharing economy platforms flourish for hospitality industry, the terms could be differed according to the form and service offered by the platforms. In Bali, Indonesia, there are some sharing economy platform and the common terms used in South East Asia is Virtual Hotel Operator (VHO). Survey explored the uses of online travel agents such as Airy Rooms, Traveloka, and such VHO in Indonesia. Growing in 2015, such VHO will be explained only Airy Rooms, Zen Rooms, RedDoorz, and OYO Rooms. This research aims and objectives to seek the characteristic of each VHO and the impact toward local accommodation specifically in Denpasar, Bali. The methodology uses qualitative exploratory with a literature review and depth interview with four properties. The impacts are mostly positive, since the point of view used are from the partners of the property. However, it is a new trend in the tourism market that should be embraced and utilized to maximize the opportunity for partners to improve their service quality. Since the property should has the good quality as the picture shown by the website of VHO.

Keywords: *Virtual Hotel Operator, Budget Hotel, Local Accommodation*

1. Introduction

Since tourism development in Bali blooms, the tourist accommodation and other amenities established to support the tourism and hospitality industry in Bali. Tourism is one of the productive sectors in contributing to the GDRP in Bali. As it is found by Ghani et.al (2013, p. 14), that the Trade, Hotel, and Restaurants counted as the largest contributors for Gross Domestic Regional Product (GDRP) about 29% and followed by agricultural, livestock, forestry and fishery then services, finances and other sectors. Mohn (2018), found that a survey conducted from World Youth Student and Educational (WYSE) Travel Confederation, young travelers now shifted from the way of plan and book trips, include their travel style. Furthermore, Mohn (2018) described young travelers as 'digital nomads' that book and plan their trips via Online Travel Agencies (OTA), and together with group book their hotel through Airbnb.

Most of these young travelers also expand their length of stay the aims of searching happiness in several countries. According to the 2014 study published, student traveler represents one-fifth of all international arrivals in the travel industry, commanding a market value of some $320 billion as cited from Groups Today (2019). Groups Today (2019) also mentioned some results said by David Chapman, the director-general for WYSE Travel Confederations research in demographics such as, (1) the number of travelers older than age 30 showed the biggest percentage increase from 2007, rising from 10% of the market to 17%. It is counted that younger travelers are aged from 23-30, have seen decrease in nearly the same percentage; (2) Young people tend to experience splurge experience by having an average spending of €3000 per trip, around €50 per day and could be identified as flashpackers, followed by backpackers and travelers; (3) the ability of using mobile devices or accessibility in using technology is now the second biggest consideration after price; (4) Young travelers nowadays want to explore and enrich themselves with cultural experiences, meet local people and to improve their ability of employment once they returned home.

2. Literature review and hypotheses development

According to Statista, the value of online booking for room booking in Indonesia has reached about US$ 2.200 million round this year. Back in 2017, the value reached about US$ 1.780 million and increased to US$ 1.968 million in 2018. It has been projected in 2023, the value of room booking online could reach US$ 2.879 million. Moreover, the phenomenon of (Petriella, 2019). Besides, data from newspapers in Bali said that the number of foreign tourists who visit Bali has increased in September 2019. Meanwhile, the number of occupancy in starred hotels remained in stagnancy (Bali Post, 2019). The phenomenon of Virtual Hotel Operator (VHO) has arisen since 2015 in Indonesia in which formed a start-up business for a budget hotel in Indonesia. The digital booking started from Airbnb, a startup from the United States that already spread around the world. Data from World Trade Tourism Council (WTTC) placed Indonesia ranked in 9th in the number of inbound tourism along the year 2013 until 2017 and keep shows positive trends afterward. This also supported by Statistic Center's data from the year 2013 showed a slight increase from 250,04 million domestic tourists to 270,2 million in 2017. Furthermore, from a survey entitled "What do Indonesians Seek in Budget Hotel", respondents answered about 91% of domestic tourists book the room because of the affordable rate, besides locations and comfortable room as consideration. The age young traveler in Indonesia ranged from 15-34 years old and included in 31% of the domestic tourist number in Indonesia. By following that, from a survey named Travelling Trends 2018, around 81,47% of respondents in Indonesia use online booking and several applications that they utilize are Airy, Traveloka, Tiket.com, Pegipegi, Agoda and Booking.com. Along with the online travel agency, locally made VHO applications namely Airy, arise since the trends of VHO came up from India with OYO or Singapore such as RedDoorz, and Zenrooms. (Publikasi Katadata, 2019).

The research questions covered; what VHO is, who are the VHO target partners and the impact of VHO toward the partners. This research also limited in and focusing the area of properties in Denpasar who partnering with Airy, RedDoorz, ZenRooms, and OYO. The review results will be the VHO characteristics, VHO concepts and the advantages and disadvantages of partnering with VHO for partners. Moreover, the author found a few study conducting about the existence of Virtual Hotel Operator in Indonesia and author will improve the research locus in Bali for the future research since many of hotels also depend on the brand of VHO, even some of the local property has been starred hotel for two or three-starred hotel (based on the author's observation near Kuta Beach area).

3. Research methodology

The approach of this paper is qualitative-exploratory research. Neuman said in Wiastuti and Susilowardhani (2016), qualitative research tends to be more open to using a wide range of evidence and discovering new issues. According to Hancock, Ockleford, and Windridge (2009), qualitative research could take different perspectives on board since incorporating the real-world context and studies behaviors in natural settings. It also focuses on description and interpretation which are based on reports of experiences that employ a flexible, emergent yet systemic research process. Also besides, this research will comprise the open question interviews and literature review and the comparative method. (Cibangu in Mohajan, 2018). Due to the types of collecting data, the author will use primary research methods that are use methods such as interviews, in which the author will get information from public sources and owner of the property can be thrown as an interviewee for guided interview. While secondary data will be gathered from previous published primary research that nowadays can find online, and through literature research. (Bhat, unknown). Documentation collected from five official websites of existing Virtual Hotel Operator (VHO) in Indonesia namely, Airy Rooms, RedDoorz, Zen Rooms, and OYO Rooms, to find the characteristics and any related data toward this research.

4. Results and discussions

Virtual Hotel Operator (VHO)

The concept of Virtual Hotel Operator (VHO) brought by Ritesh Agarwal, founder of a VHO based in India name On Your Own or OYO, has emerged a leading India's hospitality that targeting comfortable and budget accommodation for travelers and also help the budget hotels increases its performance through standardized amenities and consistent service. (Unknown, 2019). Slight differences between VHO and only online platform is the system given by the VHO towards the small hotels. For example in such a worldwide known platform, Airbnb that only connecting and facilitate the transaction between producers and customers. Meanwhile VHO also gives the advantages for the property to improve the quality of the hotels through standardization and technology, such as from OYO they give the yield management system to the property, OYO also offers the property management system (e.g. software OYO OS for OYO) to manage the hotel, controlling the standard quality of the accommodation (should be Wi-Fi access, clean linen bed sheet, hot water, and toilet amenities, or even renovation and adding the signage of specific label of the VHO) (IHGMA, 2019).

The author found several definitions in each VHO sourced in their own website company.

Table 1. VHO Definitions

No.	VHO Company	VHO Description
1.	AiryRooms	www.airyrooms.com an Accommodation Network Orchestrator that partnering with budget hotels around Indonesia and a *tech-savvy* corporate.

2.	RedDoorz	www.reddoorz.com Technology-driven hotel management platform that benefits both travelers and stays partners.
3.	Zen Rooms	www.zenrooms.com an online platform that helps budget and mid-range hotel and property owners to be more competitive (increase revenue, improve operations, reduce their cost base, improve guest satisfaction and in doing so increase the long-term value of their property) through targeted technological and operational solutions. 5.
4.	OYO	www.oyorooms.com An online platform, to become the world's 6th largest chain of operated hotels, homes, managed living and workspaces.

Source: VHO Official Website, 2019.

Virtual Hotel Operator Conceps

Found in the websites of each VHO, that has business tagline and promises provide to the customer. Table 2 sums up the tagline and services guarantee as to the marketing for the customers.

Table 2. Tagline and Guarantees

No.	**VHO Company**	**Tagline/Slogan/Promises**	**Service Guarantee**
1.	AiryRooms	Solusi Budget Travel or Budget Travel Solution	Clean Bed sheets, Free Access Wi-Fi, Flat Screen TV, AC, Hot Water, Toilet Amenities, Free Mineral Water
2.	RedDoorz	Finest Affordable Accommodation	Free Wi-FI, Satellite Television, Mineral Water, Spotless Linen, Clean Washrooms, Toiletries
3.	Zen Rooms	Travel more, pay less	Fast Wi-Fi, Cool AC, Hot Shower, Spotless Bed, 24/7 Care, Low Rates
4.	OYO	The World's Fastest Growing Hotel Chain	Spotless Linen, Free Wi-Fi, TV

Source: VHO Official Website, 2019.

Besides tagline and pictured service guarantee, each VHO also has its specification in the site service mentioned below in Table 3.

Table 3. VHO Official Website Characteristic

No.	Details	Airy Rooms	Red Doorz	Zen Rooms	OYO
1.	Official website	Yes	Yes	Yes	Yes
2.	Founded	2015	2015	2015	2012
3.	Language option	Bahasa Indonesia	Bahasa Indonesia Indonesia (English) Singapore (English) Philippines (English) Vietnamese Vietnam (English)	Bahasa Indonesia English Thai Portuguese	English Japan Espanol Arabic Portuguese
4.	Abroad Coverage	35 cities No abroad services	40 cities Philippines, Singapore and Vietnam	10 cities Singapore Malaysia Philippines Hong Kong Sri Lanka Thailand Brazil	6 cities in Indonesia Malaysia India
5.	Team Feedback	No No	Yes No	No No	Yes Yes
6.	Terms and Condition	Yes	Yes	Yes	Yes
7.	Link for Business Partner	Yes	YEs	No	Yes
8.	Testimonial	Yes	Yes	Yes	Yes
9.	Careers Link	Yes	Yes	No	Yes
10.	Customer Care	Landline Phone Mobile Phone WhatsApp	Mobile Phone Live Chat Email	Mobile Phone Live chat Email	Email
11.	Mobile Apps	Google Play Apps Store	App Store Google Play	Google Play Apps Store	Google Play Apps Store
12.	Social Media	Facebook Twitter Instagram	Facebook Twitter Instagram Linked In	Facebook Twitter Instagram Linked In	Facebook Twitter Instagram YouTube Path
13.	Payment Method	Bank transfer ATM transfer	Bank transfer ATM transfer	Credit card	JCB Master Card

		Visa Master	Visa Master Credit card Alfamart Doku Wallet Mandiri Clickpay Kredivo		Visa Bank Transfer Permata Bank
14.	Cancellation Policy	N/A	N/A	Yes 2 scheme	N/A
15.	Room Rate Range in IDR	56.798 – 693.000	63.750-393.750	109.000 – 909.000	98.572-857.143

Source : VHO Official Website, 2019 and adapted from Wiastuti and Susilowardhani (2016)

Virtual Hotel Operator Overview

1. Airy Rooms

Airy rooms founded in Indonesia in the year 2015, operated by Nest Tech Pte. Ltd, and partnering with budget hotels around Indonesia. According to the website of Airyrooms.com, in Bali, Airyrooms provide around 108 rooms that are spread mostly in the Kuta area and Denpasar area. There are properties in Ubud (Gianyar), Buleleng, Tabanan and Karangasem regency, but only a few rooms provided in such areas. For partners, Airyrooms.com using thumbs up to ensure the customer about recommended partners that sorted strictly from customers' feedback. To establish review transparency and credibility, negative reviews on the Airyrooms site are not allowed to be deleted by Airyrooms Hosts (Kurnia and Sulistiani, 2019). Nowadays, Airyrooms not only provide the rooms, but also airline flight in their appeared sites. Cited from Wiastuti and Susilowardhani (2016), Airy Rooms ensure the success of hotel partners throughout three strategies such as, selling only the unsold room, marketing with an attractive offer and cooperate with several OTA comply with mobile apps and website that integrated one to another.

2. Red Doorz

Nedef (2019) said that RedDoorz started in 2015 in Singapore and growth significantly across Southeast Asia to operate over 1,200 properties in Singapore, Indonesia, Vietnam, and Phillippines. Having the vision to provide quality, standardized accommodations at every relevant street corner in major cities and tourist destinations, the platform has built around 3 million customer base. As of July 2019, RedDoorz is growing about five times year on year with operations across more than 52 cities in four countries in Southeast Asia. Most recently, it has reached 500,000 occupied room nights, an industry-first in Southeast Asia travel category. Saglani (2019), recorded that RedDoorz is poised to be the second-largest hotel chain by end 2020 in Singapore and according to Q1 2019 Tourism Sector Performance Report from Singapore Tourism Board (STB), Indonesia, Vietnam, and the Philippines – where RedDoorz operates in are the top 15 markets for international visitor arrivals to Singapore. Founder and CEO of RedDoorz, Amit Saberwal said that RedDoorz has built-up strong brand awareness and loyalty across all of the markets we operate in. Indonesia in particular, is our strongest market given its robust domestic travel ecosystem, whereas Singapore is generally considered a premium travel destination.

According to the sites, the range price of RedDoorz in Bali spanned from IDR 63.750 – IDR 393.750 and the property in Bali spread around 120s property. Mostly the areas are in Kuta, Legian, Jimbaran, Nusa Dua, and Denpasar. The forms of the property mostly are bunk bed and RedDoorz the only hotel operator that the author found, divide the property for apartment and Kosan (boarding house). (RedDoorz, 2019).

3. Zen Rooms

Zen Rooms founded in August 2015 in Indonesia under Rocket Internet, based in Singapore, but the first room was built in Jakarta. Until today, ZenRooms has been spread in 8 different countries in Asia, such as Indonesia, Malaysia, Hong Kong, Phillippines, Thailand, Sri Lanka, Singapore, and Brazil and has been arisen approximately 5000 property within. The vision of Zen Rooms to give the best price for travelers, increase the partners' profile, in sequences change the hospitality industry in Asia, become the center of smart hotels and based on travelers' needs in the area. (Putri, 2018).

Released by Digital News Asia (2015), Zen Rooms initiated by Nathan Boubil and Kiren Tanna, then was funded by Singapore based Asia Pacific Internet Group, a joint venture between Germany's Rocket Internet and Qatar's Ooredoo. In February 2018, the number of rooms managed by Zen Rooms are mostly in Indonesia, and it is connected by its penetration back in 2015 when the founders prepared for the one-month pilot project in Indonesia. (Hendra, 2018).

While ZenRooms in Bali also spread for 110s rooms and the room rate spread around IDR 164.000 – IDR. 909.000 and found mostly in the touristic areas such as in Kuta, Seminyak, Canggu, Petitenget, Kerobokan, Umalas, Jimbaran. While in Denpasar not like other operators' sites, the property not so much property founded located in Denpasar.

4. OYO Rooms

Fachrizal (2018) reported that there is five technology supporting the partners to increase the percentage of satisfaction of guests around 68 percent of Indonesia. First, OYO OS, a system operation for express check-in/check out. This system also provides online procurement, staff requisition, review for staff. Second, Property Management System, third, owner app, fourth krypton app, fifth for identification app. As cited from Nabila (2018), OYO started from 2012 in India by Ritesh Agarwal as Founder and CEO. Supported by Rishabh Gupta as the Country Lead OYO in Indonesia, initiate three hotel rooms will be managed by one employee. So that OYO would help increases the employment percentage in Indonesia. OYO also partners with some of the existed property management such as Accor, Pop Hotels, Tauzia Hotel, Harris, Booking.com, and others. OYO's property has been spread toward 350 cities and already partnering with around 10,000 partners in six countries, such as India, Tiongkok, Malaysia, Nepal, UK, UEA, and Indonesia. Through the sites, it is found that OYO Rooms just start to expand in the Bali area and around 60s property partnered around Bali. The room rate spanned for OYO Rooms from IDR. 98.572 - IDR. 857.143 mostly found in Jimbaran, Kuta, Denpasar, Ubud, Tabanan, and Singaraja. (OYOrooms.com, 2019).

Impact toward Local Property in Bali

From the research that the author found in 2016, most of the travelers recalled Zenrooms easily after followed by Red Doorz, Airy Rooms, Nida Rooms and lastly OYO (W&S Research, 2016). In this part, the author asking in-depth interviews toward each property about the progress of partnering with a different type of VHO. Also besides, it is said by Publikasi Katadata (2019), that VHO namely Airy Rooms, brought positive impact toward the property owners, specifically from building improvement (from boarding house to a budget hotel standard), into management transparency, and service quality improvement. Since Airy Rooms enter the tourism market in Indonesia, it develops the number of employment and it was verified that the ranking of manpower in Indonesia is numbered in fourth in ASEAN (The Travel & Tourism Competitiveness Report, 2017).

	AIRY ROOMS	RED DOORZ	ZEN ROOMS	OYO ROOMS
1. Name of Property	Lotus Garden Apartment	Villa Soka	Puri Maharani Boutique Hotel	Murai Guest House
2. Since when	3 years since 2016	1 month this October 2019	3 years since 2016	4 months since July 2019
3. Reason	Airy Rooms offered the partnership	Red Doorz has well improvement and a good testimony	Zen rooms has best offered than others VHO	OYO are professionals and already succeed in 6 countries
4. Any specific service	Spotless linen, and marked Airy Rooms	Free Wi-fi, mineral water, pillow, and amenities marked RedDoorz	Cleanroom, inside room bathroom, free wi-fi, pillow from Zen Rooms	Spacious bedroom, inside bathroom and strategic location
5. Procedure	Airy Rooms Checked the property for standardization	RedDoorz Checked the property for standardization	Zen Rooms Checked the property for standardization	OYO Rooms management will check the standardization from the building until the service
6. Applications provided by VHO	Application for the system in receptionist	Application and training in using the application	Application for check-in	Management Application
7. Significance	Increase occupancy	Not yet seen, since only 1 month	Increase occupancy	Can be directly controlled, standardize,

8. Advantages	Market and promote the room	Market and promote the room	Increase occupancy	increase the occupancy
9. Disadvantages	N/A	N/A	N/A	N/A
10. Provide Extra Bed	Yes	No	Yes	No
11. Breakfast	Yes for Group travelers, but not individual travelers	No	Yes because restaurant, spa, gym and reading area provided	No
12. Payment	Percentage 75% for Property, 15% for Airy Rooms	Only owner	15% for Zenrooms	Franchise system
13. Review	Can be done via Traveloka or direct email	Can be done via RedDoorz or Walk-in	In website	From OYO, and other OTA
14. Number of rooms	40 rooms	16 rooms	20 rooms	12 rooms
15. Room sold per month	Approximately 60 rooms per month	6 rooms	40% per month	20% per month
16. Type of travelers	Domestic tourists Foreign tourists (Japan, Nigeria)	Domestic tourists	Domestic tourists Foreign tourists (America and Australia)	Mostly domestic tourists

5. Conclusion

Since the interview was done separately and with guided questions, the answer mostly said that the impact of Virtual Hotel Operators (VHO) in Denpasar specifically for the property owners, are positive. It is shown by the increase of occupancy and the help of VHO to fill up the room sold per month. Domestic tourists are still the largest market seen to be the consumers of the property within VHO. Even though new technology, VHO can be a hope for the local accommodation in Bali to increase promoting the property while maintaining the service given by the property. VHO has changed the style of travelers to book and plan the trip, but also change the style of property in managing the system in booking, payment, reviewing, keeping up with the quality of service.

Limitation and study forward

No study covers all aspect of the research problem. Author should discuss the limitations or gaps of this study. And also present future scope or plan of the study.

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CULTURAL TOURISM MODEL FOR CHINESE TOURISTS BASED ON THE BALI-CHINA CULTURAL LANDSCAPE

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ABSTRACT

The research article on the Cultural Tourism Model for Chinese Tourists based on the Bali-China Cultural Landscape aims to examine the mass tourism model for Chinese tourists who are developing in Bali and develop a cultural tourism model for Chinese tourists based on the Balinese-Chinese cultural landscape. In particular, this study aims to develop a cultural tourism model for Chinese tourists based on the Balinese-Chinese cultural landscape. This study uses qualitative methods to obtain natural settings including tourism stakeholders, namely the local government, the tourism industry, and customary village people who have cultural heritage. Qualitative methods are also used to interpret the symbols of Chinese traditions, culture and history in Bali, which will be explained from the point of view of the function and meaning of cultural artifact symbols in the tourism space. The research locations chosen were Denpasar District (Chinatown City Tour), Gianyar Regency (Kang Ching Wei Dance in Bali marine park), and Bangli Regency (Ulun Danu Batur Temple).

Keywords: cultural tourism model, Chinese tourists, Bali-China cultural landscape

1. Introduction

Bali Island is one of the popular tourist destinations for Chinese tourists. The number of Chinese tourist visits to Bali has also increased very rapidly. It is recorded that from 2013 to 2019 the number of Chinese tourist visits to Bali has increased by 19.3% per year[1] (Central Bureau of

The number of Chinese tourist arrivals still dominates, but if seen from the level of expenditure it only reaches an average of US $ 965[2]. This low expenditure does not have a significant effect on the economy of Bali[3]. The low expenditure of Chinese tourists is due to the payment system with virtual money and the use of the WeChat and Ali Pay applications [4]

In fact, Mandarin tour guides tend to use tourists as money machines to cover the zero dollar tour package subsidies sold by travel agents and tour operators to Chinese tourists[5][6]

Research results which show that Chinese tourists have a fairly low interest in cultural tourism. Of the 188 Chinese tourist respondents who visited Bali, only 5.4% were interested in visiting historical and cultural destinations[7]

Based on the urgency of the problem of Chinese tourists in Bali, this research needs to be done to get a special interest tourism model for Chinese tourists as a quality tourism model.

2. Literature review and hypotheses development

Research on 104 Chinese tourists regarding tourism behavior. The results showed that Chinese tourists have an interest in shopping tourism in traditional souvenir centers on the recommendation of friends and relatives. This shows that local Balinese products still have the potential to be commodified as products that can be sold to Chinese tourists, given the interest of Chinese tourists to shop[8].

Chinese tourists have an interest in the following things. Of the 188 respondents, expressed their interest in the uniqueness of tradition (19.3%), spa and aromatherapy (13.0%), traditional arts (14.8%), Balinese culinary (13.0%), Balinese architecture (10.8 %), handicrafts (10.8%), religious and spiritual activities (7.6%), history and archeology (5.4%), rural life (1.3%).[9]

Based on the results of this study, cultural potential still has the opportunity to be developed as an alternative tourism for Chinese tourists related to the characteristics of Chinese tourists in Indonesia. This study found several characteristics of Chinese tourists in Indonesia. Most of them are between 25-44 years old and work as professionals, managers and employees. They like to come in groups with a stay period of about seven days. In addition, they chose star hotels as their top choice for accommodation. On average, they spent USD 1,018 during their visit to Indonesia. Most of them get information about Indonesian tourism and destinations from friends / family and social media. However, the number of Chinese tourists to Indonesia has more than doubled in the last four years. The high penetration of Chinese tourists occurs in Bali while massive growth is occurring in Manado[10].

Chinese tourists have a preference for visiting historical relics, such as Tanah Lot Temple, Penglipuran tourist village, Bedugul, Subak Tegalalang. Regarding culture, Chinese tourists also have a preference for watching Barong Dance, the Bali Arts Festival, and love the atmosphere of Nyepi, wearing traditional Balinese clothes for pre-wedding photos and liking traditional Balinese massage[11].

This also reinforces that cultural tourism has the potential to be developed as an alternative tourism for Chinese tourists. Motivation of Chinese tourists visiting Bali is to get benefits for their personal, social and organizational life related to hospitality, services and weather. The results of his research also found that Chinese tourists have the intention to visit again and the intention to recommend to their friends. This shows that Chinese tourists have the potential for loyalty to come back. This potential can be used as the basis for modeling alternative tourism for Chinese tourists[12].

Balinese people's perceptions of the behavior of Chinese tourists visiting Bali. The results showed that the Balinese people had doubts about the behavior of Chinese tourists related to sustainable tourism because people saw that Chinese tourists were practicing zero dollars and mass tourism activities that could damage the natural carrying capacity of Bali. This can be used as initial data in developing alternative tourism for Chinese tourists visiting Bali[13].

Regarding the potential of Balinese-Chinese culture as a basis for developing special interest tourism, research on traces of Balinese-Chinese culture. The identification results show that Bali-Chinese tangible and intagible culture has the potential to be developed as a special interest tourist destination for Chinese tourists[14].

3. Research methodology

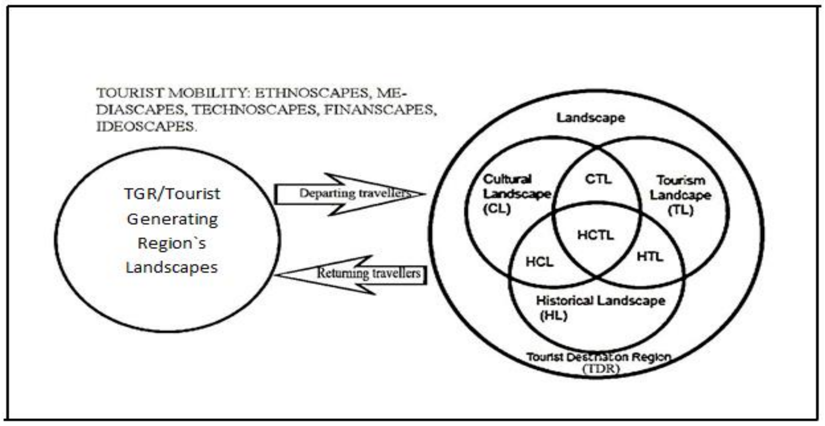
Research on the Cultural Tourism Model for Chinese Tourists based on the Balinese-Chinese Cultural Landscape uses qualitative methods to reveal the socio-cultural meaning of a phenomenon[15] In line with the opinion of qualitative design takes a natural setting according to what is in the field[16]. For this reason, researchers are open and adapt to any phenomena that appear in the field during research. The phenomenon in this study is cultural tourism for Chinese tourists. Thus, this study focuses on Chinese tourists visiting Bali as research subjects. While the object of this research is the Balinese-Chinese cultural landscape.

4. Results and discussions

Historical Landscape (HL) and Cultural Landscape (CL) are the main resources for the development of cultural tourism. Tourism Landscape (TL) always manifests itself in a space containing natural, historical and cultural attractions [17]. The loss or extinction of the Historical Landscape and the Cultural Landscape which are in situ causes an inability to manage historical and cultural resources in a sustainable manner. This means that, if tourism management violates intrinsic and extrinsic values and characteristics of historical and cultural resources, not only will the area's attractiveness decrease, but also tourism itself will experience declination[18]

In the end, the complexity of the relationship between the tourism landscape and the historical and cultural landscapes will lead to a point of tension between the poles of conservation and exploitation for economic interests (tourism function). The meeting between the Historical Landscape (HL), the Cultural Landscape (CL) and the Tourism Landscape (TL), can be described as the Landscape of the Regions of Origin of Tourists [19] and the Cultural Landscape of Bali[20]

Figure 1 Conceptual Model of Cultural Tourism for Chinese Tourists



5. Conclusion

Historical and Cultural Tourism Landscape Model (HCTL) can be used as principles in developing special interest tourism models. Special interest tourism is a tour conducted by tourists from the area of origin of tourists who wish to develop a particular interest towards a tourist destination to visit sites or places related to certain subjects, such as Historical and Cultural Heritage Landscapes (HCTL).

Limitation and study forward

Further research needs to be done to make cultural tour packages for Chinese tourists by prioritizing the potentials owned in the china town area in Bali.

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GEN-MIA COLLABORATIVE TRIPLE MODEL AS INNOVATION IN SOCIALIZATION OF CHSE PRACTICES ON BALI TOURIST ATTRACTIONS

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Abstract

Purpose: to give a new idea of organizational innovation of socializing CHSE Practices on Bali Tourist Attraction

Methodology: Observation, Interview using whatsapp and instagram, Literature Studies, Questionaries using google form and whatsapp, Purposive Sampling, Random Sampling, analyzed using descriptive qualitative method.

Findings: college students of Bali, influencer and *Sekaa Teruna Teruni* agreed on the possibility of collaboration regarding the socialization of CHSE practices, resulting in Gen-MIA triple collaborative model.

Limitation: This study only focus in the possibility and innovation of the CHSE socialization that Gen-MIA triple collaborative model can do, not in the area of the effectiveness of CHSE practices.

Contribution: Gen-MIA triple collaborative model is applicable on other tourist attraction outside of Bali such as Yogyakarta, Malang but needs actor adaptation especially in cultural side

of the actor.

Keywords: *triple collaborative model, Millennial generation, tourist attraction, COVID-19, CHSE protocol*

1. Introduction

Bali is an icon of Indonesian tourism and known as the island of the gods (Somantri, 2008). In 2019, Bali experienced an increase in foreign tourist arrivals compared to the same period in 2018. Australian tourists to Bali increased to 118,556 visits during 2019, compared to 2018 which recorded 104,010 visits, both by flight and by sea. Three other countries whose visits began to increase were France, Japan, and Britain. Tourist visits from China decreased from 136,424 in 2018 to 109,028 in 2019 (Anonymous, 2020).

In the beginning of 2020, the whole world was shocked by the Covid -19 outbreak. Coronavirus Disease (Covid-19) is a disease caused by the severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2) virus (Anonymous, 2020). The first Covid-19 case in Indonesia happened to 2 Indonesian citizens from West Java and confirmed on March 2, 2020. After the first COVID-19 patients in Indonesia were confirmed, Bali experienced a significant decline in tourist arrival. In August 2020, local tourists who come through Ngurah Rai Airport are estimated to be 2,500-3,000 people. When compared to last month of 2020, the number increased, but when compared to last year it decreased by 81% (Aditya, 2020). While foreign tourists in August 2020 recorded only 22 visits with 12 visits from Ngurah Rai Airport and 10 visits coming from sea ports (Anonymous,2020). Compared to last year, tourist arrivals decreased by 100%. The declining of Bali tourism due to COVID-19 has made the tourism industry workforce as many as 73,000 people sent home while 2,500 people have been laid off (Thomas, 2020).

Therefore, the principle of preventing the transmission of COVID-19 to individuals, especially in tourism areas, including Bali, can be carried out by implementing the CHSE Standard Operating Procedures, CHSE is an abbreviation from cleanliness, health, safety and environment. CHSE is addressed to employees, local tour guides, visitors, surrounding communities, and others who are active in tourist attractions via offline and / or online media. The procedures of the CHSE considerate the characteristics and the uniqueness of the tourist attractions, whether it's natural, cultural, or man-made tourist attractions.

To revive Indonesia tourism, the Ministry of Tourism and Creative Economy (Kemenparekraf) runs the #DiIndonesiaaja campaign which targets the local market with the market segmentation of families, couples, individual tourists or Free Individual Traveler (FIT) and the government. Meanwhile, for foreign markets, Kemenparekraf runs the #DreamNowTravelTommorow campaign. This campaign shows inspiring content regarding health protocols that has been implemented to foreign tourists. Assisted by the CHSE protocol, #DiIndonesiaaja campaign and #DreamnNowTravelTommorow campaign, the Ministry of Tourism gave special attention to Bali by providing the We Love Bali campaign to socialize the CHSE program and promote tourism in Bali. In addition, local governments in Bali and the Ministry of Tourism and Creative Economy also carry out socialization activities such as webinars or seminars on the CHSE (Anonymous, 2020).

The CHSE protocol needs to be socialized not only to prevent the spread of COVID-19 but also as an effort to revive tourism in Bali which requires the industry to be competitive in the pandemic era. Thus, the socialization of the CHSE protocol must be varied, not only to those who are engaged in tourism but also to the community, especially the millennial generation. Kemenparekraf predicts that in 2030, the Asian market will be dominated by tourists aged 15-34 years, who are currently still included in the millennial generation (Kurniawan, 2019). Pandemic conditions, on the one hand, provide benefits for the younger generation to collaborate. So that CHSE content must be creative and need to be implemented digitally with the target audience is generation Z. Generation Z was chosen because the research team is gen Z or it can be called the internet generation who is active as tourists and visitors. This research raises innovative solutions in an organizational context to reach out to the younger generation of Indonesia in the socialization of the CHSE protocol as an effort to generate Bali tourism.

2. Literature review and hypotheses development

The theory and concept that will be used on this research are

1. College student is someone who has acquired knowledge or studied and has registered and currently receives a form of higher education, which includes undergraduate, polytechnics, colleges, colleges and universities (Hartaji, 2012).
2. *Sekaa Teruna Teruni* is an organization where Balinese youths could gather and share their creativity as well as a place to preserve local culture and traditions (Mahendra, 2016).

3. An influencer is someone who creates content, who has content creation expertise in a certain area and already has a large enough and valuable following for a company's marketing, by posting content regularly on social media (Lou, C. and Yuan , S., 2019).
4. The Cleanliness, Healthiness, Safety Environment (CHSE) protocol is a health protocol issued by the Ministry of Tourism and Creative Economy in the context of preventing the transmission of COVID-19 for the tourism industry.
5. The Industrial Revolution 4.0 is a new technological advancement that integrates the physical, digital and biological worlds, where there are fundamental changes in the way of life of human work (Hamdan, 2018)
6. Tourist attraction, according to the Indonesia Law number 10 of 2009, is anything that has uniqueness, beauty and value in the form of a diversity of natural, cultural, and man-made wealth that is the target or purpose of tourist visits (Anonymous, 2009).
7. Digital literacy is the ability to understand and use information in various forms in a very wide variety of sources accessed through computer devices (Gilster, 1997)
8. Collaboration is a form of social process, in which there are certain activities aimed at achieving mutual goals by helping each other and understanding each other's activities (Abdulsyani, 2007)
9. Generation is a group of individuals who identify their group based on the similarity of birth year, age, location, and events in the life of that individual group that have a significant influence in their growth phase (Kupperschmidt, 2000). Theory of generation can be look at table 1 (Bencsik, Csikos, and Juhez 2016).

Table 1

Year of Birth	Generation
1946 – 1960	Veteran generation
1946 – 1960	Baby boom generation
1960 – 1980	X generation
1980 – 1995	Y generation
1995 – 2010	Z generation
2010 +	Alfa generation

Source: Bencsik, Csikos, and Juhez 2016

10. Socialization is a learning process carried out by individuals to act or behave based on existing standards that recognized in the surrounding community (Abdulsyani, 2007)

Recent works that has the same topic, socialization of CHSE protocols, is “The Impact of the COVID-19 Pandemic on Public Interest in Traveling and Socialization of the Application of the New Normal Protocol when Traveling” regarding the socialization that has been done via webinars (Bascha, Reindrawati, Witaningrum, 2020). This research is more focused on the innovation that could be done with the collaboration of three actors, college students, *Sekaa Teruna Teruni*, and influencer. This research is not focused on the effectiveness of the CHSE protocol to gain tourist’s trust thus it is recommended future research should be about the effectiveness of CHSE protocol.

3. Research methodology

This research is a survey to see if the the three actors; college student, influencer and *Sekaa Teruna Teruni*, is interested and willing to collaborate with each other to socialize CHSE protocols. The following is an explanation of data collection techniques.

1. Observation is a data collection method used to collect research data through observation and sensing (Bungin, 2007). The observation techniques used in this study were non-participant observation techniques and participant observation techniques. The choice of this technique was because in the research process the researcher did not participate in the activities carried out by the influencer, but only had a role in observing the activities. Participant observation technique is the process of observation which is acknowledged by the observer by taking part in the life of the people who will be observed. This technique is used to obtained data regarding the characteristics of students and the characteristics of the *Sekaa Teruna Teruni*. The choice of this technique was because the researcher themselves was a college student and member of the *Sekaa Teruna Teruni.*
2. An interview is a meeting of two or more individuals to exchange information and ideas through question and answer, so that meaning can be constructed in a particular topic and divided into two types of interviews, namely structured interviews and unstructured interviews (Sugiyono, 2018). Through this interview, the researcher digs up the data, information, and description framework from the research subjects. The interview technique used is a guided free interview, meaning that the questions asked are not fixed on the interview guide and can be deepened or developed according to the situation and conditions in the field. Interviews were conducted with 3 influencers; Ricky Julio Pradana, Gusti Ayu Putu Indira Viveka P and Putu Kevin Aditya, 3 members of the *Sekaa Teruna Teruni* (STT); Ni Putu Cahyani Surya Dewi Suparka from STT Banjar Tain Siat, I Ketut Bagus Aryawibawa from STT Banjar Batur Sari and I Gede Bisma Wiswananda Putra from STT Banjar Tanjung Bungkak Kelod, as well as Udayana University student Nyoman Manik Mas Genitri Putri. To do the interview, the research team used social media application such as instagram and whatsapp.
3. Literature study is a way of obtaining theories that are relevant to the problem being researched. The literature review for this purpose is in the form of technical and non-technical literature (Strauss and Corbin, 2009: 39). This technique is used by reading, studying, and reviewing the literature. In this study, literature studies were used to obtain data related to tourism conditions due to the Covid-19 virus, the CHSE protocol and the socialization of the implementation of the CHSE that had been implemented.
4. The questionnaire is a data collection technique that is carried out by giving a set of questions or written questions to respondents to be answered (Sugiyono, 2018). This study uses a questionnaire, there are four questions which are structured in the form of multiple-choice questions. The first question is used to select respondents who know the CHSE and those who do not. The next three question is used to obtain data about the respondent's perception of the CHSE socialization. Present the materials, methods, survey, questionnaire etc. used for the study. Author should explain whether this study is experimental, or review study, or simulation based or survey based. Discuss software, hardware's used during study with their brand names. Mention all research conditions, assumptions, theories followed. This section should be easy enough for any reader to repeat the study under similar conditions. the research team used google form and whatsapp to spread the questionnaire.

To analysed the data, this research used qualitative descriptive by Miles and Huberman (1994), which consists of several steps from data collection, data reduction, data display to conclusion and verification.

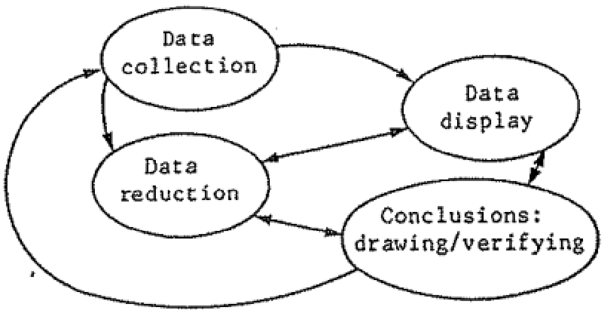


figure 1. Qualitative Descriptive Analysis Steps
source: Miles and Huberman, 1994

4. Results and discussions

The following will discuss the results of the research and discussion consisting of the existing socialization pattern of the CHSE protocol on tourist attractions and the triple collaborative Gen-MIA model.

1. The socialization pattern of the existing CHSE protocol in tourist attractions

In this section, the CHSE protocol socialization pattern will be divided into three section, first section will discuss the pattern of socialization and the CHSE protocol campaign implemented by the government, second section will discuss the activities or social content that have been carried out by each actor (influencers, students, indigenous youth) and third section will discuss the perception of the young generation that actively do tourism activities in Bali, on the socialization of the CHSE protocol (questionnaire).

a. The socialization pattern and the CHSE protocol campaign implemented by the government

CHSE-based health protocols (Cleanliness, Health, Safety and Environment) from the Ministry of Tourism and Creative Economy are the main requirements that must be fulfilled by every tourist destination and tourist attraction in the new normal era. Kemenparekraf and local governments in Bali are working together to socialized CHSE protocol to the tourism industry carrying out seminars and simulations regarding the CHSE protocol, such as the C.H.S.E Experience simulation (anonymous,2020) and the CHSE seminar on diving tourism (Anonymous, 2020). The Provincial Government of Bali fully supports the implementation of the CHSE-based health protocol. The form of support from the Bali Provincial Government is a campaign on implementation of CHSE called "We Love Bali" which was attended by 4,400 participants from various backgrounds ranging from students, lecturers, official's civil society, members of community tourism awareness groups (Kelompok Sadar Wisata or Pokdarwis), influencers and mass media. In We Love Bali program, a familiarization trip (fam trip) is held, where participants will visit various tourist destinations in Bali. Participants are aged 18 to 50 years and have a hobby of doing outdoor activities and taking pictures, each participant is only allowed to participate in one activity (Sugiari,2020).

Together with participants, the We Love Bali program conducts education and campaigns about the CHSE health protocol in tourist attractions and tourist villages, including monitoring the implementation of the CHSE protocol in hotels. This aims to gain the trust of tourists to return to visit Bali in the midst of the pandemic. Participants will be asked to post the beauty, uniqueness of the destination and also the application of the CHSE health protocol. In each tourist destination visited through social media, it is used while still applying health protocols such as wearing masks, always maintaining distance, and washing hands. The We Love Bali agenda was held for 2 months (Anonymous,2020) and divided into small groups of 40 people for each group in one trip (trip) for 3 days and 2 nights, by staying in turns in a number of tourist areas in Bali. In every tourist attraction, SMEs will be involved as a provider of souvenirs that will be sold to the participants (Anonymous, 2020). The results of the content from Fam Trip We Love Bali are as follows

Figure 2 and 3. Content from the Fam Trip We Love Bali

Source: Instagram

b. Activities / content that have been carried out by each actor (influencers, students, indigenous youth)

The indigenous youth have carried out activities based on the CHSE protocol. For example, the implementation of religious activities which are usually carried out by many people, has now been limited in number so that distance can be carried out. Every youth who comes to these activities is required to wear a mask to prevent transmission of the virus through droplets. The Banjar Adat took part in providing facilities such as a hand washing area at the place where the activity was held.

Furthermore, the role of influencers in implementing the CHSE protocol is carried out by creating content at tourist attractions such as the Bali Zoo. The content that is worked on explains the steps before entering a tourist destination, visitors are required to wash their hands and be given a hand sanitizer by the tourist attraction, then check their body temperature using an infrared thermometer, and maintain a distance when queuing for tickets and when traveling around the destination.

One of the implementations of the CHSE protocol that has been carried out by students, especially Udayana University students, is on their activities of planting mangroves in Kampoeng Kepiting. In this activity, the number of volunteers has been limited according to the government's recommendation, namely 50% of the total capacity. Every volunteer present must be in good health and must wear a mask. When planting takes place, a minimum distance of 1 meter is enforced and participants are required to bring their own tumbler as an effort to prevent COVID-19 and protecting the environment.

c. Perceptions of young people who are active in tourism activities in Bali on the socialization of the CHSE protocol (questionnaire)

Perceptions of the CHSE protocol were carried out with a questionnaire from one (1) question to select respondents and three (3) questions related to the socialization of the CHSE protocol.

1. Presentation of Respondents' Data Based on Knowledge of the CHSE

The first data description is a data description based on knowledge of CHSE which is divided into "yes" groups as respondents who know the CHSE protocol and "no" as respondents who do not know about the CHSE protocol. The following is a table of respondents' data descriptions and the diagram pie of the response based on their knowledge of CHSE.

Table 1. awareness of CHSE protocols

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	135	83.3	83.3	83.3
	no	27	16.7	16.7	100.0
	Total	162	100.0	100.0	

Source: data processed by the research team, 2020

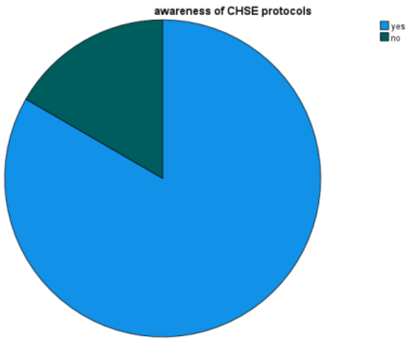


Figure 4. Knowledge Circle Diagram Regarding the CHSE
Source: processed research data, 2020

Based on the data above, it can be seen that there are 135 respondents who know the CHSE protocol or 83.3% of the total. Meanwhile, respondents who did not know the CHSE protocol were 27 people or 16.7% of the total respondents.

2. Presentation of Respondent Data Based on Sources of Obtaining Information Regarding the CHSE Protocol

The second data description is a data description based on the source of information about CHSE protocol. In this data, the respondents who answered were those who answered “yes” to the previous question. The source of the information can obtained by television (TV), online media (detik, tempo, kompas), Instagram, WhatsApp, YouTube, Google and others. The following is a table of respondent data descriptions based on the CHSE Protocol Information Acquisition Source

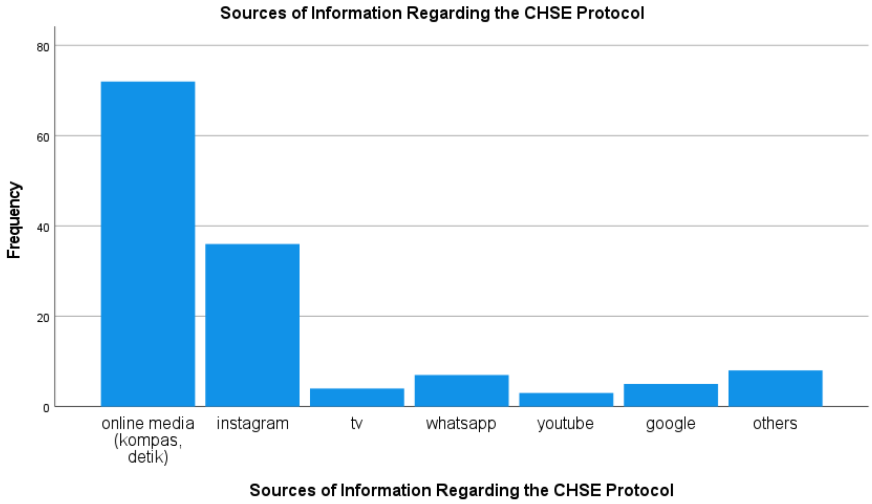


Figure 5. Bar Chart of Information Acquisition Sources for the CHSE Protocol
Source: processed research data

The data above shows that information about the CHSE protocol is mostly obtained from online media (seconds, tempo, compass), as many as 72 people or 44.4% of the total. Then followed by Instagram as much as 36 or 22.2% Through WhatsApp, there were 7 people with a percentage of 4.3%. From TV media as many as 4 respondents or 2.5%. Google as many as 5 people or 3.1%. Furthermore, there were 3 respondents or 1.9% who got the CHSE protocol information via YouTube and 4.9% of the respondents answered otherwise.

3. Presentation of Respondents' Data on Forms of Submitting Information on the CHSE Protocol

The third data description is based on the form of information delivery about the CHSE-based health protocol which is divided into groups of respondents that finds the form of delivering information about the CHSE protocol as “interesting” and "not interesting". The following is a table of descriptions of respondent data based on their interest in the delivery form of the CHSE protocol.

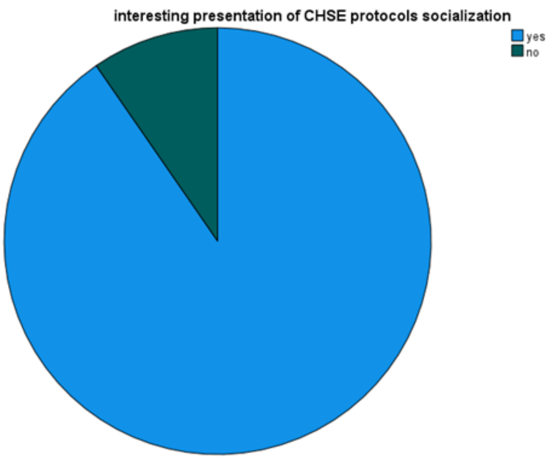


Figure 6. Pie Chart of CHSE Protocol Information Delivery Form
Source: processed research data

Based on the data above, it shows that the respondents 'interest in the form of delivery of information on the CHSE protocol is very high with 122 respondents or 75.3% of the total data, while the respondents' disinterest is 13 people or 8.0% of the total respondents. This means that respondents are easy to understand and like the form of delivery regarding the CHSE protocol.

4. Presentation of Respondents' Data on Approval of Influencer Engagement in Disseminating the CHSE Protocol

The last data description is a description of the data based on the influencer's agreement to socialize the CHSE protocol which is divided into groups of "yes" as respondents who agree and "no" as respondents who do not agree. The following is a table of descriptions of respondent data based on influencers' agreement to socialize the CHSE protocol.

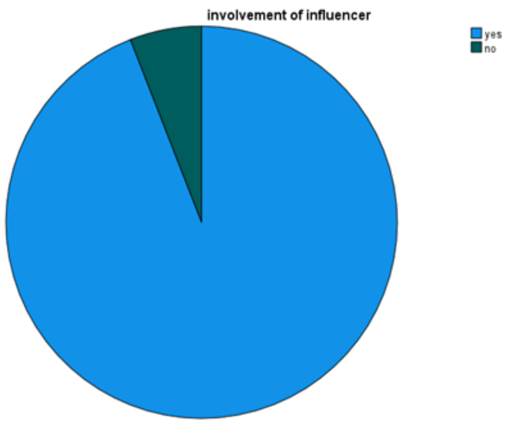


Figure 7. Approval pie chart involving influencers in the socialization of the CHSE
Source: processed research data

Based on the data above, it shows that respondents agree if influencers are involved in socializing the CHSE protocol with 127 respondents or 78.4% of the overall data which is classified as very high, while the respondents' disapproval of 8 people or 4.9% of the total respondents. This means that influencers must be involved in socializing the Health Protocol.

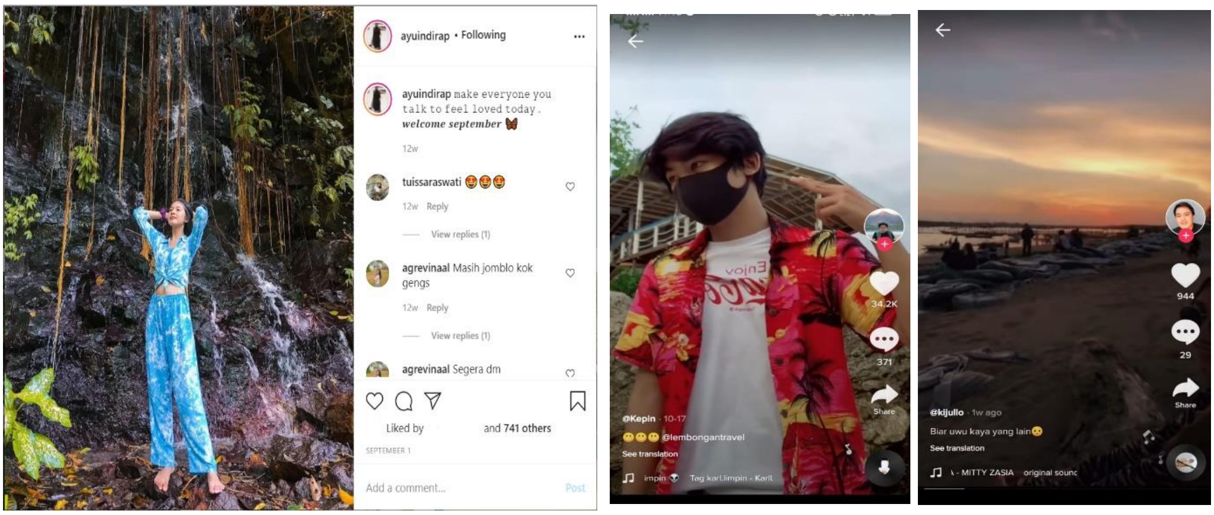
2. Socialization of the CHSE protocol based on millennial aspirations

This section will explain a Gen-MIA-based collaborative triple model consisting of actor characteristics (influencer profiling, students, *Sekaa Teruna Teruni*) and Gen-MIA collaborative triple model.

a. Characteristics of actors (profiling of influencer, students, *Sekaa Teruna Teruni*)

Characteristics of Influencer

An influencer is someone who creates content that has content creation expertise in a certain area and already has a large and valuable following for the marketing of a company, this is done by posting content regularly on social media. Influencers who have a certain internet persona and are liked by their followers on social media, such as Instagram, Facebook, YouTube or TikTok, after the uploaded content has gone viral. Influencers are usually contracted by a particular business to upload their products on social media that influencers use. The uploaded content is also not only the product of the business, but will be displayed with influencers along with information about the product, such as prices, influencers' personal opinions, and even product alternatives (Dehghani, et al in Lou, C. and Yuan, S., 2019). In a tourism promotion strategy, an influencer is someone who provides information about tourism activities carried out either in terms of travel or tourist attractions visited so that they can highlight the uniqueness, strengths and qualities of a tourist attraction. In this research, three Balinese influencers will be the speakers. Ricky Julio Pradana, Gusti Ayu Putu Indira Viveka P and Putu Kevin Aditya. Ricky Julio Pradana is an active influencer on TikTok with the username: Gusti Ayu Putu Indira Viveka P is an influencer who is active on Instagram with the username @ayuindirap. Then Putu Kevin Aditya is an influencer who is active both on Instagram; with the username @kepined, and in TikTok with the username @kepin. The content uploaded by each influencer can be seen figure 8, 9,10.



Figures 8, 9 and 10. Influencer Source Content
Source: TikTok and Instagram

Characteristics of College Students

College Students are the younger generation who have the opportunity to receive formal education in higher education. As the next generation who have high intellectuals, intelligence in thinking and planning in acting, students certainly have a role and responsibility as the younger generation to take part in the socialization of the implementation of the CHSE protocol in realizing changes for the future. Characteristics of students in general, are stability in personality that began to increase, due to reduced fluctuations in feelings. They tend to settle down and think carefully about what they will achieve, so they have a realistic view of themselves and their environment.

The Student Association is a group of students who have the same goals in universities, colleges or institutions. In this study, the interviewees were the chairman of one of the Student Associations at Udayana University, namely the Tourism Destination Student Association (HIMADESPAR), Faculty of Tourism, Udayana University with a term of 2019-2020 named Nyoman Manik Mas Genitri Putri. Interviewees function as representatives of the Study Program Student Association and Udayana students to conveyed their aspirations and opinions regarding the socialization of CHSE-based Health Protocols.

Characteristics of *Sekaa Teruni Teruni*

Sekaa Teruna Teruni is a collection, a forum, a social organization for the development of the young generation that grows and develops on the basis of social awareness and responsibility. Sekaa Teruna Teruni with the capacity as youth are Indonesian citizens who are entering an important period of growth and development, aged 16 (sixteen) to 30 (thirty) years (Mattalatta, 2009). Based on Law Number 40 of 2009 concerning Youth, Article 16 states that one of the roles of youth is as an agent of change in all aspects of national development. This means that youth is a person or group who is expected to be able to bring change and participate in development. In a tourism development strategy, youth participation can have major implications for local communities because youth are agents of control in the village. As a youth organization movement based on local wisdom, the participation of Sekaa Teruna Teruni is one of the solutions to increase the understanding of rural communities in Bali in realizing tourism conditions based on the CHSE protocol. In this study, three representatives from Sekaa Teruna Teruni Bali were; Ni Putu Cahyani Surya Dewi Suparka from STT Banjar Tain Siat, I Ketut Bagus Aryawibawa from STT Banjar Batur Sari and I Gede Bisma Wiswananda Putra from STT Banjar Tanjung Bungkak Kelod.

b. Gen-MIA Collaborative Triple Model

The image of the Gen-MIA collaborative triple model can be seen at figure 11.

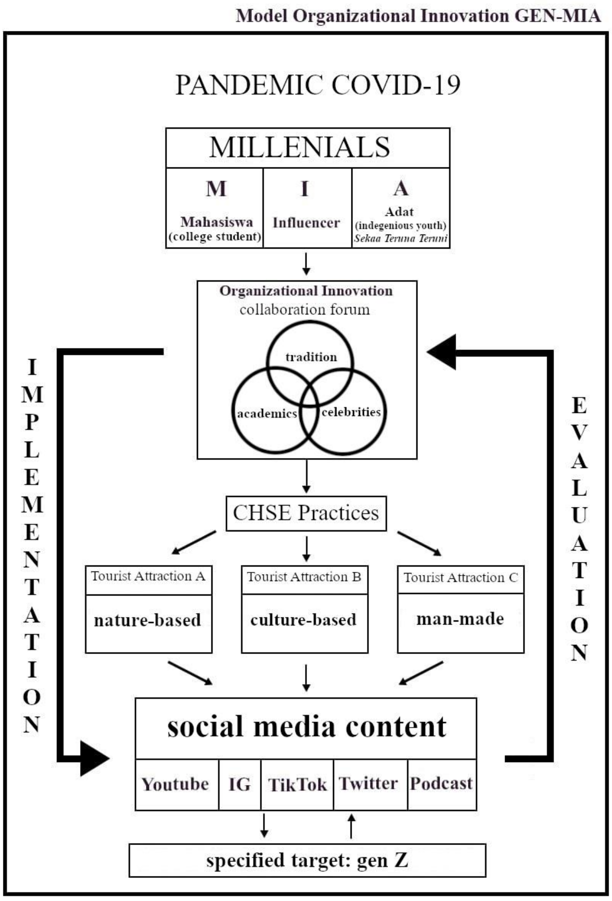


Figure 11. Collaborative Triple Model Based on Gen-MIA
Source: data processed by the research team, 2020

The model explanation from the illustration in Figure 11 will be explained as follows. The big box explains the COVID-19 pandemic situation that is being faced by the tourist attraction in Bali as well as the Gen-MIA actors who are among the millennial generation. Millennial generation consist of Students (M), Influencers (I) and Indigenous or Adat in Indonesia (A) that being represented by *Sekaa Teruna Teruni*. Students are the younger generation who have the opportunity to receive formal education in higher education. An influencer is someone who creates content that has content creation expertise in a certain area and already has a large enough and valuable following for the marketing of a company, by posting content regularly on social media. Sekaa Teruna Teruni is a collection, a forum, a social organization for the development of the younger generation that grows and develops on the basis of social awareness and responsibility.

The actors mentioned in the previous explanation will form a collaboration forum which is an approach between academics, celebrities and traditions. They gather in a forum to elaborate ideas regarding the production of social media content related to effective socialization based on the aspirations of the target audience, which is the millennial generation and more specifically Gen Z. Gen Z is the generation born in 1995-2010 who has known technology from a young age, that spends a lot of time on the Internet. The content of social media content in the model is the CHSE practice in each Tourist Attraction according to its characteristics and attractions. After social media content related to socialization is uploaded on social media such as YouTube, Instagram, TikTok, Twitter, Podcast. The forum will get a direct response from the audience. This response will be an evaluation of the collaboration forum so that the future uploads of the content will be better. This model is a reflection of the empirical situation of Bali tourism. This model is likely to be adapted or transfer ability to other tourist attractions outside Bali with the composition of Gen-MIA adjusting, especially the younger generation on the part of customs or traditions.

5. Conclusion

The conclusions of this study are as follows.

1. The socialization of CHSE practices has been carried out by students, influencers, Teruna Teruni and the government through their own methods. Based on the analysis of questionnaire data involving 162 respondents about CHSE socialization, the majority agreed that influencers should be involved in socializing the CHSE protocol.
2. The Gen-MIA collaborative triple model can be used as an organizational innovation in the socialization of the CHSE protocol as well as promoting Bali tourism. This organization involves 3 main actors, namely students, influencers and Teruna Teruna Sekaa who have their own characteristics. This collaboration will be able to provide a way to convey information related to CHSE that is unique, interesting, and in accordance with the aspirations of millennials, especially Gen Z.

Limitation and study forward

This study only focused in the possibility and innovation of the CHSE socialization that Gen-MIA triple collaborative model could do, not in the area of the effectiveness of CHSE practices. CHSE practices is a new program from the Ministry of Creative Economy and Tourism to raise tourist's trust so future studies should be focus on the effectiveness on CHSE protocol.

Acknowledgement

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EDUCATION TOURISM IN TOURISM DESTINATION MARKETING: A CONCEPTUAL FRAMEWORK FOR FUTURE RESEARCH

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Abstract

Purpose: The purpose of this research is to build a conceptual model of the role of educational tourism in marketing tourism destinations and implement the concept of sustainable tourism development.

Methodology: The study begins by conducting a review of several kinds of literature related to educational tourism, to determine the consistency of concepts related to educational tourism, its role as a strategy for marketing tourism destinations, and its relation to the concept of sustainable tourism development., Using Google scholar search engine, Ebsco, and web of the science database, academic edu and academic social network research gate with the keywords "education tourism",

Findings: This study found several concepts related to educational tourism, including: 1) the definition of tourism which is often equated with edu tourism, 2) elements contained in educational tourism, according to Ankomah and Larson (2000), which consists of a) NTO, b) Universities, and c) Stakeholders, and educational tourism according to Ritchie (2003) is a combination of elements of education and tourism. 3) implementation of sustainable tourism development in educational tourism. 4) education tourism market are international students.

Limitation: This research is only limited to the results of literature studies related to educational tourism

Contribution: The results of this study are expected to be useful for students and the general public to understand the concepts related to educational tourism as a strategy for marketing tourism destinations and further research in the future.

Keywords: educational tourism, destination, marketing, conceptual, research

1. Introduction

It is undeniable that tourism today is a large service industry and almost all countries in the world make tourism a source of foreign exchange, a source to increase people's income, as an engine to create jobs and business fields and become a trigger for nature, social and cultural preservation as well as the environment. The increasing number of people traveling to various parts of the world shows that tourism is a very promising business in the future. The average world tourism growth reached 4% each year before the Covid 19 pandemic. This will continue with the increased motivation of people to travel with various kinds of motivation, such as to get rid of boredom, to visit family, to attend MICE events, to research purposes, and also to study abroad.(Tourism and Unwto, 2020)

The journey for the purpose of attending overseas education is a new trend in the world. Many students who want to study abroad to get bachelor, master, doctoral program, and also short programs such as summer and winter. The university's policy to provide opportunities for students to seek knowledge and experience outside of higher education and from the country fosters students' intention to study abroad, starting from studying in America, Africa, and also to Asian countries and almost all countries in the world.(Ankomah and Larson, 2000); (Maga and Nicolau, 2018);

Student trips to study abroad are potential for general tourism development. The increasing number of students studying abroad will be an important note to increase the number of tourism visits as a whole. Foreign students studying abroad have been recorded as part of the number of tourist visits, whose motivation is to study, so they are often known as education tourists. (Kai and Chen, 2011). Even today, the term educational tourism or edu tourism is developing and various terms related to the presence of foreign students studying abroad.(Tomasi, Paviotti and Cavicchi, 2020);(Megawati *et al.*, 2016); (Kai and Chen, 2011)

Even though a lot of research has been carried out related to education tourism or Edu tourism, there are still many different views on the definition of this educational tourism, including time limits and activities carried out in the destination areas where they study.(Pitman *et al.*, 2010). Several empirical research results produce definitions of educational tourism, including Ankomah and Larson, 2000 and Ritchie (2003). However, the government's role is still very limited in developing the concept of education tourism as a strategy to increase tourist visits in general.(Putra and Kamil, 2019);(Romanova *et al.*, 2016); (McGladdery and Lubbe, 2017).

This conceptual research was conducted to obtain consistent results regarding the concepts used in relation to educational tourism starting from the definitions, time limits, activities, and concepts that are usually used in tourism research, especially educational tourism.

2. Literature review

Several studies that have been carried out both in the context of conceptual research and empirical research illustrate the importance of educational tourism in the context of sustainable tourism development. Research conducted by Ankomah and Larson 2000 describes educational tourism as being associated with strategies to develop sustainable tourism. The research was carried out in Sub-Saharan Africa. A country that tries to develop tourism to boost the country's economy and for the welfare of its people. The development of communities studying abroad is an opportunity for countries in Africa to accept tourists who are students studying in Africa, especially students from America who study in East Africa, Central Africa, South Africa, and South Africa, in addition to countries America, the countries that become the market share for educational tourists are countries in Europe.

Open Doors (1998/1999) noted an increase in the number of American students studying in Africa by an average of 27 percent in 1998. This research also describes the definition of educational tourism adopted from Bodger (1998, p.28), namely "program in which participants travel to a location as a group with the primary purpose of engaging in a learning experience directly to the location ”which consists of the sub-types of ecotourism, heritage tourism, rural / farm tourism, and student exchange between educational institutions.
The research results of Ankomah and Larson (2000) produced a conceptual model of the role

of three elements in the development of educational tourism based on sustainable tourism development, namely: 1) University, 2) Government or National Tourism Organization, and tourism stakeholders including the community. The university is expected to play a role in bringing in more foreign students by providing quality services ranging from administrative services to lectures. As well as being able to cooperate with tourism stakeholders such as tourism organizations to design student tourism activities. The government is also expected to act as a facilitator in the provision of tourism infrastructure and facilities together with tourism stakeholders including the community. The implementation of sustainable tourism development in his research is illustrated by the economic benefits of having foreign students or hereinafter referred to as educational tourists. The money spent at tourism destinations is also used for traveling, visiting historical places, visiting villages, visiting museums, and so on so as to contribute to the community to increase social and cultural activities of the community and for environmental preservation.

The results of research conducted by Tomasi et al. Have similarities with the research conducted by Ankomah and Larson, especially in terms of the implementation of sustainable tourism and the role of universities in the development of educational tourism. Several definitions of educational tourism are described from the research of Gibson, Ritchie, Pitman, and Sie. Some of the emphasis on the definition of educational tourism is the purpose of travel, travel time, as experience, the interaction with various tourism stakeholders including the community. The benefits of educational tourism provide benefits for both parties, students, and also tourism destinations. Students get learning experiences in the classroom and outside the classroom and the community gets economic benefits from educational tourist expenses such as paying tuition fees, paying for lodging, paying for vehicle rental, and spending money for food and drinks and the rest for traveling.

The educational tourism conceptual model according to Ritchie (2003) which is called Ritchie's Segmentation Model of Educational Tourism is a combination of tourism and education elements. Tourism is associated with travel for sightseeing for a time with a time limit of not more than a year for the purpose of pleasure, including for educational purposes. Meanwhile, education is associated with studies conducted by students, both those carried out within their country and abroad. Tied with educational tourism, foreign students who study abroad and learning activities are associated with travel either as part of their learning activities or traveling on the sidelines of their studies. So that the student concerned is called an educational tourist, because the purpose of the trip is for educational purposes as well as traveling.

3. Research methodology

This research focuses on literature study research using Google scholar search engine, Ebsco, and web of the science database, academic edu and academic social network research gate with the keywords "education tourism", "city tour", and "sustainable tourism. ". The results of related journals are then analyzed to describe the meaning of educational tourism, the importance of educational tourism, tourism activities related to educational tourism, and their relation to sustainable tourism development strategies.

4. Results and discussions

sia.

5. Conclusion

Factor examination at last establishes that there are two factors as the principal agricultural

Limitation and study forward

This research did not conduct qualitative ways in-depth and comprehensively so that the findings

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REJUVENATION STRATEGY BASED ON OMNICHANNEL MARKETING OF CANDIDASA TOURISM AREA IN NEW NORMAL

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Abstract

Purpose: This study aims to analyze marketing issues in Candidasa Tourism Area and also to compose Omnichannel-based marketing strategies to rejuvenate the Candidasa Tourism area during the pandemic COVID-19 period.

Methodology: This study used qualitative data with data collection techniques are observation, In-depth interview, and literature study. The data analysis technique uses descriptive qualitative analysis.

Findings: Marketing issues that happened in Candidasa Tourism Area are limited affections by Karangasem Regency Tourism Office towards Candidasa Tourism Area development, limited IT-skilled human resources, and domination of tourism assets ownership by foreign entrepreneurs. The strategy to redeem the issue is to establish the Candidasa Marketing Association, which forming Omnichannel-based in their marketing system, able to rejuvenate Candidasa Tourism Area.

Limitations: The limitations that still could be found are the lack of previous research topics such as Omnichannel in the tourism sector, rejuvenation strategies of a destination, and limited access to get the latest information of Candidasa Tourism Area itself.

Contribution: This study is giving a contribution to recovering Candidasa Tourism Area Karangasem Regency for its tourism activities, increasing destination competitiveness, also producing skilled and competitive human resources from local communities in New Normal.

Keywords: *Rejuvenation Strategy, Marketing, Omnichannel, Candidasa Tourism Area, New Normal*

1. Introduction

Tourism is defined as a variety of tourist activities and is supported by various facilities and services provided by the community, businessmen, government, and local governments (Law No.10 of 2009). As an industry, tourism often is the main source of foreign exchange for a country. In Indonesia, tourism is the leading sector contributing to the nation's economy, surpassing crude palm oil. (kemenparekraf.go.id). However, due to the coronavirus pandemic, the tourism sector in Indonesia has been significantly affected.

Coronavirus is the term for a type of virus that can cause disease in animals and humans. The latest coronavirus or Covid-19 was found in Wuhan, China, in December 2019. Prevention of this virus could be done by applying simple protocols like using masks, washing hands, and maintaining distance. As a result of this pandemic, the growth of various employment sectors in various parts of the world has been declining. One of them is the tourism sector. There are various reasons for this negative growth, Among them, such as the result of this virus itself which causes people to be reluctant to visit a place, due to the occurrence of travel tires in various countries.

The emergence of the 4.0 revolution era or better known as the digital era, was marked by easy access to information. As a result of this digital era, various new trends have emerged in the tourism sector. This new trend is called digital tourism or digital-based tourism. The WTO notes that the internet has become a source of information for tourism destinations to be visited by tourists. It is estimated that 95% of tourists get their information via the internet. The data also shows that an estimated 80% of tourists visiting destinations in Indonesia come from developed countries who are accustomed to using the internet as a source of information in making travel decisions. Digital tourism itself provides various benefits to the tourism sector in this pandemic era. Various things can be done easily in the digital age. One of them is the use of an integrated marketing system in the tourism sector such as omnichannel.

Omnichannel is the newest digital marketing system. Omnichannel represents the next stage of multi-channel evolution. Omnichannel combines real-time communication channels to its users. The system used a combination of online and offline systems. The goal of the omnichannel itself is customer satisfaction. In this digital and pandemic era, the use of omnichannel itself is very beneficial to various sectors including the tourism sector. Omnichannel can be used to rejuvenate tourism destinations that are at the stage of decline/beginning to be abandoned by tourists in the Tourism Area Life Cycle, as happened in the Candidasa Tourism Area, Karangasem Regency, Bali.

The development in the Candidasa tourism area itself is starting to be in an abandoned stage. Tourism in Candidasa Tourism Area has not experienced significant development and has begun to see a decline in a tourist destination. This decline occurred due to several factors such as a lack of attention and awareness from both the government and the public. Also, travel agents do not include Candidasa as a recommendation to tourists because cooperation with the government is quite difficult. The provision of funds from the government is quite limited so that the development of the Candidasa tourism area is somewhat hampered until it has decreased. Thus, the purpose of this paper is to make up or revive tourism during a pandemic in the Candidasa tourism area with omnichannel marketing.

Some of the problems that will be discussed in this paper are the existing conditions and marketing problems for the Candidasa Tourism Area in the new normal era and the omnichannel-based rejuvenation strategy in the Candidasa Tourism Area in the new normal era. Research purposes. This research was conducted to identify the existing conditions and marketing problems of the Candidasa Tourism Area in the new normal era and to develop an omnichannel-based rejuvenation strategy in the Candidasa Tourism Area in the new normal era.

2. Literature review and hypotheses development

Tourism Destination Life Cycle Theory

The theory used in this research is using reference from Butler Theory (1980), known as *Tourism Area Life Cycle* (TALC). This theory explains the life cycle of a tourist destination, which is equipped with the characteristics of each stage. This theory has 6 stages and characteristics of each stage.

1. *Exploration* Stage. At this stage, tourism is at the stage of identification and shows the destination has the potential to be developed into an attraction or tourist destination because it is supported by the natural beauty that is still natural, natural attractions are still very original, and there have been tourist visits in small numbers and they are still free to meet and communicate also interact with local residents.
2. Involvement *Stage.* At the engagement stage, the local community takes the initiative by providing a variety of services for tourists who begins to show signs of improvement over time. The community and local government have started to socialize or advertising on a limited scale. In this condition, the local government takes the initiative to build tourism infrastructure but it is still on a limited scale and quantity.
3. Development Stage. At this stage there is a considerable increase in the number of tourist visits and the government has dared to invite investors to invest in the tourism area to be developed. Tourism organizations began to form and carry out their functions, especially the promotive function carried out together with the government so that foreign investors begin to be interested and choose existing destinations as their investment destinations.
4. *Consolidation Stage*. The tourism sector at this stage shows dominance in the economic structure at a time when there is a tendency for international network domination to play a stronger role in these destinations. The role of local government begins to decrease so that consolidation is needed to reorganize, *balancing* roles and duties between the government and private sectors.
5. Stagnation *Stage (Stagnation).* At this stage, the highest number of visits has been reached and indicates a figure that is likely to stagnate. Although the number of visits is still relatively high, the actual destination is no longer attractive to tourists. Promotional programs are carried out very intensively but efforts to bring in new tourists or customers are very difficult. The management of the destination exceeds the carrying capacity so that there are negative things about the destination such as environmental damage, the rise of criminal acts, unhealthy price competition in the tourism industry, and there has been cultural degradation of local communities.
6. Decrease or *Rejuvenation* Stage. After stagnation, there are two possibilities for the continuity of a destination, namely decline or rejuvenation. If already experience the Decline *Stage*, the destination is likely abandoned by tourists and they will choose other destinations that are considered more attractive. Conversely, if the *destination rejuvenates*, the destination will make improvements to the aspects of attractions, amenities (accommodation), accessibility, and institutional to rejuvenate the destination and attract the interest of the tourist.

Marketing

Marketing is an activity carried out to promote a product or service owned by the company. That includes marketing in general such as advertising, sales, and delivery of products to consumers as well as to other companies. The marketing process aims to improve the sales results of a service or product.

Some experts have expressed their opinions on the meaning of marketing. According to Saladin (Djaslim, Saladin, 2012) marketing is a total system of business activities designed to plan, determine prices, promote, and distribute goods that can satisfy desires and reach the target market and objectives of the company. Whereas according to Kotler and Keller (2009), marketing is a social process in which *individuals and groups obtain what they need and want by creating, offering, and exchanging great value products with others.*

From the two definitions above, it can be concluded that marketing is a business activity in which there are social processes such as planning, pricing, promotion, and distribution of goods and services, by exchanging products (goods and services) that have value to other parties.

Omnichannel Marketing

Omnichannel marketing is a consistent and coordinated strategy, especially to interact with customers and potential customers, and how to provide the best service to customers using the right channel or channel, at the right time, and in the right situation. According to Retail Research Institute L2 and Rockoopl, there are four indicators of *omnichannel* index including consumer retail experience, strategy and positioning, operational and delivery capabilities, and technology and data (Yanand Kwak, 2016).).

As the era progressed, multichannel *retail began to* shift to the *omnichannel retail* model. In a *multifaceted* and *omnichann*el *environment,* retailers operate with full integration of all widespread channels. Consumers switching channels and channels and devices or devices *including* desktops, laptops, mobile devices, and social media demonstrate the perfect omnichannel experience by shoppers; consumers can produce full interaction. So, in the context of *omnichannel marketing,* consumers alternately, and simultaneously using different channels and points of contact (Kang, J.Y., 2019). *Omnichannel marketing* states that consumers often channel information in transactions conducted in retail stores, computers, smartphones, tablets, in-store kiosks, and websites on social media (Berman, B., & Thelen, S., 2018).

New Normal

New normal can be understood as a change in conditions that is different from the previous condition where new habits emerged in society. In Indonesia, the term of *new normal* was first used in the delivery of an official speech by Indonesian President Joko Widodo at Merdeka Palace on May 15, 2020 (https://promkes.kemkes.go.id/), which stated: "Our lives have certainly changed to overcome the risk of this outbreak. That's an inevitability. That is what many people call the new normal *or* the new order of life." In implementing the *New Normal, human beings* must enforce health protocols in their daily lives as an effort to implement New Habit Adaptation. The Ministry of Parliamentary Affairs has compiled CHSE health protocols *(Clean, Health, Safety, and Environmental Sustainability)*as the implementation of New Habits Adaptation) in the tourism sector, which is listed in the document "CHSE Verification & Certification Model and Process".

3. Research methodology

The study was held in November 2020 in Candidasa Tourism Area, Karangasem Regency, Bali Province, Indonesia. There are research scopes to reinforce the direction of research aspects: 1) existing tourism condition and marketing issues on Candidasa Tourism Area in the New Normal, and 2) Omnichannel marketing in Candidasa Tourism Area as a solution to rejuvenation strategies in New Normal. This study uses qualitative data expressed in the form of sentences and descriptions. The data source used in this research is primary and secondary data. The data was collected by several techniques such as observation, in-depth interview, and literature study from various reading sources (journals, thesis, books, and documentation) that related to the topic of this research.

To determine the key person of the interview, this study using purposive sampling techniques and choose I Gede Gosa, a restaurant businessman in the Candidasa Tourism Area, as the informant. The data analysis technique used descriptive qualitative which describes a phenomenon and then relates it to other phenomena through interpretation to describe it in a quality that is close to reality. This type of qualitative descriptive research is a research method that utilizes qualitative data and is described in descriptive history and is often used to analyze social events, phenomena, or circumstances.

4. Results and discussions

General Description of Candidasa Tourism Area

Candidasa Tourism Area is a tourist destination that consists of beaches and seashore hotels located on the southeast coast of Bali Island. Bali Provincial Regulation no. 3/2005 states one of the 15 tourism areas in Bali Province located in Karangasem Regency, namely the Candidasa Tourism Area which administratively includes Bugbug Village and Pertima Village (Karangasem District); and Nyuhtebel Village, Manggis Village, Ulakan Village, Antiga Village, and Padang Bai Village (Manggis District). Therefore, the Candidasa Tourism Area is used as an alternative destination for tourists who want to enjoy a beach atmosphere, which is calm and more relaxing, compared to urban areas such as Kuta which are filled with nightclubs or big resorts in Nusa Dua (Putra, 2013).

The history of this destination comes from many sources that said that a fishing village was founded on the site in the 12th century under the name Desa Cani Dasa. This place is known as the Teluk Kehen (Bay of Fire) or Cilidasa. There is a temple near the lagoon, with a statue goddess of fertility Hariti surrounded by a group of children, and Cilidasa is translated from Balinese as "ten children". Balinese who want to have children go on a pilgrimage to this place. Its modern name is considered to be a derivative of this older name. This area started to become a tourist destination in the 70s, as there are areas that suitable for snorkeling and diving in the area and the city provides easy access to other destinations in eastern Bali.

Tourist attractions in the Candidasa Tourism Area include Goa Lawah, Labuan Amuk Beach, and Water Tourism (Diving) at certain spots. Tourists can stay temporarily in this area through accommodation which consists of 5-star hotels and 27 non-star hotels (Mirayani, et al: 2016). Meanwhile, accommodation for eating and drinking (foods and beverage) can be fulfilled by 9 accommodation restaurants and cafés. Tourists can be reached by car from Sanur to the Candidasa Tourism Area in 60-80 minutes, while from I Gusti Ngurah Rai Airport it can be reached in about 90 minutes. Candidasa Tourism Area can also be reached by public transportation such as buses and bemos departing from Kuta, Padang Bai, and Denpasar. More information about tourism in the Candidasa Tourism Area can be accessed through the website

Karangasem Regency Tourism Office http://tourism.karangasemkab.go.id/ and also social media platforms such as Instagram, Youtube, Facebook, and Twitter.

Based on an interview by Mr. I Gede Gosa as a resource on November 24, 2020, various institutions build and manage the Candidasa tourism area, including:

a. Karangasem Regency Tourism Office.
b. Association of Indonesian Hotels and Restaurants (PHRI) Karangasem Regency.
c. Hotel and Restaurant Accommodation Entrepreneurs (Locals and Foreigner).

Existing Conditions and Tourism Marketing Issues in Candidasa Tourism Area throughout the New Normal

The current condition of the Candidasa Tourism Area has experienced a drastic decline in the number of tourists since the COVID-19 pandemic. It happened because the foreign tourists who usually occupying hotels and villas along the shore have been returned to their origin countries according to Bali Provincial Government policy. Therefore the occupancy of hotels in the Candidasa Tourism Area is very low and incomes still rely on tourists who are 'trapped' in Bali and expatriate tourists, while many restaurant businesses are permanently closed because can't able to cover operational costs and don't get any benefits. Apart from economic issues, Candidasa Tourism Area is also confronted by environmental problems where abrasion often occurs due to big waves by high sea level that destroy every coastal embankment that threatens the existence of lodging accommodation around it. Since the beginning, tourism in this area has paid less attention to the environmental impacts caused by the construction of hotels and resorts along the seashore.

I Gede Gosa as key person informant argued that before the pandemic, the Candidasa Tourism Area was already in a downward phase due to several factors. Lack of attention from the Government towards the focusing management of the Candidasa Tourism Area and awareness of local communities to develop tourism businesses that compete with foreign-owned businesses still being the main issue. Besides, Candidasa Tourism Area is often not included as recommended destinations in tour package itineraries by travel agents, nonetheless, because some difficulties to create an agreement with Karangasem Regency Tourism Office like bureaucratic process and limited investment funds towards its development. Thus, it is hard to carry out the marketing process due to limited funding.

It has been shown from the 2020 Karangasem Regency Tourism Office Work Plan document (http://tourism.karangasemkab.go.id/), a realization of the Regency tourism marketing development program focusing on expanding network in the cultural and tourism sector. The initial design of the marketing program and work indicators for 2020 has a focus on developing tourism marketing in Karangasem Regency which consists of:

Table 1. Review of the RKPD Initial Draft 2020 Karangasem District (Regency)

No.	Program/ Activity	Work Indicator			
		First Plan RKPD	Target	Needs Analysis	Target
1.	Market Analysis for promotion and tourism objects marketing	Handout Marketing and Promotion Analysis	10 Books	Government agencies percentage	4 Types of Tours
2.	Network Development, Tourism Promotion Cooperation	Election of Jegeg Bagus Karangasem Regency 2020	1 Pair	Percentage Jegeg Bagus candidates as tourism ambassadors	60 People

3.	Implementation of a national tourism promotion for a domestic and international range	Tourism Promotion in Indonesia and abroad	6x	Percentage increase in tourist visits	6x
4.	Development of tourism facilities and infrastructure	Producing promotion pamphlets	4000 ODTW Brochure Sheets	Percentage of tourist who reviews information about tourist destinations in Karangasem	7 Prints
5.	Event promotions	Holding Tourism Promotion Events	1x	Percentage of festival implementation	1x

Resource: http://tourism.karangasemkab.go.id/

From this document, we can conclude that the tourism marketing process in Karangasem Regency is still classified using a conventional method because it uses printed media such as leaflets and promotional books or brochures. In addition, the marketing process also seeks to target networks for the involvement of other parties for tourism development in the form of organizing events or festivals. One of them is the Jegeg Bagus competition which is held annually to be selected as tourism ambassadors in promoting Karangasem Regency. Unfortunately, technical marketing and tourism promotion at the local, national, or international levels have not been prepared in detail and writing.

The tourism marketing process by Karangasem Regency Tourism Office at this time inevitably adapts to the use of the website and social media platforms such as Instagram, Facebook, Twitter, and Youtube. The use of social media is a very effective way of covering activities or events, promoting, as well as disseminating the new normal health protocol in the tourism sector. This assumption is supported because social media is very easy to use and cost-effective, so it is more enjoyed by Z Generation tourists to spread information and carry out promotions (Trihayuningtyas, et al: 2018).

Thus, the use of social media of Karangasem Regency Tourism Office is only limited used for publishing information to the public about tourism development. The marketing process for tourism products during the Covid-19 period has not been carried out optimally due to limited knowledge about digital marketing of tourism products in Candidasa Tourism Area. Another challenge faced is the inadequate quantity and quality of tourism human resources which are expressed in Karangasem Regency Tourism Office.

Omnichannel-based Marketing Rejuvenation Strategy in Candidasa Tourism Area in New Normal Era

Tourists would like to go to destinations that provide pleasant experiences through the marketing process. One of the keys to the success of a tourist destination lies in the marketing sector, this has been recognized by entrepreneurs and supported by a lot of research conducted. According to the Tourism Destination Journal, marketing strategy carried out to attract tourists is to increase promotion through printed media such as brochures and other communication media such as radio. The marketing strategy is obtained from the results of a SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) conducted in testing "The Bush Telegraph in Seminyak Kuta, Bali" based on research conducted by Erliyanto (2012). In addition, other marketing strategies have been proven by many journals, namely increasing cooperation with various companies, especially travel agents, maintaining a good quality of service, adding more types of food and beverages to provide many choices for tourists, as well as improving facilities.

Moreover, in this digital era, technological advances can be greatly utilized in tourism development, especially the implementation of the tourism sector marketing strategy which is carried out with an omnichannel marketing approach. In Candidasa Karangasem there many tourist destinations and companies that are standing alone and have no technological skill. The tourist destinations and accommodations are no less attractive to other tourist destinations but don't grow much. Cooperation is very much needed in the tourism sector, especially in order to satisfy the guests. Therefore, it is necessary to have an innovative association in Candidasa Karangasem in the field of information and technological marketing such as omnichannel.

The composition of this marketing association can be a combination of Karangasem Tourism Office, PHRI, and other tourism entrepreneurs in Candidasa Tourism Area who offer integrated marketing management as marketing support in this area. This marketing association uses various social media platforms such as the official website page, Facebook, Twitter, Instagram, Tik Tok, Line, and Whatsapp Group to carry out the marketing process and exchange of tourism business information. Through an omnichannel approach, websites and social media are used to help the process of disseminating information on types of tourism products easier and faster to the public.

The presence of Candidasa Marketing Association's social media platform provides many references for tourists in determining tourist destinations. Visitors can easily access and search for information related to ticket reservations, food menus, and other facilities that satisfy the tourists. In addition, Candidasa Marketing Association operators can monitor the purchasing process made by tourists, synchronize data, reports, and company profits more quickly and easily, as well as see the buying patterns of tourists from various groups and ages. Thus, helping to realize the carrying capacity policy regulated by the Government of Indonesia in the New Normal Era (avoid crowds) and creating quality tourism.

Based on problem analysis data which includes strengths, weaknesses, opportunities, and threats faced by Candidasa Tourism Area, several strategies can be formulated with supporting programs (short-term and medium-term) that can be applied in making up for Candidasa tourism through an omnichannel approach. So that this rejuvenation strategy can stimulate the rise of tourism in Candidasa Tourism Area, increase competitiveness against other destinations in Karangasem Regency, and produce skilled and competitive tourism human resources that provide benefits to local communities. The Candidasa Marketing Association Short Term Strategy and Program consist of:

1. Product packaging
   - Collaborating with travel agents and online booking applications such as Traveloka, tiket.com, and others.
   - Emphasizing the culture, community's contribution, and involvement is needed in packaging and visualizing it to attract tourists.
   - Producing more products.
   - Schedule discussions and training within organizations (PHRI) aimed at managing, maintaining, and developing all potential tourist attractions that can be developed.
2. Promotion strategy
   - Creating an official website that is used to disseminate information related to Candidasa tourist destinations.

- Creating official social media accounts and conducting promotions through these social media accounts which are the main marketing.

Table 2. SWOT Strategy Medium Term Candidasa Marketing Association

IFAS / EFAS	**Strength (S)** - authenticity of nature - calm and peaceful atmosphere - easy access	**Weaknesses (W)** - lack of reliable science and technology human resources - local residents have minimal contribution - quiet, enthusiasts are aged 40 and over - far from the downtown, Denpasar
Opportunities (O) - tourism events - entrepreneurs organization (PHRI) - affordable prices - marine attractions - trekking	1. create a digital tourism promotion for Candidasa (photos and videos) that highlight the beauty of marine tourism and local culture that can be shared with the help of business organizations (PHRI and others). 2. "branding" the Candidasa tourism area (natural beauty, peaceful calm atmosphere, easy access) to domestic tourists with certain market segments. 3. creating/strengthening the role of the Candidasa tourism entrepreneurial organization to create a special tourism area management in Candidasa so that the coordination process is more effective, efficient, and integrated between stakeholders.	1. online ticket ordering for recreational and accommodation facilities. For efforts to make 3M (touchless) a reality. Online ticket payments using many payment methods such as ATMs, virtual accounts, credit cards, etc. 2. promotion/advertising by distributing brochures online in the hope of reaching a wider target market, Gen Z, young people who are very close to the internet.
Threats (T) - abrasion period - dominant foreigner - dominant private institutions	1. adding costs at accommodation/restaurants in Candidasa area to donate one mangrove plant to be planted in the coastal area. 2. raising funds to support local businesses/workers. So that foreigners do not dominate. 3. carry out weekly / monthly maintenance in the prevention and control of abrasion.	1. Forming a human resources and development division as a platform for announcing job vacancies at tourist destinations, hotels, resorts, and villas especially for local communities. 2. Establish clear SOPs on labor recruitment for local communities.

From Table 2, Candidasa Marketing Association Medium-Term Programs could be arranged like:

a. Strength-Opportunity (SO) Strategy
   1. Creating a digital tourism promotion for Candidasa (photos and videos) that highlights the beauty of marine tourism and local culture that can be shared with the help of business organizations (PHRI and others).
   2. Making "branding" the Candidasa tourism area (natural beauty, peaceful calm atmosphere, easy access) to domestic tourists with certain market segments.
   3. Creating/ strengthening the role of the Candidasa tourism entrepreneurial organization to create a special tourism area management in Candidasa so that the coordination process is more effective, efficient, and integrated between stakeholders.

b. Strength-Thread (ST) Strategy

1. Adding costs at accommodation/restaurants in Candidasa Tourism Area to donate one mangrove plant to be planted in the coastal area.
2. Raising funds to support local businesses/workers. So that foreigners do not dominate.
3. Carrying out weekly / monthly maintenance in the prevention and control of abrasion.

c. Weakness-Opportunity (WO) Strategy
1. Forming online ticket ordering for recreational and accommodation facilities. For efforts to make 3M (touchless) a reality. Online ticket payments using many payment methods such as ATMs, virtual accounts, credit cards, etc.
2. Advertising by distributing brochures online in the hope of reaching a wider target market, Gen Z, young people who are very close to the internet.

d. Weakness-Thread (WT) Strategy
1. Forming a human resources and development division as a platform for announcing job vacancies at tourist destinations, hotels, resorts, and villas especially for local communities.
2. Establishing clear SOPs on labor recruitment for local communities.

5. Conclusion

Based on the discussion in the research above regarding the Omnichannel Marketing-Based Rejuvenation Strategy in the Candidasa Tourism Area in the New Normal, the following conclusions can be drawn:

1. In the new normal era, the Candidasa Tourism Area experienced a significant decrease in visitors, especially with the outbreak of the COVID-19 virus which weakened the tourism sector. After the research is done, several problems emerged that even existed before the pandemic. Such as the lack of government interference in the management of Candidasa, foreign agencies that dominate the tourism sector, a lack of awareness of the importance of modern technology and its implementation in the tourism sector, even natural problems such as periodic abrasions that continue to occur.
2. The Candidasa Tourism Are Rejuvenation Strategy and Program that can be carried out with the Omnichannel marketing approach is to form the Candidasa Marketing Association as an integrated marketing solution between the Government, Entrepreneurs, Local Communities, and Organizations (PHRI). So that this rejuvenation strategy can stimulate the rise of tourism in the new normal era, increase competitiveness against other destinations in Karangasem Regency, and produce skilled and competitive tourism human resources that benefit local communities.

The suggestions or input from the author for improving the quality of the Candidasa Tourism Area are:

1. For the government: there is an awareness of technological development because, with its implementation, tourism product marketing can run well. And there must also be ties between government interference with good tourism managers in the area.
2. For entrepreneurs: it is necessary to recruit human resources from Generation Z so that it will accelerate the course of tourism development because it is the human resources who are expected to help the government with their fresh ideas and expertise in technology implementation.
3. For tourism organizations: able to facilitate the government, tourism destination managers, businessmen, and local communities to jointly evaluate performance and improve the quality of the tourism sector in the Candidasa Tourism Area.

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Limitation and study forward

The study has still many limitations. The findings of this study were still focused on stakeholders' perspective, it needs a tourist perspective (customer journey) as well to complete the Omnichannel demand and supply system. Then there are still found lacks previous relevant research topics such as Omnichannel in the tourism sector and rejuvenation strategies of a destination in the marketing segment. And last is limited access to get the latest information of Candidasa Tourism Area itself from secondary data (literature on the internet) due to pandemic COVID-19 situation. Based on these limitations, this study hopefully could be taken as continuous research to upgrading the tourism sector in Candidasa Tourism Area in the context of New Normal.

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TRIPADVISOR ADVERTISING AND BRAND IMAGE IMPACT ON PURCHASE INTENTION IN THE NEW NORMAL ERA

(Case Study on TripAdvisor users in Bali Province) IGA

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ABSTRACT

Internet technology is not only used to finding informations, but used as a media for online business transactions. Starting, creating a new business that is engaged in various fields. One of them is a travel website as well as an OTA (Online Travel Agency) which is TripAdvisor. Along with the features released, TripAdvisor needs to do marketing activities so that the new features can be accepted by consumers. The purpose of this study is to find out how the influence of TripAdvisor advertising and brand image of TripAdvisor towards purchase intention in new normal era. The method used in this research is quantitative method. The sampling technique used is Purposive Sampling 150 respondent. The analysis technique uses classical assumption test, multiple linear regression analysis, t test and f test. The results of this study showed that the variables of advertising and brand image partially (t test) significantly influence purchase intention. The Results simultaneously (f test) showed a significant influence of advertising variables and brand image on purchase intention in new normal era.

Keywords: Advertisement, Brand Image, Purchase Intention, TripAdvisor.

1. INTRODUCTION

A. Background of study

The creation of an OTA (Online Travel Agent) certainly makes it easier for Indonesians to book tickets, before visiting their destination, another advantage of creating an OTA is a search and ordering process that is more practical and saves time, and OTA provides complete information from the review feature. One of the tourist sites that plays an active role in the tourism industry is TripAdvisor. TripAdvisor is the largest travel site in the world that helps tourists plan and book tour travel packages, in addition, TripAdvisor helps provide information to consumers regarding information on hotels, resorts, inns, restaurants, entertainment venues, travel packages, travel guides, flights, and more. lots of other information.

The strategy used by TripAdvisor for sales promotion so that the company name

can be better known and attract the attention of consumers is advertising on several social media platforms such as YouTube, Website and Instagram. The use of advertising by TripAdvisor began when it was founded in 2000 through its website and then switched to various media, one of which is the social media YouTube TripAdvisor. The TripAdvisor YouTube account is recorded to have more than 17,400 subscribers and several video reviews that show the existence of advertising on the TripAdvisor YouTube account. TripAdvisor does a lot of content writing, this is done as an effort for consumers to experience the experience presented in TripAdvisor YouTube ads and social media. In a marketing strategy through advertising, it requires a concept to help advertisers achieve their goals, one of which is by using the AIDA concept. The dimensions of the AIDA concept according to Applegate (2004), namely Attention (attraction), Interest (attention), Desire (desire), Action (action). Since the American entrepreneur E. St. Elmo Lewis introduced the AIDA concept in 1989 after which business people could optimize sales calls and advertisers could see how user satisfaction was from the advertisements that had been held and how an advertisement conveyed good information or messages to users, so that it could generate Attention (attention), Interest (interest), Desire (desire), Action (action) on advertising promotions that have been submitted by advertisers, in this case is TripAdvisor.

Currently the government of the Republic of Indonesia is campaigning for the term new normal, this term appeared in Indonesia after the President of the Republic of Indonesia, Joko Widodo emphasized that people must be able to live side by side and make peace with COVID-19 in order to remain productive. Thus, to welcome the life of a new era or better known as the New Normal. Industry experts predict changes in consumer interest and behavior on travel. Health, hygiene and safety issues are very important in tourism activities in the current new normal era. The moment of Lockdown or Large-Scale Social Restrictions (PSBB) has made people yearn for traveling, one example is a place or tourist destination in Bali which is already very crowded with local tourists.

Based on the current facts, the author is interested in examining research related to "The Effect of TripAdvisor Advertising and Brand Image on Purchase Intention in the New Normal Era (Case Study of TripAdvisor users in Bali Province)". Information and supporting data will be very helpful in the practical scope to prepare for future challenges, especially in the digital media industry such as TripAdvisor.

B. Problem of study

a. How will TripAdvisor advertising affect purchase intention in the New Normal Era?
b. How will the TripAdvisor brand image affect purchase intention in the New Normal Era?
c. How will TripAdvisor advertising and brand image affect purchase intention in the New Normal Era?

C. The purpose of Research

To be able to find out whether there is an effect of TripAdvisor advertising and brand image on purchase intention in the new normal era, so that it can be used as a source of information and formulate the right marketing strategy, especially those related to advertising and brand image in the New Normal era.

D. Research Benefits

This research is expected to provide good uses or benefits. This research is expected to be useful for companies in analyzing the effect of advertising and brand image on their products on purchase intention and can be useful in providing solutions for solving problems related to advertising and brand image.

2 . THEORETICAL LITERATURE

A. Advertising

Advertising is an important tool in selling the name or brand of a product to consumers. According to Kotler and Keller (2016), advertising is any paid from non-personal presentation and promotion if ideas, goods, or services by an identified sponsor or advertisement are all forms of non-personal communication and promotion of ideas, products or services paid for by certain sponsors or known. Tjiptono (2008) advertising is a form of indirect communication based on information about the advantages or advantages of a product, which is arranged in such a way as to create a pleasant feeling that will change one's mind to make a purchase. Advertising is a message of a brand, product or company that is conveyed to an audience through the media. According to Widyatama (2005) in general, according to advertising practitioners, advertising can be grouped into two broad categories, namely:

a. Conventional Advertising b.
Electronic Advertisement

According to Widyatama (2005) describes the function of advertising in four functions. The four functions will be described as follows:

a. Precipitation function b.
Perssuasion

c. Reinforcement (confirm attitude)

d. Reminder (reminder)

In this study, researchers examined the effect of TripAdvisor ads on YouTube social media based on the AIDA concept, to see the quality of the ad. The dimensions of the AIDA concept according to Applegate (2004) are as follows.

a. Attention (attraction)

In this step, an advertisement must be able to make a statement that expresses people's attention, create a powerful word or image that can attract attention until people stop and pay attention to the content of the next message.

b. Interest (Attract Attention)

It is at this stage where an advertisement is able to attract attention, as well as how consumers are interested and have further desires.

c. Desire (desire)

Advertising must be able to encourage the desire of consumers to own or enjoy a

product.

d. Action

At this stage, advertising must have the power to encourage consumers to immediately take a purchase action.

B. Brand Image

Brand Image is used as the face of the company because consumers tend to choose companies that have a good image before making a transaction. According to Kotler and Keller (2012) brand image is an assumption about a brand that is reflected by consumers who hold on to consumers' memories. Image in a brand is used as a perception and belief in a set of brand associations that occur in the minds of consumers.

Based on the expert opinion above, it can be concluded that the brand image is a consideration for consumers in choosing a product that is reflected in the brand of the company and has been embedded in the consumer's memory.

C. Purchase Intention (Buying Interest)

According to Schiffman and Kanuk (2004), purchase interest can be interpreted as an attitude of consumers who are happy with the object by paying money or by sacrifice. According to Sumarwan (2003) consumer behavior is an action that is directly involved in obtaining, consuming, and spending products and services, including the decision process that precedes and follows these actions.

The emergence of behavioral interest in buying or purchase intention is the result of the brand evaluation process. The final stage of complex decision-making includes buying the desired brand, evaluating the brand as it is consumed and storing this information for future use.

D. Social Media Marketing

Social Media Marketing according to Dodson (2016) is a marketing activity that utilizes social networking sites as marketing media and can be used as a tool to interact with customers. Furthermore, Dodson describes the types of media that can be used to distribute content through social media as follows.

a. Paid Media

b. Earned Media c. Owned
Media

Communication services created and controlled by advertisers. Meanwhile, according to Singh in As'ad (2014) Social media marketing has several

dimensions, namely as follows:

a. Online Communities

b. Interaction

c. Sharing of Content

d. Accessibility

e. Credibility

3. METHOD OF RESEARCH

The type of data in this research is quantitative data. Quantitative data is all information collected from the field which is expressed in numerical form or in framing (Pantiyasa, 2013). In this study, quantitative data were obtained by distributing online questionnaires via google form to TripAdvisor users. Sources of data in this study are primary data and secondary data. Primary data, namely data collected by researchers directly from the source, are recorded and observed for the first time then processed to answer problems in the study (Pantiyasa, 2013). Primary data in this study are data obtained by researchers from questionnaires originating from respondents. Secondary data is data obtained by researchers in the form of finished data and not from the results of self-processing. Secondary data in this study is information about online travel agents or the TripAdvisor website, books, previous research results, and scientific journals.

In this study, data collection techniques were carried out by distributing

questionnaires. According to Sugiyono (2019) a questionnaire is a data collection technique that is carried out by giving a set of questions or written statements to respondents to answer. The type of questionnaire used is a closed or structured questionnaire in which questions or statements submitted to respondents are accompanied by a choice of answers. The measurement scale used in this study is a scale.

4. RESULTS AND DISCUSSION

Based on the results of research with data analysis that has been carried out,

namely the Influence of TripAdvisor Advertising and Brand Image on Purchase Intention in the New Normal Era (a case study of TripAdvisor users in Bali province), the following research results were obtained:

a. Advertising variables have a partially positive and significant influence on purchase intention in the new normal era, this means that the higher the use of advertising, the higher the purchase intention of consumers in the new normal era.

b. The brand image variable has a partially positive and significant influence on purchase intention in the new normal era, this means that the higher the brand image, the higher the purchase intention of consumers in the new normal era.

c. Advertising variables and brand image simultaneously have a significant

effect on purchase intention in the new normal era, this means that together the higher the use of Tripadvisor advertising and brand image, the more consumer purchase intention will be in the new normal era.

Based on the research that has been done, so that researchers can provide suggestions to related parties as follows:

Based on the results of data analysis on the advertising variable, it can be seen that the attention indicator gets the highest average value, so the suggestions that researchers can give to the TripAdvisor marketer are to maintain and improve the quality of advertisements in order to attract more consumers to make transactions through the TripAdvisor site and application. In the new normal era, an attractive advertising strategy is to pay attention to health issues such as campaigning for safe travel, one of which is the use of masks. In order to gain more trust in consumers or potential tourists.

In enhancing reputation in the eyes of consumers, it is better if TripAdvisor

marketers increase ad content as event sponsors, so that the TripAdvisor brand can be better known in the eyes of consumers, making new innovations on an ongoing basis so that the credibility and image of TripAdvisor can increase, generating buying interest from within consumers, without having to make comparisons with TripAdvisor competitors

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A STRATEGY FOR COMPETENCE IMPROVEMENT OF BALI HINDU TOURISM HUMAN RESOURCES TO MANAGER LEVEL IN RATED HOTELS IN BALI

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Abstrak

The objectives of this study were (1) analyzing the competence of BHT HR in star hotels in Bali based on the five characteristics of competence, (2) analyzing the obstacles faced by BHT HR internally and externally to be able to occupy the manager position at star hotels in Bali, and (3) formulating the strategies to increase the number of BHT HR who occupy managerial positions at star hotels in Bali. A concurrent triangulation method used data collected through interviews and a questionnaire. Purposive sampling was based on rated hotels located in Sanur, Kuta and Nusa Dua. Data analysis was carried out based on the achievement motivation theory (McClelland et al., 2015), competence theory Spencer & Spencer (1993), and cultural value orientations theory Kluckhohn & Strodtbeck (1961), discussed through a descriptive interpretative qualitative approach as well as a quantitative approach based on principal component analysis (PCA) statistics.

The results of interviews with twenty three informants and quantitative results derived from a questionnaire distributed to 182 respondents show that BHT HR have adequate achievement motives, self-confidence, very good personality and leadership traits, and very good knowledge and skills to be manager in star hotels in Bali. The good quality of competencies that BHT HR possess is inseparable from their background of cultural values rooted in Balinese Cultural Values (BCV). Obstacles they face in occupying manager positions in rated hotels in Bali are due to internal factors – namely personal motives which are, however, based on erroneous understandings of BCV. Alongside this, external factors entail 44% underestimating their competency, 22% being hindered by *adat* obligations, 22% impacted by a politicization of positions, and 11% affected by a mindset that HR from other provinces and abroad are considered more superior. Various strategies for improving the position of Bali Hindu tourism human resources so that they can occupy manager positions in rated hotels in Bali include (a) improving their competencies; (b) improving their competitiveness; (c) creating supportive policies; and (d) motivation programs for BHT HR.

This study only discusses the competence of human resources in the tourism sector in three leading tourism areas in Bali. The results of this research are expected to contribute to the stakeholders of human resources of the tourism industry, tourism educational institutions, lecturers, students, society, government, and other researchers since it enriches the science of tourism and tourism education as well as to be the considerations in making policies used to improve the quality of human resources in tourism in Bali to the managerial level at star hotels in Bali.

Keywords: Hindu HR, manager position, rated hotels, Bali

Introduction

Seeing the very large potential of Indonesia's tourism sector, the nation's government has become increasingly serious in developing tourism, which is visible in its increasing competitiveness. Bali, as the primary gateway of Indonesian tourism, is growing rapidly. This rapid development of tourism on the island has become a magnet for job seekers from local human resources and from other provinces – even foreign HR – who have their eyes on strategic positions. In addition, a great challenge that has arisen is the actualization of the ASEAN Economic Community (AEC). In facing this challenge, the Vice Governor of Bali, Sudikerta, stated that Bali must improve the quality of tourism human resources and that this factor is the most important as many workers from abroad are invading Bali (Metro Bali, 2014).

Strengthening the competencies of Bali Hindu tourism human resources (BHT HR) is the main matter that needs to be addressed in order to increase their competitiveness. Competencies must be mastered by BHT HR if they aspire to be able to compete for top manager positions in rated hotels in Bali. According to Spencer & Spencer (1993: 9), competent people are those who possess motives, knowledge, skills, a self-concept, and traits that meet the job requirements and can thus participate actively in the workplace. This is certainly an irony for tourism in Bali given the phenomenon of a majority of hotels in Bali employing foreign tourism human resources in top manager positions. The reason given is that their competencies have been tested and that they have a stronger commitment than BHT HR. Hence, hotels prefer to select foreign tourism HR for manager positions rather than BHT HR. Bali Hindu *adat istiadat* (customs and traditions) are considered a contributing factor to the low commitment of BHT HR, as they often take leave due to *adat* obligations.

Local BHT HR, for the most part, occupy operational level positions. Some have also been able to gain middle manager positions despite having to compete with HR from other provinces or countries. About the increasing number of foreign workers occupying strategic positions in the tourism industry in Bali, Putra, Nusantini, & Primayanthi (2013: 6) stated that Balinese people must undergo a change of mindset and improve their competence. If sustainable tourism is desired in Bali, then Bali Hindu tourism human resources, as the local residents, must be involved as active participants in the tourism industry because they are the people with the greatest understanding of the natural surroundings and local culture. By this, it is hoped that conservation of the nature and culture of Bali Hindu communities can be maintained, and investors will not just arbitrarily dredge the nature of Bali for their own benefit.

BHT HR must have a strong motivation for achievement in order to compete for and gain a strategic role in the company where they work. McClelland et al. (2015: 40) put forth a principle called achievement motivation, which is an effort to reach success or to succeed in a competition with an outstanding measure which can be due to other people's accomplishments as well as their own. People with a high need for achievement will seek for a life and a career that makes it possible for them to satisfy their needs. This type of individual will make a personal standard and work hard to obtain it. So, motivation is a very important aspect for BHT HR because with strong achievement motivation they can reach a high level of work productivity and demonstrate the superiority of their accomplishments in order to be able to compete in obtaining a strategic position; namely a top manager post in a rated hotel in Bali. Given the above, this study took up the topic of A Strategy for Competence Improvement of Bali Hindu Tourism Human Resources to Manager Level in Rated Hotels in Bali.

Based on the picture described in this introduction and on theoretical and empirical ideas, the three main points at issue taken up where: 1) how are the competencies of Bali Hindu tourism human resources in rated hotels in Bali; 2) what obstacles do they face in their attempts to occupy manager positions; and 3) what is a strategy for increasing the number of BHT HR to manager positions in rated hotels in Bali? The research aimed to produce a strategy model for improving the position of BHT HR to the level of managers in rated hotels in Bali.

1. Literature Review

Some of the research that has been done before, which can be used to support this research are as follows: Bawa (2001), Putra et al. (2013), Rahman & Tjokropandojo (2014), Perwitasari (2003), Nandi (2008), Soares (2010), Permatasari (2011), Prasetyo & Wahyuddin (2011), Muldian (2013), and Sutawa (2015). Bawa (2001) research entitled "*Studi Keunggulan Sumber Daya Manusia (SDM) Bali di Bidang Pariwisata*" found that the excellence of Balinese human resources in tourism lies in the personal aspect and the ability to work together. The weaknesses of Balinese human resources are mainly related to managerial and business aspects. "*Tantangan Daya Saing Sumber Daya Manusia Masyarakat Bali dlm Menduduki Jabatan* Top Management *di Sektor Pariwisata*" by Putra et al. (2013) explain Balinese human resources in tourism rarely occupies top management positions because: a) lack of competence; b) unable to make a commit to the company; c) foreign investors have the power to place trusted workers; d) there is no transfer of expertise from foreign workers to local employees.

Research written by Rahman & Tjokropandojo (2014) entitled "*Kapasitas Sumber Daya Manusia Lokal pada Industri Pariwisata Perhotelan di Kelurahan Kuta*" shows the capacity of local communities to meet industry qualifications can be seen based on the level of competence. Human resources for tourism in Kuta, only have social competence and that does not meet the qualifications of the workforce needed in the hospitality industry. Research by title "*Faktor-Faktor yang Mempengaruhi Kinerja Karyawan (Studi Kasus pada Hotel Dana Solo)*" showed that skills, motivation, work environment & leadership had a significant impact on employee performance (Perwitasari, 2003). Nandi (2008) wrote a study entitled "*Pariwisata & Pengembangan Sumber Daya Manusia*" with research results the development of tourism areas requires stakeholder support, security and political stability, human resources, budgets, legal policies and the main thing is tourism education.

Research by the title "*Pengaruh Penempatan, Karakteristik Pekerjaan & Lingkungan Kerja Terhadap Motivasi & Kinerja Karyawan Grand Sinar Indah Hotel Kuta, Bali*" found that placement, job characteristics and work environment were highly influential in employee motivation & performance (Soares, 2010). Research about employee performance is also discussed by Permatasari (2011) with the title "*Pengaruh Kemampuan, Motivasi, Kompensasi & Pelatihan Terhadap Kinerja Karyawan* Food & Beverage Department *pada Hotel dalam Manajemen* Kagum Group". The results showed workability, work motivation, compensation & training have a significant effect on the performance of the Food & Beverage Department employees at the hotel in the management of the Kagum Group, either partially or simultaneously.

Prasetyo & Wahyuddin (2011) research entitled "*Pengaruh Kepuasan & Motivasi Kerja Terhadap Produktivitas Kerja Karyawan* Riyadi Palace Hotel *di* Surakarta" found that job satisfaction & work motivation have a positive & significant effect on employee productivity. Work motivation has a greater influence on job satisfaction on productivity. Research "*Pengaruh Kepuasan Kerja & Motivasi Terhadap Kinerja Pegawai* Hotel Puri Khatulistiwa Sumedang" by Muldian (2013) showed there is a significant influence between job satisfaction and motivation on the performance of hotel employees at Puri Khatulistiwa Sumedang. Research by Sutawa (2015), "*Pemberdayaan Sumber Daya Manusia, Motivasi Kerja, dan Perubahan Organisasi dalam Meningkatkan Kinerja Usaha Perhotelan di* Bali" found that empowerment of human resources has the most powerful influence to support improved organizational performance, followed by organizational change variables and work motivation variables. All previous research above is used as a reference for this research.

A simple fundamental understanding of competence is an ability or adroitness Syah et al., 1995: 229). Spencer & Spencer, (1993: 9-11) suggest that there are five types of competency characteristics, which are: (a) motives; (b) traits; (c) self-concept; (d) knowledge, and (e) skills. Each human resource should possess competencies – these being abilities or adroitness that point toward a matter which illustrates a person's qualifications or capabilities.

Motivation is important as an impetus for a person to improve their competence. Motivation originates from the Latin word *movere* meaning an impulse, desire, cause, or reason for someone to do something. According to Manullang (1982: 150), motivation is a provider of a passion to work for employees; in other words, it stimulates human resources to utilize their competencies. McClelland et al. (2015, see also (Robbins, 2003: 173) put forth achievement motivation theory which asserts that human beings essentially can excel beyond the abilities of others. This theory contains an assumption that the need for achievement differs and is distinguishable from other needs. According to McClelland, there are three types of human needs, namely the need for achievement, need for power, and need for affiliation.

There are several cultural values in a human society which are interrelated in such a way that they appear as a system. This system is a guideline based on concepts about the ideals in a culture which gives a strong incentive for the orientation of community life. According to Koentjaraningrat (2009) cultural values are matters which, in the minds of most of the populace, are considered highly esteemed about something derived from conceptions that are still alive in the culture of that community. A cultural values system can be likened to a worldview and an ideology and, thus, is often used as an orientation and reference in carrying out actions. Therefore, a person's cultural values influence them in determining the alternatives, ways, tools, and objectives of available actions. Thus, the position of values in every culture is very important. Also, an understanding of the cultural value system and orientation of a culture's values is very important in the context of understanding the behavior of a society and the educational system used to convey the behavior system and the cultural products inspirited by the value system of that community (Manan, 1989: 19).

A cultural value system, according to Kluckhohn & Strodtbeck (1961), is a combination of living abstract concepts in a society about what is considered to be important and valuable as well as what is considered to be unimportant and valueless in life. This cultural value system is a guide and a driver of human behavior in life and its manifestation is concretely seen in a code of conduct. Commencing from a cultural value system, which includes norms and attitudes, until abstract forms reflected in a manner of thinking – this system is then seen more concretely in the behavior patterns of the members of a society.

Kluckhohn & Strodtbeck (1961) devised a framework of five basic problems for determining value orientations, namely: 1) the character of human nature; 2) the relationship between human beings and the natural environment; 3) human beings sense of space and time; 4) the modality of human activity; and 5) the nature of human beings relationship to other people. To easily analyze these five aspects, they proposed three conceptions which are immutable, transitional and mutable. So, in sum this comes to fifteen possible variations in value orientations or cultural value orientations as seen in Table 1.

Table 1: Kluckhohn and Strodtbeck Model on five problems to determine variations in value orientations

Five basic problems in life		**Cultural value orientations in a society**		
		Immutable	**Transitional**	**Mutable**
1.	Human Nature	Basically Evil	Mixture of Good and Evil	Good
2.	Relationship to Nature	Subjugation to Nature	Harmony with Nature	Mastery over Nature
3.	Sense of Time and Space	Past-Oriented	Present-Oriented	Future-Oriented
4.	Activity	Being	Being-in-Becoming	Doing
5.	Social Relationships	Linearity (Authoritarian)	Collaterality (Collective Decisions)	Individualism (Equal Rights)

Source: Pelly (1994: 104) translated from the Indonesian by this author.

1. Methodology

A concurrent triangulation design was used in which qualitative and quantitative methods were applied in tandem to data and results discussed through a descriptive interpretative method. The qualitative approach was derived from in-depth interviews with twenty-three informants, while the quantitative approach was derived from the results of a questionnaire distributed to 182 respondents and analyzed based on principal component analysis (PCA) statistics.

Purposive sampling was used with consideration of informant selection and based on three, four, or five-star hotels that are strategically located in dense tourism areas and easily accessible. The study location was limited to three well-known tourist areas in Bali, which are Sanur in the Denpasar municipality as well as Kuta and Nusa Dua in the Badung regency.

2. Results and Discussions

4.1. Competencies of Bali Hindu Tourism Human Resources (BHT HR)

To look at the competencies of BHT HR in terms of the competition to gain a manager position in rated hotels in Bali, five types of human resource competency characteristics were applied based on the theory of Spencer & Spencer (1993: 9-11), namely: motives, knowledge, skills, self-concept, and traits.

a) BHT HR competency based on motives

A motive, according to Spencer & Spencer (1993: 9), is something that a person consistently thinks about or wants which causes them to take action. Motives are capable of moving, directing, and selecting behaviors in relation to certain actions or goals.

From the dimension of achievement motives of BHT HR and based on research results from in-depth interviews conducted with twenty-three informants in manager positions, twelve stated that BHT HR have a motive or desire to excel. The director of Human Resources at the five-star Fairmont Sanur Beach Hotel asserted that BHT HR already have an open mindset which shows their desire to achieve. On the other hand, eleven informants stated that BHT HR have no achievement motive. The assistant Learning Manager of the five-star Banyan Tree Ungasan Hotel in Kuta felt that BHT HR have no desire to be promoted as they still think that a manager position will draw them away from their family, they do not want more responsibility, and also feel reluctant as a manager should want to be available to work twenty-four hours a day. Another reason is that, in general, BHT HR feel content in the comfort zone of their current position. This view was also expressed by the Human Resources Manager of the four-star H Sovereign Bali hotel in Tuban, Kuta.

The reasons conveyed by the two abovementioned informants where, however, refuted by other informants, such as the HR managers of the four-star Grand Inna Kuta and the Hard Rock Kuta hotels, who stated that BHT HR do not want to exhibit their desire for achievement as they tend more to consider the benefits of gains and losses for themselves. They also felt the idea of BHT HR preferring to remain in their comfort zone is not true. The Resident Manager of the four-star White Rose Kuta Resort added that BHT HR are less willing to demonstrate their plus points or desire for achievement due to erroneous understandings of the meaning and application of Balinese Cultural Values (BCV) in the world of work. Eastern cultures teach one to maintain a low profile, such as is conveyed in the *tembang* song phrase of *ede ngaden awak bisa, depang anake ngadanin* – meaning one should always be humble in this life. So, in practice, many BHT HR do not wish to exhibit their abilities due to an erroneous interpretation of this message.

In addition, the General Manager of the three-star Rama Garden Hotel in Kuta, felt that the phrase *kanggoang mone dogen* is detrimental for Balinese people because this expression makes BHT HR happy in the comfort zone as they feel the situation is sufficiently good. From all of these opinions it can be concluded that BHT HR do possess achievement motives or a desire to excel, yet they are just less able to exhibit their desire to excel. This is due to a misunderstanding about BCV in the life of Bali Hindu society.

The results of a quantitative analysis of factors based on principal component analysis (PCA) statistics also show that BHT HR do possess achievement motives or a desire to excel. As mentioned earlier, according to the achievement motivation theory of McClelland et al. (2015), there are three types of human needs, namely the need for achievement, need for power, and need for affiliation. When seen via PCA calculations, of these three basic needs 84.2% BHT HR have a need for power. So, the need for power is very strong and can be an indication of their achievement motivation to become a manager as can be seen in Table 2.

Table 2: Profile of BHT HR motivation variables

	Indicator	**Weight factor**	**Notes**
1.	Need for power	84.2%	strongest
2.	Need for achievement	81.9%	
3.	Need for affiliation	78.1%	lowest

Source: results of principal component analysis.

The measurement of the need for power dimension also shows that 79.8% of BHT HR have a very strong desire to hold a leadership position as can be seen in Table 3.

Table 3: Profile of BHT HR need for power dimension

	Indicator	**Weight factor**	**Notes**
1.	Like a leadership position	79.8%	Strongest
2.	Enjoy competing	77.5%	
3.	Actively give input	75.6%	
4.	Not yet satisfied with current position	69.9%	
5.	Like leadership work	68.4%	
6.	Other people act in ways which they aim for	65.8%	
7.	Enjoy the tasks given to them	62.6%	
8.	Willing to work hard for their position	60.4%	
9.	Harmonization is not the primary matter	57.3%	
10.	Authoritarianism	38.9%	Lowest

Source: results of principal component analysis.

Based on Table 3, it can be surmised that BHT HR have achievement motives shown by the ‘like a leadership position’ as the strongest indicator. Yet in becoming a leader, the lowest indicator value shows that BHT HR do not want to be authoritarian. It can thus be concluded that BHT HR have a strong motive to become a leader or manager, but the motive for leadership as a manager is weak due to the influence of their tendency to consider the benefits of gains and losses both on a material and continuity level in connection with the socio-cultural and religious value of *menyama braya* (fellowship) in their communities. This weak motive is also due to differences in their understanding of the meaning of BCV in the competitive world of work.

b) BHT HR competency based on traits

A person's traits, as Marshall (2003: 40) suggests, characterize the competencies which are rooted within them and reflect their tendencies including the factor of self-confidence. In terms of the self-confidence of BHT HR, based on interviews conducted with twenty-three informants, sixteen stated that BHT HR have self-confidence. The HR manager of the five-star Prama Sanur Beach Bali hotel perceived that this feeling of self-confidence arose from BHT HR seeing the strength of other human resource's competencies and being encouraged to compete. Some informants also said that BHT HR have a high level of self-confidence as they have already mastered their field or a job they have received in accordance with their capabilities.

On the other hand, eight informants stated that BHT HR lack self-confidence. The HR Manager of the four-star H Sovereign Bali hotel in Tuban, Kuta felt that BHT HR are less active in expressing their opinions or arguments during meetings or discussions in comparison to HR from other provinces or abroad even though their opinions would be for their own good or for the company. The General Manager of the three-star Rama Garden Hotel in Kuta also expressed this view and felt that this was due to BHT HR being force-fed culture too much. For instance, the maxim of *ede ngaden awak bisa, depang anake ngadanin; koh ngomong* means lazy in making a fuss or arguing such that a person is self-effacing and appears to lack self-confidence, to be sluggish in demonstrating their ability, and to just let others assess them.

In light of the above, it can be concluded BHT HR have the trait of self-confidence, however they are just unable to show it due to an erroneous understanding of Balinese Cultural Values such as conveyed in the *tembang* song phrase of *ede ngaden awak bisa, depang anake ngadanin* – meaning do not think of yourself as clever, let others make the assessment. When seen via PCA calculations, the results of the quantitative analysis also reveal that BHT HR have self-confidence as can be seen below in Table 4.

Table 4: Profile of BHT HR need for achievement dimension

	Indicator	Weight factor	Notes
1.	Like to be commended	76.2%	Strongest
2.	Like other people acknowledging their abilities	72.2%	
3.	Always want to be the most outstanding	71.9%	
4.	Complete their work well	70.7%	
5.	Like being given compensation	66.2%	
6.	Not yet satisfied with current income	65.8%	

7.	Not yet satisfied with current position	63.8%	
8.	Work on tasks to the best of their capabilities	64.5%	
9.	Has never complained	64.1%	
10.	Working because of unmet needs	45.2%	Lowest

Source: processed from 2015 primary data.

Table 4 shows that a BHT HR is a self-confident person as indicated by 76.2% liking to be commended. However, a BHT HR is a low profile person as they tend to receive commendation or recognition through their work or job. However, they do not work merely to make ends meet as seen from that indicator as to the lowest value. Rather, they work because they enjoy their tasks.

c) BHT HR competency based on self-concept

Self-concept, as defined by Marshall (2003: 40), is an image that a person has of her or his self and of things that reflect their identity, which can be seen from their good behavior and etiquette and can also be reflected in their manner of leadership. The results of a qualitative analysis of interviews conducted with twenty-three informants show that all agree that BHT HR have a good attitude and are well-mannered. According to the chairperson of the Bali Tourism Board, BHT HR have a plus point in the field of tourism, which is their high spirit of service due to being accustomed to the culture of *ngayah* (socio-religious charitable donation or volunteer work). The services they provide are carried out sincerely and with a smile. BHT HR are also people who very much guard their attitude by trying to not make mistakes. This is related to their communal life and the fear of bringing a bad name not only for themselves but also for their family, *banjar* (hamlet neighborhood association) and village. The General Manager of the three-star The 101 Legian Bali hotel also said that BHT HR believe in the concept of *karma phala* (the fruits of actions) based on the law of *karma*; in other words, that all actions will inherently cause results.

A self-concept is also related to leadership traits and, in this case, twenty-one informants stated that BHT HR have a good approach to leadership. For instance, the HR Manager of the four-star Hard Rock Kuta hotel felt they have the ability as balanced and harmonious leaders who not only think about their own position, but also think about the internal and external work environment, the government, rules and regulations, and God. This is associated with their belief in the concept of *Tri Hita Karana* (three causes of goodness and prosperity). The HR manager of the five-star Prama Sanur Beach Bali hotel also commented that BHT HR have a foundation of leadership as described in the *astabrata* eight virtues of an ideal king or queen such that they are resolute in decision making, have a high level of discipline and tend to not be authoritarian.

In contrast, two informants felt that BHT HR lack leadership qualities. The HR Manager of the five-star The Haven Bali Seminyak hotel said the cause of this lack was that BHT HR usually tend toward *sungkanan* (compromise). The Resident Manager of the four-star White Rose Kuta Resort also perceives their weakness in leadership as BHT HR tend to be flexible as a way of implementing the principle of kinship.

So, it can be concluded that BHT HR have very good personality traits which are unique and not possessed by human resources from other provinces or countries. Regarding the issue of leadership, BHT HR are capable of leading without being authoritarian in a manner that sometimes seems as though they do not have a leadership spirit. The results of the quantitative analysis also reveal that BHT HR have a good personality with the strongest indicator at 'having a well-mannered and friendly attitude' as can be seen below in Table 5.

Table 5: Profile of BHT HR self-concept

	Indicator	Weight factor	Notes
1.	Have a well-mannered and friendly attitude	78.4%	Strongest
2.	Are honest	78.1%	
3.	Adhere to norms	77.2%	
4.	Have a dynamic attitude	72.9%	
5.	Manage their emotions	71.4%	
6.	Are able to receive criticism	70.0%	
7.	Have self-control	69.1%	
8.	Are not jealous	68.7%	
9.	Do not wish to show off	68.0%	
10.	Have self-discipline	67.8%	Lowest

Source: results of principal component analysis.

The good personality traits that BHT HR possess are marked by their well-mannered and friendly attitude both in their behavior and in leadership. This stems from the Balinese Cultural Values that they deeply hold; derived from Bali Hindu cultural and religious *adat* customs.

d) BHT HR competency based on knowledge

As mentioned earlier, Spencer & Spencer (1993: 9) put forth that a competent person is one who possesses knowledge, skills, and an attitude and behavior in accordance with the requirements of their job and can thus participate actively in the workplace. Based on interviews conducted with twenty-three informants, nineteen felt that BHT HR have good knowledge in the field of tourism, especially in hospitality. The HR Manager of the four-star H Sovereign Bali hotel in Tuban, Kuta expressed that the knowledge BHT HR possess is able to compete with that of HR from other provinces and even is not inferior to that of foreign human resources. BHT HR also have a plus point in that they possess knowledge about the particulars of Balinese culture, which is rarely the case for HR from outside of Bali.

However, as many as four informants stated that BHT HR lack knowledge in the field of tourism, that they still need to improve it, and that they only gain basic knowledge from lectures or from attending school. For example, the HR Manager of the four-star Segara Village hotel in Sanur said that BHT HR still need to develop their knowledge and that they lack concentration and time for self-development. Rather, they spend more time on just their work tasks and carrying out their *adat* obligations.

In sum, it can be concluded that BHT HR have good knowledge, but it still needs to be improved. The results of the PCA calculations show that BHT HR have adequate knowledge which is indicated by 'like to study' being the highest value as can be seen below in Table 6.

Table 6: Profile of BHT HR knowledge dimension

	Indicator	Weight factor	Notes
1.	Like to study	86.2%	Strongest
2.	Like to seek out information	81.1%	
3.	Not shy to ask	78.8%	
4.	Have a high level of needing to know	78.8%	
5.	Learn from experiences	76.3%	
6.	Learn from their underlings	76.2%	
7.	Like to seek out technology	76.2%	
8.	Share their skills and knowledge	72.2%	
9.	Have broad knowledge and insights	66.1%	
10.	Relevance of knowledge gained at school to a job	31.8%	Lowest

Source: results of principal component analysis.

Given the above, one may conclude that the majority of BHT HR have adequate knowledge in the field of tourism and especially in hospitality as well as having knowledge about the particulars of Balinese culture, which tourism human resources from outside rarely have. But, BHT HR still need to improve their knowledge so that it meets the requirements of the tourism or hotel industry. Yet, they do have good knowledge as is evidenced by the lowest value indicator being the relevance of knowledge gained at school to their job in the field.

e) BHT HR competency based on skills

A skill, according to Spencer & Spencer (1993: 11), is the ability to carry out certain physical tasks or related to tasks that require thinking – including the ability to think analytically and conceptually. Based on the results of in-depth interviews conducted with twenty-three informants, eighteen felt that BHT HR have good skills. The HR Manager of the three-star Amaris Legian hotel felt that nowadays BHT HR have good skills as, in general, companies have developed and educated human resources directly through mentorship with a manager.

Yet, five informants said that BHT HR lack skills. For instance, the HR Manager of the four-star Grand Inna Kuta hotel expressed that their language skills need to be improved. So, it can be concluded that BHT HR have good skills but still need to improve their foreign language skills. Likewise, the results of the PCA calculations show that BHT HR have good skills as indicated by their ability to 'think conceptually' as the highest value as can be seen in Table 7.

It can be concluded that a majority of BHT HR already have good skills and an ability to think conceptually. These skills are acquired during their study at school as well as via mentorship in a company. Although the indicator for 'like to hone their capabilities' has the lowest weight factor, the percentage is strong enough to indicate that BHT HR have a willingness to learn more, especially in the area of foreign language skills.

Table 7: Profile of BHT HR skills dimension

	Indicator	Weight factor	Notes
1.	Think conceptually	86.7%	Strongest
2.	Think analytically and systematically	85.7%	
3.	Ability to be creative and innovative	82.8%	
4.	Skills	81.8%	
5.	Understand character and environment	78.7%	
6.	Have management capabilities	77.0%	
7.	Have leadership capabilities	75.0%	
8.	Have a calm attitude	74.1%	
9.	Have technical capabilities	70.7%	
10.	Like to hone their capabilities	69.1%	Lowest

Source: results of principal component analysis.

Based on the description of BHT HR competencies explained above and viewed through a qualitative and a quantitative analysis, it can be concluded that their competencies are good and that they are capable of being positioned as managers and even general managers in rated hotels in Bali. Also, the good quality of the competencies that BHT HR possess is inseparable from their background of cultural values rooted in Balinese Cultural Values derived from Bali Hindu cultural and religious concepts.

The results of a quantitative analysis about BHT HR based on cultural variables shows that most firmly uphold the *pawongan* concept of a harmonious relationship between human beings evidenced by a weight factor of 94.3%. This is followed by a 92.6% weight factor for the *parhyangan* concept of a harmonious relationship between human beings and God and then an 87.9% factor for the *palemahan* concept of a harmonious relationship between human beings and nature. These three cultural variables are shown below in Table 8.

Table 8: Profile of BHT HR cultural variables

	Indicator	**Weight factor**	**Notes**
1.	Relationship between human beings	94.3%	Strongest
2.	Relationship between human beings and God	92.6%	
3.	Relationship between human beings and nature	87.9%	Lowest

Source: results of principal component analysis.

It can be seen that BHT HR tend to care for *pawongan* – harmonious relationships between human beings indicated by 79.1% feeling *tresna* (love) and like to smile as shown in Table 9.

Table 9: Profile of BHT HR cultural dimension of the relationship between human beings

	Indicator	**Weight factor**	**Notes**
1.	Feeling love and like to smile – *tresna*	79.1%	Strongest
2.	Responsible – *cucud*	75.0%	
3.	Tolerance – *tat twam asi*	74.1%	
4.	Does not boast about themselves and lets others assess them – *buka goake, ngadanin ibane, depang anake ngadanin*	74.1%	
5.	Eight virtues of an ideal leader – *astabrata*	71.8%	
6.	Fellowship and togetherness – *nyama braya*	71.5%	
7.	Broadening knowledge, skills, experiences and insights – *jengah*	70.2%	
8.	Difficult to enjoy, we must do together –*sigilik seguluk selunglung sebayantaka*	69.5%	
9.	Developing one's potential – *karang awakè tandurin*	68.4%	
10.	Developing creativity – *jemet*	67.6%	
11.	Honest and open – *polos*	61.2%	
12.	Socio-religious charitable donation or volunteer work – *ngayah*	56.9%	Lowest

Source: results of principal component analysis.

The second strongest cultural variable for BHT HR is *parhyangan* – the harmonious relationship between human beings and God indicated by 75% engaging in *dharma yatra* pilgrimages and study as can be seen below in Table 10.

Table 10: Profile of BHT HR cultural dimension of the relationship between human beings and God

	Indicator	Weight factor	Notes
1.	Engages in *dharma yatra* pilgrimages and study	75.0%	Strongest
2.	Believes in the concept of *karma phala*	73.7%	
3.	Not a person who spouts words – *koh ngomong*	73.6%	
4.	Has a target for reaching the best results – tidak puas dengan *kanggoang monto dogen*	73.5%	
5.	Has a high level work and creative ethos – *dharma karya*	73.4%	
6.	Feeling compassion – *asih*	68.9%	
7.	Pure in thinking, true in words, honest in action – *tri kaya parisudha*	67.5%	
8.	Honest offering with no wish for compensation – *Lascarya*	66.1%	
9.	Prioritizes duty rather than rights	63.4%	Lowest

Source: results of principal component analysis.

Based on Table 10, it can be seen that, in competing, BHT HR self-concept always adheres to *dharma yatra* or the truth. BHT HR do not use dishonest means to gain success in career competitions, rather, they believe that studying or honing abilities is a form of duty to God. The third strongest cultural variable for BHT HR is *palemahan* – the harmonious relationship between human beings and nature, indicated by 69.8% valuing Bali *shanti* (a peaceful Bali) as can be seen in Table 11.

Table 11: Profile of BHT HR cultural dimension of the relationship between human beings and nature

	Indicator	Weight factor	Notes
1.	Work environment where all people feel calm, peaceful, and happy in their respective tasks and without conflict – Bali *shanti*	69.8%	Strongest
2.	A continuously peaceful Bali as a paradise on earth – *Bali Kahyangan*	59.9%	
3.	Harmonious relationship between human beings and God, with other human beings, and with the surrounding nature environment – *Tri Hita Karana*	56.9%	

4.	Where there is *satyam* (truth) there is *siwam* (holiness/religiosity) and where there is *siwam* there is *sundaram* (harmony or beauty)	56.8%	
5.	Hotel officials respecting and valuing Balinese *awig-awig* (customary laws or regulations) and culture – *ajeg* Bali	56.0%	Lowest

Source: results of principal component analysis.

Based on Table 11, the strongest cultural dimension for BHT HR is the relationship with the environment. This is evidenced by the highest weight factor of liking a work environment where all people feel calm, peaceful, and happy in their respective tasks and without conflict, or in other words, Bali *shanti* (a peaceful Bali). The work environment has an effect on BHT HR motivation to work. So, based on the description of these cultural variables, a BHT HR is a person who feels *tresna* (love) and likes to smile, engages in *dharma yatra* and likes to study, and aspires to create Bali *shanti* (a peaceful Bali). These Balinese Cultural Values are what makes BHT HR competencies good and distinctive, which makes them outstanding and able to occupy the position of manager in rated hotels in Bali.

4.2 Obstacles BHT HR Face in Advancing to Manager Positions in Rated Hotels in Bali

Based on the overall results of the analysis in view of the five basic problems of human beings according to the cultural value orientations theory of (Kluckhohn & Strodtbeck, 1961), namely: 1) the character of human nature; 2) the relationship between human beings and the natural environment; 3) human beings sense of space and time; 4) the modality of human activity; and 5) the nature of human beings relationship to other people – one can generalize that there are various ways to understand concepts in Balinese culture. For instance, in terms of the influence of Balinese Cultural Values, BHT HR tend to have differences in orientation with regard to these five aspects such that their actions can appear as immutable, transitional, or mutable. In other words, certain situations and conditions can motivate conservative, transitional, or progressive behavior.

Logically speaking, the character of the Balinese people experienced a shift due to a change in the development paradigm which originally stemmed from an agrarian cultural sector and was later altered to cultural tourism. So, basically, it is impossible to make a generalization that all Balinese people have the same cultural value orientation. How each individual BHT HR understands and gives meaning to cultural concepts differs. This is closely related to what is considered to be true or false in assessing matters, which ultimately affects their attitudes and behavior in making important decisions which are fundamental for their lives, including those related to their work in the field of tourism and especially in hospitality. So, obstacles that BHT HR face in occupying manager positions in rated hotels in Bali are due to internal factors – namely personal motives which are, however, at times based on erroneous understandings of and meanings attributed to concepts in Balinese Culture Values.

External factors also exist. From the results of in-depth interviews with twenty-three informants, nine felt that the potential for BHT HR to occupy manager level positions in rated hotels in Bali is still low. Some causes for this entail 44% underestimating their competency, 22% being hindered by *adat* obligations, 22% impacted by a politicization of positions, and 11% affected by a mindset that HR from other provinces and abroad are considered more superior.

4.3 An Improvement Strategy for BHT HR to Occupy Manager Positions in Rated Hotels in Bali

BHT HR will have competencies that are comparable to and even superior to HR from other provinces or abroad, if they have the plus point of Balinese Cultural Values which can give rise to spiritual quotient (SQ), which can be a stimulant for growing adversity quotient and creativity quotient. But, there is a negativism about the meaning of BCV in terms of the power of leadership for some BHT HR, which affects the lowness of their SQ pertaining to the worth of manager positions. So, a strategy to increase positivism in SQ is to offer career development motivation programs that redefine Balinese Cultural Values in light of its merits for improving their living standard and the company's progress and for the environment and God.

In addition, to face external obstacles, there are some strategies that can be used in efforts to increase the number of BHT HR capable of occupying manager positions in rated hotels in Bali as follows:

1) A strategy for improving the competencies of BHT HR which can be carried out by utilizing the good competencies that they possess in order to take advantage of external opportunities.
2) A strategy for improving the competitiveness of BHT HR by first recognizing that they possess capital and can compete with human resources from other provinces or abroad. In this era of global competition, it is hoped that BHT HR will not discard their Balinese Cultural Values but, rather, make use of these values as a source of potential and competence in improving their effective competitiveness. To do so, BHT HR must sort out which BCV should be applied in their lives and can also be of benefit for their work in the tourism sector.
3) A strategy for creating supportive policies for BHT HR based on, for instance, the concept of local talent while also examining a number of clauses in *adat* customary structures which have tended to handcuff BHT HR. Policies must be capable of eliminating the tendency of hotel officials to underestimate the competency of BHT HR and change the mindset to one of confidence in their competency so as to do away with the politicization of positions.
4) A strategy to create career development motivation programs for BHT HR as a stimulus so that they aspire to work with full effort to seize career opportunities or obtain positions as managers in rated hotels in Bali.

Conclusion

Based on these results, we can conclude that, in general, it can now be said that Bali Hindu tourism human resources possess good competencies such that they can work and occupy the position of manager in rated hotels in Bali. These good competencies are inseparable from their background rooted in Balinese Cultural Values (BCV), which are derived from correct ways of understanding and attributing meaning to concepts from Balinese culture. The quality of their competencies is also evident from the fact that in the field a sufficient number of BHT HR have been able to occupy the position of manager in rated hotels in Bali, and some even occupy the top position of General Manager.

Yet, erroneous understandings of concepts in Balinese Culture Values can be an obstacle for BHT HR in their effort to obtain the position of manager in rated hotels in Bali. External obstacles also exist such as some people and companies or hotel officials still being reluctant to select BHT HR. This is mainly due to the persistence of attitudes such as: 1) underestimating the competency of BHT HR; 2) a notion that they are tied to *adat* obligations; 3) a politicization of positions; and 4) a mindset that HR from other provinces and abroad are more superior. Several strategies are needed to provide guidance in efforts to redefine the meaning of BCV and to deal with external obstacles such as: a strategy for improving the competencies of BHT HR; a strategy for improving their competencies; a strategy for improving their competitiveness; creating supportive policies; and creating BHT HR career development motivation programs.

Limitation and Study Forward

This study only discusses the competence of human resources in the tourism sector in three leading tourism areas in Bali. Future research can be seen more broadly not only in human resources in the tourism sector but in other fields so that human resources can compete in the international market. Research locations can also be changed by looking at potential areas and following future research.

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Informants

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17. Herdy – Director, The Seminyak Resort and Spa (5-star)

18. Made Alit – Finance Controller, Amarterra Villa, Nusa Dua (5-star)

19. I Ketut Subadra – Marketing Director, Grand Aston, Nusa Dua (5-star)

20. Ni Made Yogi Artini – Assistant Director Human Resources, Ritz Carlton, Nusa Dua (5-star)

21. Made Arcayasa – Executive Housekeeping, Courtyard by Marriott, Nusa Dua (5-star)

22. Arinata Putra – Human Resources Manager, Prama Sanur Beach Bali (5-star)

23. Harimbawo – Director of Human Resources, Fairmont Sanur Beach Hotel (5-star)

ANALYSIS OF THE FACTORS THAT CAUSE WORK STRESS IN GOVERNMENT HOSPITAL MEDICAL PERSONNEL IN KUPANG CITY, SOUTH CENTER TIMOR REGENCY AND KEFAMENANU REGENCY DURING THE COVID-19 PANDEMIC

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Abstract

Purpose: This study aims to identify and analyze the factors that cause work stress in government hospital medical personnel in Kupang City, South Central Timor Regency (TTS) and Kefamenanu Regency during the Covid-19 pandemic.

Research Methodology: This type of research is descriptive quantitative, which aims to describe various situations or various variables that arise in the research object. The data collection techniques' used in this study are questionnaire techniques, observation, interview techniques, and documentation. The data analysis technique used is simple linear regression analysis and using a tool in the form of SPSS computer software program. The samples used in this study were 130 health workers who served in hospitals in Kupang City, South Center Timor Regency (TTS), and Kefamenanu Regency.

Results: Based on the results of descriptive analysis, it was found that the driving factors for work stress experienced by medical personnel in hospitals in Kupang City, South Center Timor Regency (TTS), and Kefamenanu Regency were mostly dominated by individual and family factors. As for organizational factors, the biggest trigger was the condition of the hospital, which lacked supporting facilities in handling Covid-19 patients.

Limitations: This study only analyzes the factors that cause stress for health workers in Kupang City, South Center Timor District and Kefamenanu District.

Contribution: This research becomes scientific information for Human Resources Management.

Keywords: *Stress, individual factors, organizational factors, and family factors.*

1. Introduction

In January 2020, the World Health Organization (WHO) declared the outbreak of a new type of corona virus (Novel Corona Virus or nCoV), or officially known as COVID-19, as a health emergency of international concern. Starting from the city of Wuhan, China, and spreading throughout the world, the development of this virus transmission is quite significant because it has spread worldwide and all countries are feeling the impact, including Indonesia (Yunus & Rezki, 2020). In March 2020, WHO officially declared COVID-19 a world pandemic. COVID-19 is bringing changes to public health at large, not only to China but also around the world.

In countries affected by COVID-19 including Indonesia, doctors and nurses are under a heavy workload and are at high risk of infection. Nurses always play an important role in infection prevention and control, isolation, detention and public health (Graeme, 2020). The increasing number of patients from day to day causes an increase in the workload of medical personnel every day. Chen C, Zhao B (2020) found that due to the large increase in patient volume in China, non-specialized medical personnel who are seconded to support medical professionals who treat COVID-19 patients have the potential to experience greater stress and stress when dealing with infected patients. The COVID-19 pandemic has become a major threat to public health. At the start of the COVID-19 outbreak in China, more than 3000 health workers in Hubei were exposed to the COVID-19 virus, forty percent of who were exposed to hospitals and sixty percent of them in local communities outside of hospitals, such as clink (Mo. et al, 2020).

The ongoing state of emergency caused by the COVID-19 virus is putting healthcare professionals under immense pressure. Even though the risk of being exposed to COVID 19 to the point of death threatens them, the oath of their profession and saving human lives indiscriminately is the current priority. In a situation like this, medical personnel, especially nurses, cause this profession to have the potential to experience stress at work and face pressure in the medical environment caused by various stressors (Rosnawati et al., 2010; Botha, Gwin, & Purpora 2015). This research is in line with research conducted by Chan, Lai, Ko, & Boey (2000) which states that the nursing profession is a profession with a higher stress level than 6 other professional groups, namely doctors, engineers, life insurance agents, lawyers, nurses and teacher. In addition, Wagner et al (2010) also stated that health care workers, including nurses, are more likely to experience stress or work pressure than workers in other sectors.

A new study in the Journal of the American Medical Association has measured these mental health risks. This survey-based study examined the mental health of 1,257 healthcare workers treating Covid-19 patients in 34 hospitals in China. The result, most of them reported symptoms of depression 50 percent, 45 percent anxiety, 34 percent insomnia and 71.5 percent psychological distress. Psychological disorders are a potential hazard that is often overlooked, even though this potential psychological hazard is also an important factor that needs to be considered in relation to the mental health of workers. The occurrence of conflicts within the workforce as a result of psychological disorders if not resolved immediately will have an impact on the emergence of work stress (Tarwaka, 2008 in Fitri, 2012).

In relation to work, all the impacts of stress will lead to decreased performance, efficiency and productivity of the work concerned (Tarwaka, 2011 in Fitri, 2012). Where work stress is a physical and emotional response that becomes a serious problem due to the mismatch of workers' abilities, resources, or needs with the work being done (Ditzel, 2009). Stress occurs in all jobs including in the field of health services such as hospitals, where one of the main health workers who play a role in providing health services is a nurse (Putra & Fihir, 2013). This is said to be the main because nurses generally have the largest number of health workers in the hospital, around 50-60%. With the duties and roles of nurses that are inseparable from health services related to health workers and patients in general, the nursing profession is vulnerable to stress.

Stress has both positive and negative impacts (Gitosudarmo & Suditta, 1997). So big is the impact of job stress, organizational behavior experts have stated as the causative agent of various physical, mental, and even organizational output problems. In the context of medical personnel, nursing personnel constitute the majority of staff, namely 60-70% of the staff in the hospital, which are dominated by female nurses (Gillies, 2003). Based on the large number of nurses on duty in the hospital, it can be seen that nurses play a very large role in the field of health services. Nurses are required to have high performance in order to provide maximum health services for the community.

In relation to work, all the impacts of stress will lead to decreased performance, efficiency and productivity of the work concerned (Tarwaka, 2011 in Fitri, 2012). The problem regarding performance is a problem that will always be faced by organizations including hospitals, for that management needs to know the factors that affect this performance so that the company management can take the various policies needed so that it can improve performance.

Meanwhile, work stress is a physical and emotional response that becomes a serious problem due to the mismatch of workers' abilities, resources, or needs with the work being done (Ditzel, 2009). Stress occurs in all jobs including in the field of health services such as hospitals, where one of the main health workers who play a role in providing health services is a nurse (Putra & Fihir, 2013). With the duties and roles of nurses that are inseparable from health services related to health workers and patients in general, the nursing profession is vulnerable to stress.

Job stress can be caused by several factors such as environmental factors, namely global conditions. The environment that can cause stress is environmental uncertainty, such as the uncertainty of the economic situation, political uncertainty, and technological changes. This organizational condition will affect the individuals involved in it (Sheridan & Radmacher, 1992). Organizational factors also cause job stress, namely organizational conditions that directly affect individual performance. These conditions can be categorized as follows: One of the internal factors that cause work stress is individual factors, found in the individual's personal life outside of work, such as family and economic problems (Sheridan & Radmacher, 1992). So that the factors that cause stress, the purpose of this study is to analyze what factors are related to work stress in Government Hospital medical personnel in Kupang City, South Center Timor Regency (TTS) and Kefamenanu Regency during the Covid-19 pandemic.

The General Hospital of Kupang City, TTS and Kefamenanu Regencies are located on the island of Timor which is the center of the East Nusa Tenggara (NTT) Province and directly adjacent to the Democratic State of Timor Leste, thus making it a vulnerable position to the spread of the Corona Virus. Based on data from the NTT Covid-19 Prevention Acceleration Task Force as of May 14, 2020 there have been 39 positive cases where 2 patients were declared cured, 1 died and 36 patients were in medical care. The number of positive cases is spread in almost all districts and cities in NTT. This condition causes medical personnel as the frontline to have a high workload and cause stress in carrying out their duties. So this research wants to analyze the factors related to work stress on medical personnel.

2. Literature Review

Employee Performance

Mondy (2008) argues, "Performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience and seriousness and time". According to Wirawan (2009) performance is the output produced by the functions or indicators of a job or a profession within a certain time. According to Mangkunegara (2006) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with responsibility given to him. Simamora (2004: 21) states that performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in order to achieve the goals of the organization concerned legally, does not violate the law and is appropriate with morals and ethics.

Performance is the result of work that has a strong relationship with organizational strategic goals, customer satisfaction and contributes to the economy (Armstrong and Baron, 1998: 15). Thus, performance is about doing work and the results achieved from that work what to do and how to do it. Based on the above definitions, it can be concluded that performance is a result of work achieved by employees within a certain time in accordance with their duties and responsibilities.

Performance Assessment

Performance appraisal is a system used to assess whether a person has carried out their respective jobs as a whole. Performance appraisal is an attempt to compare a person's actual achievement with the expected performance. Performance appraisal according to Dessler (2010) is to evaluate current and / or past performance of employees relative to their performance standards. According to Gomes (2001), performance appraisal is a way of measuring the contributions of individual members of the organization to the organization. So, this performance appraisal is needed to determine the level of individual contribution to the organization. Performance appraisal provides an important mechanism for management to use in previous performance and to motivate future improvements in individual performance. This performance appraisal generally covers all aspects of job performance.

From the above understanding, it is concluded that performance appraisal is a process carried out by a company to assess the performance of its employees, with the aim of providing feedback to employees, in an effort to improve performance and increase company productivity. Performance appraisal is needed to find out how much the assigned task can be achieved according to the targets set by the company.

Handoko (1993) states that to be able to assess a person's performance, two main conceptions are used, namely efficiency and effectiveness. Efficiency is the ability to get something done right. Effectiveness is the ability to choose the right goals and to achieve the goals that have been set.

There are two purposes for holding performance appraisals for employees, namely:

1. Purpose of evaluation

A manager assesses an employee's past performance by using descriptive ratings to assess performance and with this data useful in promotion decisions.

2. Development objectives

   A manager tries to improve the performance of an employee in the future. Meanwhile, the main objective of an employee performance appraisal system is something that produces accurate and valid information regarding the behavior and performance of members of the organization or company.

Employee performance appraisal has various benefits, including:

1. Evaluation between individuals in the organization

   This is useful in determining the amount and type of compensation that is entitled to each individual in the organization.
2. Self-development of each individual in the organization

   Each individual in the organization is assessed for their performance, for employees with low performance it is necessary to develop both through education and training.
3. System maintenance

   The purpose of system maintenance will provide several benefits, including, individual company development, evaluation of goal achievement, human resource planning, determination and identification of organizational development needs, and audits of human resource systems.
4. Documentation

   Performance appraisal will provide benefits as a basis for follow-up in future employee job positions related to human resource management, legal compliance and as a criterion for validity testing (Bangun, 2012).

According to Ruky (2004), performance appraisal has several benefits, namely:

1. Compilation of employee training and development programs, so that it can be identified and identified what additional training still needs to be provided to employees to help them achieve the set performance standards.
2. Preparation of succession and regeneration programs, so that being can identify employees who have the potential to develop their careers nominated for positions with greater responsibility in the future.

3. Employee coaching, so that it can be a means of examining employee barriers to increase their performance.

Performance Indicators

Nahwi (2017) states that an organization is established of course with a specific purpose. While the goal itself will not fully be achieved if employees do not understand the purpose of the work they do. This means that the achievement of the goals of each work performed by employees will have an overall impact on organizational goals. Therefore, an employee must understand the performance indicators as part of understanding the end result of his work.

Employee performance indicators according to Flippo (1984) are as follows:

1. Quality of work, is the level where the final results achieved are nearly perfect in terms of meeting the goals expected by the company / organization.
2. Work quantity is the amount produced which is expressed in terms of a number of work units or is the number of activity cycles produced.
3. Punctuality, is the level of activity in the completion of the work at the desired initial time.
4. Attitudes, are things related to attitudes that show how far the responsibility is for the implementation of work, as well as the level of one's ability to cooperate with others in completing tasks.
5. Effectiveness, the level of knowledge of organizational resources which with the intention of increasing finance.

According to Supangat (2008) the performance indicators of nurses are:

1. Work discipline

   Work discipline can be defined as a person's awareness and willingness to obey all company regulations and prevailing social norms. Nurses are required to be on time for work, such as coming to work or leaving work.
2. Attitudes and behavior

   Every nurse in carrying out their duties is always guided by the roles, duties and responsibilities in accordance with the needs of clients, families and communities. Nurses in carrying out their duties must put the interests of clients first, respect client rights and respect the values prevailing in society. Each nurse always creates a harmonious atmosphere in the relationship between the implementation of their duties, by encouraging community participation to improve their health status optimally.

3. Implementation of hospital procedures
   a. Inpatient admission

      The nurse must introduce himself, then explain his rights and obligations to the patient and his family. Carry out an orientation program for the patient, informing about the room plan, the location of the bathroom, the nurse's room and notifying the facilities available and how to use them. The nurse tells about the routine room schedule, including bath time, meals, doctor visits and visiting times.
   b. Prepare the patient who will go home

      The nurse administration department prepares the details of the financing and the letters needed, including a control letter and a sick certificate. The detail letter is arranged to finance by the nurse administration department. The nurse recommends the patient's family to complete administration to the finance department. Proof of payment is submitted to the nurse administration department. The nurse provides an explanation of further treatment at home and submits the necessary papers.
   c. Reference

      Referred patients are patients who, at the doctor's / nurse / midwife's consideration, require services in the hospital for either supporting diagnostics or therapy. The officer / nurse explains and asks the patient's family for approval to be referred If the patient's family agrees, the officer / nurse makes a referral letter. Officers / nurses accompany and deliver the patient to their destination by ambulance. After finishing the emergency room / inpatient activities.
   d. Use of medic and nursing tools

      Nurses must use medical equipment in accordance with hospital operational standards. Nurses must be careful in using medical equipment and must be in accordance with the patient's needs. Medic tools must be cleaned before and after use.
4. Implementation of activities / nursing care

   Nursing care (DPP PPNI, 1999) is a process or series of activities in nursing practice that is directly provided to clients in various health service settings, in an effort to fulfill KDM, using the nursing process methodology, guided by nursing standards, based on ethics and nursing ethics, within the scope of authority and responsibility of nursing. Nursing care is carried out in the form of a nursing process which includes stages 1) assessment, 2) nursing diagnosis, 3) planning (intervention), 4) implementation (implementation), 5) evaluation (formative / process and summative).

Factors affecting Performance

According to Mathis and Jackson (2002) the factors that influence individual performance, namely: their abilities, motivation, the support they receive, the existence of work they do, and their relationship with the organization. Indriyani (2009) states that two things, namely, individual factors and situation factors, influence performance. According to Wirawan (2009) the performance of employees or employees is influenced by three factors, namely:

1. External environmental factors such as economic life, political life, social life, culture and religion of the community and competitors.
2. Internal employees such as talents and personal traits, creativity, knowledge and skills, competence, work experience, physical condition, psychological state (work ethic, work discipline, work motivation, work morale, work attitude, job stress, job involvement, leadership, etc. job satisfaction and loyalty).
3. Organizational internal environmental factors such as the organization's vision, mission and goals, organizational policies, raw materials, technology, organizational strategy, management systems, compensation, leadership, capital, organizational culture, organizational climate and co-workers.

Suyadi in Nahwi (2017) mentions the factors that affect employee performance as follows:

1. Effectiveness and Efficiency

   The relationship with organizational performance, then the measure of good and bad performance is measured by effectiveness and efficiency. The problem is how the process of organizational efficiency occurs. It is said to be effective when it reaches the goal, it is said to be efficient if it is satisfying as a driving force to achieve the goal, regardless of whether it is effective or not. This means that the effectiveness of the group if the group's goals can be achieved according to planned needs, while efficiency is related to the number of sacrifices incurred in an effort to achieve organizational goals. In order to achieve the desired goals of the organization, one thing that needs attention is that related to the authorities and responsibilities of the participants who support the organization.

2. Authority and responsibility

   A good organization has delegated authority and responsibility, without any overlapping tasks. Each employee in the organization knows what their rights and responsibilities are in order to achieve organizational goals. Clarity of authority and responsibility of each person in an organization supports the performance of these employees, employee performance will be realized if employees are committed to their organization and are supported by high work discipline.

3. Discipline

   In general, discipline shows a condition or attitude of respect that exists in employees towards company rules and regulations. Discipline includes obedience and respect for agreements made between companies and employees. Thus, if the rules or regulations that exist in the company are ignored or are frequently violated, the employees will have poor discipline. Conversely, when employees are subject to company regulations, it illustrates good discipline.

4. Initiative

   Someone's initiative is related to thinking power, deep creativity, in the form of ideas planning something related to organizational goals. Every initiative should get attention or a positive response from the boss, if he is a good boss.

Work stress

Job stress is an adaptive response; linked by individual psychological characteristics and or processes, which are a consequence of any external action, situation or event, that places special psychological and / or physical demands on a person (Ivancevich and Matteson, 1980). Stress is usually considered a negative term, stress is considered to occur because it is caused by something bad but does not always mean that because the stress is work stress, which means a form of individual interaction with their environment. Stress has a positive or negative impact. The positive impact of stress at a low level to a moderate level is functional in the sense that it acts as a driving force for employee performance improvement, while the negative impact of stress at a high level is a drastic decrease in employee performance (Gitosudarmo, 2008).

Handoko (2008: 200) defines work stress as a condition of tension that affects a person's thought processes, emotions, and conditions, the result is that too much stress can threaten a person's ability to face the environment and will ultimately interfere with the implementation of his duties. It can be concluded that job stress is a condition in which an employee experiences pressure that causes disruption of work concentration and unstable emotional stability of a person in the workplace.

Causes and Consequences of Job Stress

According to Ivancevich (1980), there are several causes of stress that cause a person to experience stress in undergoing a certain profession. The causes referred to are as follows: work overload, responsibility for others, career development, lack of group cohesion, inadequate group support, organizational structure and climate, areas within the organization, job characteristics, leadership influence.

Perceived stress describes an individual's overall perception of how various stressors affect his or her life. The perception of this stressor is an important component in the stress process because people over interpret the same stressor. Experts claim that stress has psychological consequences or outcomes related to attitude, behavior, and cognitive and physical health. The consequences of stress that arise through various stressors can be divided into 3 general categories, namely (Robbins, 2006):

1. Physiological Symptoms

   The relationship between stress and certain physiological symptoms is not clear. If there had been, there would have been little consistent association with the complexity of symptoms and the difficulty to objectively measure them. But more relevant is the fact that physiological phenomena have very little direct relevance to organizational behavior.
2. Psychological Symptoms

   Stress can cause dissatisfaction. Work-induced stress can lead to job-related dissatisfaction, where the impact of dissatisfaction has the simplest and most obvious psychological impact of stress. According to research, it is evident that people are placed in jobs that have multiple demands, conflict in the workplace, there is no clarity in work, authority, responsibility, and workload so that stress and dissatisfaction will bind (Cooper and Marshall, 1976).
3. Behavioral Symptoms

   Behavioral stress symptoms include changes in productivity, absenteeism and employee turnover, changes in eating habits, increased smoking and alcohol consumption, fast talking, restlessness, and sleep disturbances. Symptoms of stress into several aspects: (1) high workload, (2) absentee level, (3) late coming to work, (4) demands / pressure from superiors (5) achievement and decreased productivity, (6) tension and errors, (7) decreased quality of interpersonal relationships (Rini, 2002).

According to Handoko (1996), factors that influence work stress are classified into two causes, namely:

1. On The Job, is all things related to work that can cause stress to employees. The indicators include:
   a. Excessive workload
   b. Time pressure or pressure
   c. Poor quality of supervision
   d. Unsafe political climate
   e. Feedback about inadequate work performance
   f. Insufficient authority to carry out responsibility
   g. Role ambiguity
   h. Frustrated
   i. Conflicts between individuals and between groups
   j. The difference between company and employee values
   k. Various forms of change
2. Off The Job, is a problem that comes from outside the organization that causes stress on employees. The indicators are:
   a. Financial strength (financial)
   b. Problems concerned with children
   c. Physical problems
   d. Marriage problem
   e. Changes that occur in the residence

Dimensions of Work Stress Used in This Study

4. Environmental factors, namely the situation globally. The environment that can cause stress is environmental uncertainty, such as the uncertainty of the economic situation, political uncertainty, and technological changes. This organizational condition will affect the individuals involved in it (Sheridan & Radmacher, 1992).
4. Organizational factors, namely organizational conditions that directly affect individual performance. These conditions can be categorized as follows:

a. Intrinsic characteristics in work, that is, every job has conditions related to work. itself. These intrinsic characteristics include (1) task demands, such as job design, autonomy, diversity of tasks, degree of automation (Sheridan & Radmacher, 1992), multilevel of authority, personnel heterogeneity, interdependence in implementation of tasks, and specialization (Schult, 1982) and also (2) workload in the form of a task force or work that must be completed in a certain time unit. Excessive tasks (work overload) and vice versa, workloads that are too light can cause stress equally (Gibson, et al., 1994).
b. Characteristics of individual roles, which are related to roles, among others: (1) role conflict, arises when there is an imbalance between duties and standards, or values in individuals and / or their families (Schult, 1982; Beutell & Greenhauss, 1983; Luthans, 1998). (2) role ambiguity, arises when individuals do not clearly understand the scope, responsibilities, or what is expected in carrying out their duties. (3) role load, related to role demands that are too high or too low for the position in office (Anaroga, 1992). (4) lack of control, occurs when individuals feel they have no control over the work environment or their own attitudes at work (Riggio, 1996).
c. Characteristics of the social environment. The composition of personnel in the organization will form a pattern of interpersonal relationships. Social conditions that are a source of stress occur in the form of relationship patterns between colleagues, superiors and subordinates, and with clients and consumers (Fontana, 1993). Poor relations between work groups will affect the health and well-being of individuals and organizations (Gibson, et al., 1994).
d. Organizational climate, which is a characteristic characteristic that is relatively fixed from the environment of an organization that distinguishes it from other organizations. Organizational climate includes the payroll system, work discipline and decision-making processes (Sheridan & Radmacher, 1992); a work culture that includes a sense of belonging, consultation, and communication (Gibson, et al., 1994).
e. Physical characteristics of the work environment. The physical condition of a job environment has an important influence on performance and job satisfaction (Gi ord, 1987). Several physical conditions can affect the emergence of stress, such as

chemical pollution, use of asbestos, cigarette smoke pollution, coal, and noise (Napoli, Kilbride, & Tebs 1988).

4. Individual factors, contained in the individual's personal life outside of work, such as family and economic problems (Sheridan & Radmacher, 1992).

Relationship between Job Stress and Performance

Job stress is an important problem in the company because it often hinders the performance of employees, which ultimately harms the company. Confirmed by Hasibuan (2014: 204) that high level of stress can reduce employee performance; stressful employee performance generally decreases due to experiencing stress.

Research conducted by Novi, et al. (2014) show that the results of work stress have a negative effect on employee performance, which means that the higher the level of stress experienced, the employee's performance will decrease and vice versa, the lower the stress level experienced, the employee's performance will increase.

Research by Bashir and Ramay (2010) on the banking sector in Pakistan shows that the results of the relationship between work stress and employee performance are negative, which means that low stress levels will increase employee performance and conversely high stress levels will reduce employee performance and are supported by research by Warraich et al. (2014) in the private sector of the University of Karachi Pakistan found that excessive stress levels can reduce employee performance, so that organizations must reduce stress levels in employees in order to improve employee performance by rearranging work tasks and providing decent wages according to the work done and providing counseling on how to manage excessive stress.

4. Research Methodology

Based on the research objectives, this type of research is descriptive quantitative, which aims to describe various situations or various variables that arise in the object of research. The population is an object or subject that has certain qualities and characteristics determined by the researcher to study and draw conclusions, so that the entire medical personnel who are the research samples are nurses in government hospitals in Kupang, TTS and kefamenanu. The data collection techniques used in this study were questionnaire techniques, observation, interview techniques, and documentation. In this study, the data analysis technique used is simple linear regression analysis and using a tool in the form of SPSS computer software program. SPSS (Statistical Package for Social Sciences) is a computer program used to analyze data with statistical analysis. The population in this study were health workers who served in hospitals in Kupang City, TTS Regency, and Kefamenanu Regency. The number of samples used was 130 people.

4. Results of Research and Discussion

Descriptive Analysis

Descriptive analysis was carried out to determine the description of the research results from the variables studied using an Interval Level Value (NJI) of 0.80 (Sugiyono, 2014). This study uses a Likert scale, a scale of 1 to 5. Based on the classification results of descriptive analysis in table 3.2, the descriptive analysis of each research variable can be explained as follows:

Table 4.1 Descriptive Analyses of Individual Factors

Descriptive Statistics

	N	Minimum	Maximum	Mean	Grand Mean
I1	130	3	5	4.12	
I2	130	2	5	4.14	3.77
I3	130	1	5	3.05	
Valid N (listwise)	130				

The results from table 4.1 can be concluded that I2 has the highest score among other indicators with an average value of 4.14. Followed by I1 with a slightly different mean value, namely 4.12. It can be seen that I2 has the highest score and is in the high category.

I1 asked if medical personnel agreed that the Corona Virus (Covid-19) outbreak that occurred in all countries to Indonesia caused anxiety at work. Meanwhile, I2, who has the highest mean value, asks whether the current situation due to the Covid-19 outbreak causes them to experience economic difficulties. This means that based on the results of the study it is known that most of the research respondents, namely medical personnel, think that the current situation due to the Covid-19 outbreak causes them to experience economic difficulties. In addition, most of the medical professionals felt that government policies through social distancing caused their own anxiety in their family life (mean score I3, 3.05 is in the high category).

The individual factor is the respondent's perception of the personal situation, be it factors within the respondent such as anxiety and worry and individual economic factors that cause overstress (Suryaawan, 2017). The role of individuals in the organization, in this case the role of medical personnel in the hospital, is one source of work stress. Job stress can arise because medical personnel experience unclear roles and targets, which ultimately leads to job dissatisfaction. Individuals who experience more role conflicts have lower satisfaction followed by higher work tensions and boredom so that they experience a real source of stress (Fitri, 2013). Overall, the average individual factor score is 3.77, which is in the high category. This means that in the current global pandemic situation, high individual factors in medical personnel may have the potential to trigger work stress. The results of this study support previous research that explored individual factors and their influence on work stress, entitled The Influence of Type A Personality and Roles on Work Stress of Middle Managers in 2006, which shows that there is a significant relationship between individual roles and work stress.

Table 4.2 Descriptive Analysis of Organizational Factors

Descriptive Statistics

	N	Minimum	Maximum	Mean	Grand Mean
O1	130	1	5	3.91	2.86
O2	130	3	5	4.06	
O3	130	1	4	2.67	
O4	130	1	5	2.94	
O5	130	1	4	2.35	
O6	130	1	3	1.65	
O7	130	1	4	2.48	
Valid N (listwise)	130				

From table 4.2 it can be concluded that O2 has the highest score among other indicators with an average value of 4.06. Followed by O1 with an average value of 3.91. Based on the results of the descriptive analysis of organizational factors, the indicators O1 and O2 fall into the high category. O1 asked whether medical personnel felt they had an important role in the current situation. This is related to how the medical personnel work in accordance with their role in carrying out their duties as expected. Apart from that, this work gives meaning and deep meaning to the restoration of world conditions. If medical personnel are unable to perform their role properly, and feel that what they are doing is in vain, it will lead to work stress.

Meanwhile, O2 asked whether the current situation caused the respondent to have to work extra hard in handling patients. With a high average score, it can be concluded that medical personnel feel that their workload in this pandemic situation is getting bigger. The work stress of medical personnel can occur if the medical personnel on duty get a workload that exceeds their ability so that the medical personnel are unable to fulfill or complete their duties. Manifestations of stress from medical personnel include disruptive aspects of the work environment, problems that arise regarding the density of emergency rooms, efficiency in carrying out tasks, and demands to save patients (Levin et al, 2006), especially in times of crisis due to the Covid pandemic this.

This is in line with previous research by Maharani & Budianto (2019) who found a close relationship between workload and work stress. A workload that is not optimal, either too high or too low, will be a cause of stress. A mental workload that is too high will cause excessive energy use, thus triggering fatigue, both mental fatigue and physical exhaustion which can cause overstress. Meanwhile, the intensity of loading that is too low will cause a feeling of boredom and lead to boredom in workers that causes under stress.

In addition, Martini (2013) found that the average workload of nurses in the hospital was 66.89% with a maximum workload of 91.66% and a minimum workload of 21.33%. This means that the average workload of medical personnel before the Covid-19 pandemic was quite high, and is increasing during the current global pandemic. Slightly different from the O1 and O2 indicators, the O4 indicator has an average value that falls into the sufficient category, namely 2.94. The O4 indicator asks whether the cooperation created in the medical workplace makes it comfortable to work in a time like this. This means that the medical personnel feel that they receive enough support in the form of good cooperation in the workplace, and their work environment greatly affects their comfort level at work.

In line with the results of the descriptive analysis of O4, the O3 indicator is also in the sufficient category. O3 asks whether the work environment makes medical professionals feel safe in treating patients with special complaints. It can be concluded that the work environment factors in relation to interpersonal relations among medical personnel in the workplace are quite well established. Good relations between members of a working group are considered a major factor in individual and organizational health (Suryawan, 2017). Symptoms of bad interpersonal relationships include low trust, low support, and low interest in problem solving in organizations.

On the other hand, based on the results of descriptive analysis, the indicators O5, O6, and O7 have the lowest mean value with an average value in the low category. O5 asked whether there was a clear division of roles when dealing with special patients, while O6 asked whether the facilities owned by the hospital supported medical personnel in dealing with Covid 19. This means that medical personnel feel that there is no clear division of roles in handling patients, as well as existing facilities in inadequate hospital. In fact, a clear division of roles helps medical personnel to minimize the occurrence of role conflicts, which may have a negative impact on work stress.

A clear division of roles is related to the potential for role conflict and role ambiguity. Multiple role conflicts can have an impact on work stress, this shows that the higher the role conflict, especially for women, the greater their work stress (Akbar, 2017). On the other hand, the facilities owned by the hospital are related to the working conditions of medical personnel. Research Plaisier et al (2007), found that better working conditions reduce the risk of depression, anxiety disorders, and other mental health problems. The average score of O6 is the lowest (1.65), indicating that working conditions in the hospital are reflected in the poor availability of supporting facilities. Finally, indicator O7 asks whether medical personnel feel that Personal Protective Equipment (PPE) makes them comfortable and courageous in dealing with special patients. The results of the descriptive analysis show that medical personnel are not too comfortable with using PPE, but for their safety they are obliged to use it.

Overall, the average score for organizational factors is 2.86, which is in the moderate category. This means that conditions in the organization that encourage work stress are not felt and experienced by medical personnel. The results of this study indicate that although medical personnel are well aware of their role in handling the COVID 19 case, they feel that they have not been fully supported, both in terms of adequate facilities and in the work environment.

Table 4.3 Descriptive analyses of family factors

Descriptive Statistics

	N	Minimum	Maximum	Mean	Grand Mean
K1	130	3	5	3.95	4.06
K2	130	3	5	4.18	
K3	130	3	5	4.05	
Valid N (listwise)	130				

From table 4.3 it can be seen that K2 has the highest score among other indicators with an average value of 4.18. Followed by K3 with an average value that is not much different, namely 4.05. Finally, the mean score for K1 is 3.95. However, even though K1 has the lowest score, K1 is in the high category.

K2, which has the highest mean value, asks whether the family is concerned about the risks that medical personnel face while working. Meanwhile, K3 digs up information about medical personnel's concerns about the health of family members while they are at work. This means that medical personnel are very worried about the health of family members when they are at work, and also their families are worried about the risks faced by medical personnel. This can lead to high work stress because the situation makes medical professionals unable to focus on work. But on the other hand, they also get good moral support from family members. This supports them in coping with uncertain situations at work (Mean K1, 3.95).

Overall, the average family factor score was 4.06, which was in the high category. This means that conditions in the family that encourage work stress are quite large felt and experienced by medical personnel. Based on the results of descriptive analysis, it was found that the driving factors for work stress experienced by medical personnel in hospitals in Kupang City, TTS Regency, and Kupang Regency were mostly dominated by individual and family factors. As for organizational factors, the biggest trigger was the condition of the hospital with minimal supporting facilities in handling Covid-19 patients.

Correlation Analysis

To find out further whether there is a relationship between individual and family factors in this study, correlation analysis is used. In this correlation analysis, the researcher measures the closeness of the relationship between two variables without paying attention to the variables that are affected or the variables that affect it and how much influence a variable has on other variables. The correlation coefficient can be positive or negative and the correlation coefficient ranges from -1 to +1. A negative correlation is indicated by a negative correlation coefficient, and vice versa, a positive correlation is indicated by a positive correlation coefficient. Interpretation of the correlation coefficient is shown in Table 4.4

Table 4.4 Interpretation of The Correlation Coefficient

No.	Correlation Coefficient Value	Information
1	0 - < 0,2	The relationship is very small and can be considered no correlation

2	≥ 0,2 - < 0,4	Small / not close relationship
3	≥ 0,4 - < 0,7	Moderate / moderate relationship
4	≥ 0,7 - < 0,9	Close relationship
5	≥ 0,9 - 1	Very close relationship

Based on the classification results of the correlation analysis in table 4.4, the correlation analysis for each research variable can be explained as follows:

Table 4.5 Correlation Test Results

Correlations

		INDIVIDU	KELUARGA
INDIVIDU	Pearson Correlation	1	.091
	Sig. (2-tailed)		.306
	N	130	130
KELUARGA	Pearson Correlation	.091	1
	Sig. (2-tailed)	.306	
	N	130	130

The correlation coefficient value for data on medical personnel in three districts / cities in NTT which was calculated using SPSS software, obtained the correlation coefficient value for data on the same individual and family factors, namely 0.091. The correlation coefficient value of 0.091 indicates that there is a very weak positive correlation (almost no correlation) between individual factors and family factors. Also for a significance value > 0.05, it shows that there is no significant correlation, meaning that the factors that encourage work stress, such as individual and family factors, are not related to each other, but have a direct effect on work stress. Changes in one variable driving job stress do not necessarily change (increase or decrease) the level of work stress. For this reason, further testing is needed regarding other factors that may contribute greatly to the stress level of medical personnel such as workload, work environment, hospital policies, as well as wages and other incentives.

In this correlation analysis, the writer only measures the closeness of the relationship between two variables (individual factors and family factors) without paying attention to the variables that are affected or the variables that influence and how much influence a variable has on other variables.

Discussion

Based on the results of the data analysis presented previously, it was found that the drivers of work stress experienced by medical personnel in hospitals in Kupang City, TTS Regency, and Kupang Regency are mostly dominated by individual and family factors. As for organizational factors, the biggest trigger is the condition of the hospital, which lacks supporting facilities in handling Covid-19 patients. Of course this is very reasonable considering the dangers that can be caused by Covid-19. Medical personnel are at a greater risk than society in general because they are the ones who deal directly with patients who have contracted Covid-19. The danger of the virus does not only threaten them but also threatens their family and relatives. In addition, the insufficient availability of personal protective equipment increases the risk of working for medical personnel. Therefore, medical personnel limit themselves to physical contact with their family or relatives. Seeing this condition clearly shows how heavy the workload that must be borne by medical personnel during the Covid-19 pandemic. Their work to save human lives threatens the safety of their own and their families. Not only that, medical personnel are often treated poorly because they get a negative stigma from the community. The workload of medical personnel becomes very heavy and encourages greater work stress than before.

The thing to be grateful for is that the organization does not put too much stress on medical personnel. However, organizations still influence the stress of medical personnel because the availability of facilities and personal protective equipment to ensure their safety is not sufficient. However, medical personnel realize how important the role and value of the work they do so that in this dangerous situation they can still carry out their duties.

Based on the previous thought, there are some simple efforts that can be made to reduce work stress for medical personnel.

1. Increase the availability of personal protective equipment and other supporting facilities that can protect medical personnel while working.
2. Providing incentives to medical personnel as an appreciation for their work
3. Moral support from all parties

Conclusion

Based on the results of research and discussion that has been done previously, the following conclusions can be drawn. Work stress experienced by medical personnel in hospitals in Kupang City, TTS District, and Kefamenanu District is mostly dominated by individual and family factors. As for organizational factors, the biggest trigger was the condition of the hospital, which lacked supporting facilities in handling Covid-19 patients. This shows that internal factors influence the stress of medical personnel more than external factors. The stress experienced by medical personnel can be minimized with several efforts, namely the provision of adequate personal protective equipment, intensive provision, and moral support from all parties.

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MODEL CONSTRUCTION AND POTENTIAL OF SOCIAL ENTREPRENEURSHIP IN EAST NUSA TENGGARA PROVINCE

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Abstract

Purpose: This study aims to 1) Identify and explore the concept of social entrepreneurship in NTT, 2) Explore communities and figures who carry out social entrepreneurship on Alor Island, Flores and Timor, and 3) Create social entrepreneurship models in the context of empowering local communities in NTT.

Research Methodology: This research is descriptive, verification and explanatory, where this research is descriptive because it describes or takes pictures of the variables under study. The method used in this research is a qualitative method. The sampling technique used was nonprobality sampling, be in the form of snowball sampling.

Finding: There are several forms of social entrepreneurship in East Nusa Tenggara. Based on the SWOT analysis and the IE matrix above, it can be said that social entrepreneurship in NTT is in the position of cell V. So the strategy used is defense and maintenance accompanied by market penetration and product development strategies. The empowerment-based social entrepreneur model in the context of NTT is a Hybrid model, where business organizations use business methods, but the end result is the creation of social value.

Limitations: This research was only conducted in several areas in East Nusa Tenggara so that the depiction of social entrepreneurs in this study does not fully describe the models and potentials of social entrepreneurs in East Nusa Tenggara.

Contribution: This research becomes scientific information for business management and entrepreneurship.

Keywords: *Social Entrepreneurship, Model Construction, and Social Entrepreneurial Potential.*

1. Introduction

Poverty is a major problem for almost all countries in the world. Not to mention developed countries also experience this gap. Poverty is the root of various socio-economic conflicts that develop in society. One of the causes of poverty is the lack of quality of human resources, in this case the inability of human resources to recognize and exploit potential from within and from their surroundings. In order to overcome these problems the Indonesian state undertakes effective collaboration between the use of existing resources, owners of capital, local communities and the government. The vision of the East Nusa Tenggara (NTT) provincial government is that NTT will rise to create a prosperous society with the mission of 1) realizing people's welfare, 2) developing tourism, 3) developing infrastructure, 4) improving the quality of human resources, and 5) realizing bureaucratic reform. The results of achieving the government's vision and mission in overcoming poverty can be seen from the Provincial Percentage of Poor People (percent) based on data from the NTT Provincial BPS for the last three years, namely: March 21.85%, September 21.38% (2017), March 21.35%, September 21.03% (2018); March 21.09%, September 20.62% (2019). This data shows a decrease in the number of poor people carried out by various parties. Basically, people are blessed with a myriad of abilities and abundant natural resources, but many of them do not have internal encouragement or support from their environment. This problem tried to be analyzed, given solutions, and even followed up by empowering the community.

East Nusa Tenggara (NTT) has many social communities and individuals who are engaged in innovation to alleviate poverty problems. They provide education, train, and mentor and form social entrepreneurship with the main objective of empowering local communities. Many of them become influencers for local communities to make changes in their areas. Most of them are entrepreneurs who have personal funding sources with simple initial steps. This incident is in line with the statement by the Schwab Foundation (2008), a foundation that is engaged in encouraging social entrepreneurship activities, their statement is "social entrepreneurship who creates and leads organizations to generate profits or not, which is intended as a catalyst for social change at the system level through new ideas, products, services, methodologies, and changes in attitude ". Some well-known examples of social entrepreneurship in NTT include: Rumah Sejuta Mimpi, Alor Creative, SkolMus, Du`Anyam, there are many more that are not exposed by print or electronic media.

Rumah Sejuta Mimpi provides opportunities and encouragement for children who have big dreams to study abroad by learning English for free. SkolMus is a community and social entrepreneurship with a vision to drive change through multimedia. Du`Anyam also empowers mothers and women in 20 villages in Flores who have the skills to weave and produce products to sell. Du'Anyam manufactures & distributes high quality and functional woven products that empower women, promote culture & improve health & wellness in Indonesia. Du'Anyam connects Local Wisdom & Resources with Markets, thus empowering Women through Economic Security. There are many others who are not exposed but educate and empower people in various aspects of life.

Broadly speaking, the diversity of social entrepreneurship needs to be analyzed, summarized and then introduced about the concept of social entrepreneurship in NTT without eliminating the peculiarities of social entrepreneurship. This research will also design a model of innovation ideas for social entrepreneurship, starting from planning to products reaching consumers that are suitable for application in NTT, so as to obtain a model that can generally be applied by social entrepreneurship in the context of NTT society. The approach used in this research is socio-economic science.

Based on these thoughts, this study aims to 1) Identify and explore the concept of social entrepreneurship in NTT, 2) Explore communities and figures who carry out social entrepreneurship on Alor Island, Flores and Timor, and 3) Create a social entrepreneurship model in the context of community empowerment NTT local.

2. Literature review

Basically, social science provides an understanding of the nature of humans as social beings. Suratman et al (2014: 5-6) explain that social science is a series of knowledge about the most basic things that exist in human life as social beings, and social problems that manifest from it. Their goal of social science is defined as a science that fosters insight into the thinking and personality with respect to human attitudes and behavior in dealing with other humans towards the human being concerned.

In addition to providing insight into human thinking and personality, social science studies in more detail about human activities in living together. The activity in question is a pattern of thinking, behaving and behaving in establishing social relationships among others. With this simple understanding in the social science environment including anthropology, history, law, economics, politics, psychology, sociology and others (Abdulah, 2006: 31-32).

Judging from the above definition of social science, the authors conclude that social science has a broad scope of the human person with each other; this science studies all interactions that occur and any impacts that occur because of these interactions. Every human being responds with their own mindset in various fields of life, so that social science becomes a reference in other fields of science.

2.1. Local Community Empowerment

Local community empowerment is often referred to in various terms. Edi Suharto (2010: 42-43) mentions the term local community development. The effort to empower local communities is the existence of a demonstrated process to create social and economic progress for the community through active participation and community initiatives.

Tjiptiherijanto (1999: 110-111) also thinks critically about the empowerment of local communities and explains that each community has creative, innovative, and productive abilities that must be accompanied by challenges and stimuli from both inside and outside then must be supported by a climate that allows potential reactions that exist. The leaders must carry out full support for all productive works of the local community that have economic value. Empowerment of local communities can be done by providing services that help overcome various problems of poverty, environmental degradation, education, natural disasters and war, drug abuse, disease outbreaks in order to form a prosperous local community towards civil society.

Another understanding of the empowerment of local communities is by utilizing available resources to overcome crisis problems at the local level (Cresent Team, 2003: 33-131). There are concrete actions that they offer as a solution in empowering local communities, namely by developing local resources and developing local communities. This opinion is based on the belief that a local community has a specific internal mechanism (local specific) and can actually play a role in internal problems. The ability of the community to solve problems through empowering local communities is also explained by Dhewanto et al (2013: 99-101) who acknowledge the competence and motivation of actors in the system to set and achieve goals.

Researchers get an understanding of local community empowerment which is basically a process of interaction between members of the local community facilitated by social workers either social organizations or individuals (academics, community leaders, or spiritual leaders) who have the goal of overcoming crisis problems in their area.

2.2 Economics

Economics is also synonymous with social science because social science is the study of humans. Economics focuses on how human behavior meets its needs, which to get it requires sacrifice because of limited or scarce availability. Thus the main study of economics only focuses its attention and analysis on goods and services that are useful and rare for humans (Liaily et al, 2013: 2).

Opinions of economists such as Sandono Sukorno explain that economics analyzes costs, benefits, and improves the use of natural and human resources. Ari Sudarman gave an opinion that economics is a branch of social science that is concerned with the problem of how to use limited resources to satisfy various human needs. Seuherman Reyiah said that economics is the science of economics, one of the branches of science and the understanding of social phenomena that arise due to human actions in an effort to achieve prosperity.

In general, the notion of economics states that this science is a branch of social science that describes humans as social beings, but this discipline specifically describes the relationship between humans and other humans for the purpose of meeting their needs.

2.3 Entrepreneurship

Entrepreneurship is an economic activity that emphasizes entrepreneurs to have creative thinking skills and innovative behavior, which are then used as the basis for resources, driving force, goals, strategies, tips and processes in facing life's challenges (Asatina, 2015: 3). Suparyanto (2013: 1) more clearly states that entrepreneurship focuses its activities on looking for opportunities and using them to spend something that has added value.

The definition of entrepreneurship generally describes creative ideas with innovative steps in business ventures, but there are other definitions that Echdar (2013: 18-20) tries to provide specifically. Entrepreneurship is ability in terms of creating business activities and the ability to create it requires continuous creativity and innovation to find something different from what has been there before, where creativity and innovation are ultimately able to contribute to society at large. Every thought, step, and action is a business; even an entrepreneur's dream is an idea to be creative in finding and creating new businesses.

Based on the above understanding, it can be concluded that entrepreneurship is an entrepreneur's decision to form ideas and carry out his ideas with new discoveries as outlined in business ventures.

2.4 Social Entrepreneurship

Activities in social entrepreneurship are different from business activities in general where an entrepreneur opens a new business or runs an existing business for the benefit of the business owner. The difference is in the focus where social entrepreneurship focuses more on creating capital and the social value that is built. Entrepreneurship in this field is very closely related to non-profit organizations, but companies are still looking for profits for capital to make positive changes in society (Dhewanto 2013: 45-48).

Suparman (2012: 162) tries to make research and see social entrepreneurship as a form of a new business model that is useful for empowering the surrounding community. The result of this effort is how the proposed ideas can have a good impact on society. Suparman said that social entrepreneurship is like someone who is saving in the long term because their business requires time and a long process to see results.

The definition of social entrepreneurship according to experts almost agrees, one more opinion that explains entrepreneurship is Firdaus (2014: 58). In the context of social entrepreneurship, the intended value is social value because social entrepreneurship emphasizes how to create innovative ideas or ideas in order to solve social problems.

Social entrepreneurship is an effort to use resources to run a business by adding social value to it. The purpose of social entrepreneurship is to bring about a change in impact for members in entrepreneurial activities while still looking for profits.

2.5 Preliminary Studies

Previous studies and the results they have achieved are used as the basis for this research reference: Masturin (2015) entitled Community Empowerment Model with Social Entrepreneur Approach (Analysis of Social Entrepreneurs' Character). Whereas previous research related to BCP which is the basis is Deden Suparman (2012) on Social-Entrepreneurship Based on Community Organizations (Ormas) (Analysis Study on Ummah Economic Empowerment of Persis Social-Business Units, NU, and Muhammadiyah in Garut Regency).

3. Research methodology

Based on the research objectives, this research is descriptive, verification and explanatory, where this research is descriptive because it describes or takes pictures of the variables under study. The method used in this research is a qualitative method. Population is an object or subject that has certain qualities and characteristics that the researcher determines to study and draw conclusions. The key informants in this study are communities and groups who are active in social entrepreneurship on the islands of Alor, Flores and Timor.

Samples in qualitative research are not named as respondents but as sources, participants, informants, friends and teachers in the study (Sugiyono, 2016). The sampling technique used is nonprobality sampling, be in the form of snowball sampling. Snowball sampling is a technique of determining a sample that is initially small in number, and then enlarges. It was like an old rolling snowball becoming big. In determining the sample, first one or two people were selected, but because these two people were incomplete with the data provided, it was necessary to find other people who were considered to know more and could complete the data provided by the two previous people.

The data collection techniques were descriptive observation and semi structured interviews. Descriptive observation according to Sugiyono (2016: 383), if the researcher enters a certain social situation as an object of research, the researcher makes a general and comprehensive exploration, describes what he sees, hears and feels. The semi-structured interview mechanism was used in this study because the questions were more open, in which the interviewee was asked for their opinions and ideas.

The analysis in this research is to use a SWOT analysis, where this method shows the profile and potential of social entrepreneurship in NTT by determining the combination of internal and external factors that exist. SWOT analysis compares internal factors, namely strength and weakness. External factors are opportunities and threats. Internal factors are entered into a matrix called the IFAS factor matrix (Internal Strategic Factor Analysis Summary). External factors are entered into a matrix called the external factor matrix or EFAS (External Strategic Factor Analysis Summary). Then after the internal and external strategy factor matrices are completed, the results are entered into a qualitative model, the SWOT matrix.

4. Results and Discussions

4.1 Social Entrepreneurship in East Nusa Tenggara

The phenomenon of the emergence of various social entrepreneurs in Indonesia is also being felt in East Nusa Tenggara. The emergence of various social entrepreneurs in NTT is a response to various kinds of socio-economic problems that exist in NTT. Pioneered by extraordinary business actors, various social entrepreneurial activities have had an impact on the surrounding environment. Not only impact economically and socially but also education, health and culture.

The following are some examples of groups or individuals working in the world of social entrepreneurship in NTT:

1. Rumah Sejuta Mimpi (The House of a Million Dreams)
   Rumah Sejuta Mimpi or “The house of a million dreams” was established on March 23, 2018 in Fatuboki Village, Taebenu District, Penfui Village, Kupang Province, East Nusa Tenggara on the basis of the dream of a nurse at the Naimata Mental Hospital, Kupang City, named Imaculata Bete. Imaculata said that Rumah Sejuta Mimpi was founded on the basis of his desire to provide learning facilities for children around his residence to access proper education such as learning English but were constrained by costs. It was given the name "The House of a million dreams" because it was based on the childhood experience of the Imaculata where the dreams of children who generally only wanted to be teachers, police and soldiers even though there were so many thousands of dreams that children could achieve because they originated from their dreams. will be passionate about reaching that dream. The main objective of establishing Rumah Sejuta Mimpi is to

motivate children and adolescents to learn English. Encourage them to dare to dream and achieve their dreams. But not only that, children were also given knowledge of self-care, bullying and renewable education related to adolescents and children. The number of children and adolescents studying at Rumah Sejuta Mimpi is around 80 people. However, this number is sometimes erratic because many children find it difficult to come to the “House of a Million Dreams”. According to Imaculata, the beginning of establishing Rumah Sejuta Mimpi only with used tires as a medium for children's play. However, as time went on, to meet the operational funds of the “House of a Million Dreams” started by selling bracelets and weaves from women around the location of “The House of A Million Dreams”. The proceeds from sales are divided for mothers and the rest is used for social activities "Home of a million dreams". Rumah Sejuta Mimpi gets support from many parties both from within and outside the country, such as the NTT Bank, the Turkish Car Powership, students, youth community, and an overseas student from Taiwan who regularly visits the Million Dreams House to teach English and learn to weave.

2. Village Owned Enterprise Au Wula, Detusosko Barat Village

   Au Wula Village-Owned Enterprises (BUMDes) was the brainchild of the Head of West Detusoko village named Ferdinandus Nando. BUMDes Au Wula was formed since August 21, 2017 with 2 business units in the form of trade and tourism. This initiative emerged because there were several problems Nando encountered, namely: 1) the mindset / perspective of young people leaving the village, 2) graduate graduates are more interested in office work, 3) lack of networks, 4) difficulty accessing capital, 4) abundant commodities but minimal processing post-harvest, and 4) market uncertainty for agricultural products. Currently BUMDes Au Wula has two business units, namely Homestay Detusoko Ecotourism and Lepalio Café. Homestay is built to answer the needs of lodging facilities for tourists and the availability of toilets. Meanwhile, Lepalio Café is a business unit that sells various coffee-based products such as detusoko coffee, detusoko coffee bracelets and detusoko coffee parfung. In addition to selling coffee-based products, Lepalio Café also sells other products such as detusoko black rice and launched the Dapur Kita program to help sell farm produce for farmers who had difficulty during the Covid-19 pandemic. The BUMDes Au Wula itself has received several awards, namely the best BUMDes in the National Digital BUMDes event organized by the Ministry of Village PDTT RI and has become a role model for managing the national level BUMDes.

3. Sayur Nusa

   The Sayur Nusa business unit is a social entrepreneurship business unit that was founded in November 2019 by Mr. Dany Wetangterah and his wife. The Sayur Nusa business unit is located in Mr. Dany's own house, precisely behind the Keungan Building, Kupang City. Sayur Nusa itself is engaged in selling various types of vegetables such as mustard greens, sweet, spinach, broccoli, kale, and others. Not only vegetables, Sayur Nusa also provides various kinds of spices and fruits. All products sold are the produce of Mr. Dany's own garden and are marketed both by delivery and also in collaboration with supermarkets. Until now Sayur Nusa is still managed by Mr. Dany and his wife assisted by an employee. Sayur Nusa is planned to be a cooperative in the future. Mr. Dany as the founder acknowledged that Sayur Nusa's establishment was motivated by the Covid-19 pandemic which hindered the economic sector including the sale of farmers' garden products. In addition, the increasing need for healthy food during the pandemic also affected the founding of Sayur Nusa. Currently, Sayur Nusa under Mr. Gany has helped 18 farmers and 12 poor farmer groups to market their crops through the Sayur Nusanya business. Even Mr. Dany has 22 assisted farmers located in Maulafa, Noesinas, Tarus, Batakte, Baumata and others.

4. Horticultural Agriculture and Freshwater Fish Cultivation
   The Horticultural Agriculture and Freshwater Fish farming business units are business units founded by Pastor Jefri Wattileo et al (along with several GMIT pastors). The year of the establishment of Horticultural agriculture was from 2017 while for freshwater fish in Fatububut TTS (Timor Tengah Selatan) since 2013. The location of his freshwater fisheries and agriculture business is in his church in Fatububut TTS (South Central Timor). For the area of Kupang city, there is also a branch of his farming business, precisely in Oepoi, Kupang city and the garden becomes a model garden for training for farmers. The products produced include various kinds of vegetables and fruit that are produced from agricultural gardens located at Oepoi such as chilies, tomatoes, eggplant, bitter melon, cucumbers, melons and tubers such as onions. The fisheries sector, such as tombro carp and nilla fish, are located in Fatububut, TTS (Timor Tengah Selatan). Meanwhile, the Kupang City area is trying to cultivate catfish. But is studying the maintenance and marketing system. The reason Pastor Jefri Watileo, who founded horticultural farming and freshwater cultivation to help improve the welfare of his church congregation.
5. Kali Kembar Wairklau Farm Farmer Group
   The Kali Kembar Wairklau Farm Farmer Group is a farmer group located at Jalan Wairklau, RT / RW 04/010, Madawat Village, Alok District, Sikka Regency, Maumere - Flores - East Nusa Tenggara. This group was founded in 2010 with a history of its early formation was to raise awareness among farmers in Sikka Maumere and the lack of awareness from the community to use the remaining vacant land. People in Sikka-Maumere are also less interested in becoming farmers because for them being a farmer is hard work and requires a lot of capital. The Kali Kembar Wairklau Farm farmer group, which originally had 20 members, was chaired by Gaspar Bao. Gaspar Bao has a junior high school education only background. The head of the Kali Kembar Wairklau Farm farmer group always strives to provide farmers with an understanding of the importance of being an organization or group and always motivating its members to remain passionate about being successful farmers. In 2020, the Kali Kembar Wairklau Farm farmer group under the leadership of Gaspar Bao has grown and has 60 members. The Kali Kembar Wairklau Farm farmer group produces composite maize. Composite corn is also known as local maize. The Kali Kembar Wairklau Farm farmer group chose composite corn because it has a short age, is resistant to pests and can be planted repeatedly so that it does not cause farmer dependence. With the increase in corn farming, the Kali Kembar Wairklau Farm farmer group has opened another type of business, namely Kampung Chicken Farming. With abundant maize yields and good quality maize, the free-range chicken farm of the Wairklau Twin River farmer groups can develop rapidly. The location

of corn farming of the Kali Kembar Wairklau Farm farmer group was originally in Kolisia B Village, Magepanda District - Sikka. However, with the increasing demand from consumers, the Kali Kembar Wairklau Farm farmer group has added a farming location in Boru Village, Podor Hamlet, Wulanggitan District, East Flores. Meanwhile, the location of the native chicken farm of the Kali Kembar Wairklau Farm farmer group is located at Jln. Wairklau, Rt / Rw 04/010, Madawat Village, Alok District, Sikka Regency, Maumere - Flores - East Nusa Tenggara. Every month, the Kali Kembar Wairklau Farm Farmers Group sells 200 chickens, but for the sale of native chicken eggs it is uncertain the amount marketed because some are sold but there are also eggs that are prepared to become seeds. For corn yields, especially in the rainy season, the Kali Kembar Wairklau Farm Farmer Group can produce 8-10 tons per harvest. Meanwhile, during the dry season, the Kali Kembar Wairklau Farm Farmers Group carry out planting in preparation for the seeds to welcome the rainy season which can produce 5 - 7 tons per harvest. In order to keep growing, the Kali Kembar Wairklau Farm Farmer Group needs capital. Capital is obtained from a loan on behalf of the Chairman by making a KUR loan at BRI Bank. From the various efforts done, in 2013, the Kali Kembar Wairklau Farm farmer group became the National Champion as an exemplary farmer group. Currently, the Kali Kembar Wairklau Farm Farmer Group also has social partners, namely the Department of Agriculture, Prisma (Australian Government Program to Help Farmers) and the Regional Development Planning Agency.

6. Papalele

The system and application called “Papalele” which was founded in 2018 is based on the cultural context of East Nusa Tenggara, where people buy vegetables or products from farmers and sell them back to end customers. The initial idea was founded by Papalele because there was no distribution channel that could help the farmers to sell the products they produced to the target market. "Papalele" was developed with an on line system and application to support the distribution of local farmers' products, especially women farmers in East Nusa Tenggara, which currently has 18 members. The products marketed by “Papalele” are organic, woven and livestock vegetables. So that the products produced by women farmers in East Nusa Tenggara can be sold not only in the NTT market but also nationally, the "Papalele" product can be found on online media, namely Facebook, Instagram, Tokopedia and also at exhibitions held in NTT Province. and on economic-based activities. The “Papalele” market segment is the middle to upper income segment. Because "Papalele" is a social entrepreneur, the social program run by "Papalele" takes 30% of the profit generated and is used to support NTT female farmers who are members of the "Papalele" to be able to help their economy and provide climate information to farmers. in order to adapt to their planting period.

7. Sekolah MUSA

"SkolMus" is a community and is a form of social entrepreneur with a vision to encourage change through multi media. Initially, "SkolMus" was called Sekolah MUSA, which means Multi Media School for All, which was formed and preceded by the concerns of several young people in Kupang City regarding the difficulty of access to multimedia learning for residents, especially young people in Kupang City. In May 2011 the idea was sparked to build a joint learning community by opening a "sharing class" which teaches multimedia knowledge, namely photography, videography, graphic design and creative writing with lecturers and volunteer photography practitioners in Kupang City. Since then "SkolMus" has developed into a multimedia school and is involved in various workshops, training and annual activities, such as the Kupang City Traces Photo Exhibition, Matahati Photo Exhibition, viewing photo exhibition, recording, telling, vestive of Kupang films (Road to XXI Fil Festival, InDocs, Documentary Workshop, Playing For Change, KupangBagarak, Teaching Rote, Kitong, Lakoat, Kujawas). In 2014 "Skolmus" then transformed into a social entrepreneur by creating and running a social enterprise that focuses on multimedia training services and social documentation. "SkolMus" is also trusted in trainings, monitoring and social documentation projects such as "Me and Kotaku (in collaboration with the Pannaforo Institute), Workshop and Photo Exhibition" Parampu Pung Carita ", supporting the film project" Siko "(working together with the Kupang Film community) and the process of documenting knowledge and making the book `` Semau Beta " with PIKUL and GEF. As a form of social movement, "Skolmus" holds an annual class which this year reaches its 7th batch, namely the Youth Photo Class, the "KetongBisa" Photography Class and the Second Chance Academy (Multimedia-Based Young Entrepreneur Incubation). On 2 October 2018, the “SkolMus” annual meeting was transformed with a major change, namely a change in the name and logo which was originally named SekolahMUSA to become “SkolMus” or Multimedia for all. "SkolMus" defines itself as a social entrepreneur with a business unit called "SkolMus Enterprise" which runs multimedia services and social documentation. As proof of commitment as a social entrepreneur, "SkolMus" provides 51% or more than half of the profit obtained from the "SkolMus Enterprise" business unit for investing in "SkolMus" social projects, namely Annual Class, Workshop, Charity and others.

8. Geographical Indication Protection Society (MPIG) Flores Bajawa Arabica Coffee
   The Geographical Indication Protection Society (MPIG) Flores Bajawa Arabica Coffee is an institution that represents the Bajawa people who inhabit an area on the island of Flores that grows on the basis of a common vision and mission to carry out, maintain the production and quality of Flores Bajawa Arabica coffee products as well as to propose protection of rights Intellectual Property (IPR) for products produced by people in this region as products that are protected by geographic indications so that it is expected to increase competitiveness in the global market. On 26 May 2009 in Bajawa, the “Flores Bajawa Arabica Coffee Protection Society (MPIG)” was officially agreed to be established. The establishment of the institution was then registered with the Notary Office in Ngada Regency, No. 4 Dated 15 August 2011. The Flores Bajawa Arabica Coffee MPIG in Ngada District remains inclusive, that is, local organizations based in the region can join this organization as long as the members are Arabica coffee producers or processors and that they have met all the rules listed in the Book of Requirements for Geographical Indications of Flores Bajawa Arabica Coffee. The coffee produced by MPIG itself has reached the international coffee market. The distinctive taste of the coffee produced has made Bajawa arabiika coffee one of the world's premium quality coffees.

4.2 SWOT Analysis

Internal aspects are used to talk about weaknesses and weaknesses that are important. Data and information on internal aspects were obtained by interviewing sources that they thought influenced social entrepreneurship in East Nusa Tenggara. Here are the internal aspects.

1. Strength

   a. Dynamic organizational configuration

   b. Quality leadership

   c. Allows social entrepreneurship and social responsibility

   d. Motivation makes a difference

2. Weaknesses

   a. Size and scalability limitations

   b. Inherent strategy rigidity

   c. Limited capital ownership

   d. Differences in goals and objectives

Meanwhile, the external aspect is used to identify opportunities and threats that are considered important. Data on the cultural aspects were obtained by interviewing informants. The following are external aspects that are considered to influence the potential for social entrepreneurship in East Nusa Tenggara.

1. Opportunities

   a. Increased interest in social entrepreneurship

   b. Facilitating the environment

   c. Blurring sector boundaries

   d. There is community involvement

2. Threats

   a. Unfavorable legal and tax framework

   b. Uncertainty of sources of funds and forecasting

   c. Possible mission drift

   d. Accountability demands

Based on the internal and external factors described above, the IFAS and EFAS tables are prepared as follows:

IFAS

	INTERNAL FACTORS	VALUE Average	RATING Rata-rata	SCORE
Strength	Dynamic organizational configuration	0.143	4.1	0.591
	Quality leadership	0.137	3.6	0.498
	Allows social entrepreneurship and social responsibility	0.144	3.9	0.562
	Motivation makes a difference	0.131	4.0	0.519
Weakness	Size and scalability limitations	0.130	1.3	0.176
	Inherent strategy rigidity	0.086	1.7	0.145
	Limited capital ownership	0.143	1.1	0.161
	Differences in goals and objectives	0.085	1.7	0.143
Total				2.793

EFAS

	EXTERNAL FACTORS	VALUE Average	RATING Average	SCRORE
Opportunity	Increased interest in social entrepreneurship	0.142	4.2	0.593
	Facilitating the environment	0.121	4.0	0.482
	Blurring sector boundaries	0.101	3.4	0.347
	There is community involvement	0.161	4.5	0.723
Threats	Unfavorable legal and tax framework	0.092	1.9	0.172
	Uncertainty of sources of funds and forecasting	0.161	1.3	0.201
	Possible mission drift	0.105	1.5	0.157
	Accountability demands	0.119	1.5	0.178
Total				2.853

Information:

Value	**Description**
> 0.20	Very Strong
0.11 - 0.20	above average strength
0.06 - 0.10	Average strength
0.01 - 0.05	Strength below average

Rating	**Description**
4	the response is superior
3	the response is above average
2	the response is average
1	the response is poor

Based on the internal aspects (strengths and weaknesses) and external aspects (opportunities and threats) that have been discussed previously, the following strategies can be formulated.

SWOT matrix

IFAS / EFAS	**Strength:** 1. Dynamic organizational configuration 2. Quality leadership 3. Allows social entrepreneurship and social responsibility 4. Motivation makes a difference	**Weakness:** 1. Size and scalability limitations 2. Inherent strategy rigidity 3. Limited capital ownership 4. Differences in goals and objectives
Opportunities: 1. Increased interest in social entrepreneurship 2. Facilitating the environment 3. Blurring sector boundaries 4. There is community involvement	**SO Strategy** 1. Cultivate entrepreneurial spirit in society 2. Increase business innovation and improve the quality of social entrepreneurs 3. Empowering all existing resources and can be developed 4. Inviting various parties to support social entrepreneurs	**WO Strategy** 1. Increase the size of the business and business network by empowering the community 2. Doing strategic innovation based on resources and the environment 3. Doing capital work together with various parties 4. Formulating and determining sustainable business goals
Threats: 1. Unfavorable legal and tax framework 2. Uncertainty of sources of funds and forecasting 3. Possible mission drift 4. Accountability demands	**ST Strategy** 1. Approach the government or legal practitioners regarding business regulations 2. Conduct business funding cooperation 3. Formulation of long-term goals with quality leadership 4. Strive for accountable business performance	**WT Strategy** 1. Carrying out various forms of cooperation in the fields of funding, marketing, distribution and innovation 2. Peumusan goals and ideals of a sustainable business 3. Designing a more flexible business strategy 4. Committed to showing the best business performance and having a positive impact on many parties

The next step is to formulate a strategy. To formulate the next strategy, a match is made to the IE matrix (Fred R. David, 2002). This matrix is based on two key dimensions, namely IFAS on the X-axis and EFAS on the Y-axis.

For the X axis there are three scores, namely:

1. Score 4.0-3.0: strong internal position
2. Score 2.99-2.0: average internal position
3. Score 1.99-1.0: weak internal position

For the Y axis in the same way, namely:

1. Score 4.0-3.0: strong external position
2. Score 2.99-2.0: average external position
3. Score 1.99-1.0: external position is weak

The IE matrix is divided into 3 main sections which have different strategic implications. Divisions II, IV, or I can be called growth or development, suitable strategies are incentive strategies such as market penetration, market development, and product development. Divisions III, V, or VII can use a defense and maintenance strategy. Market penetration and product development can also be used for this division. Divisions that enter cells VI, VIII, or IX are harvest or divestment. The most successful businesses are those in the cell I position.

Based on previous IFAS and EFAS calculations, it is known that Social Entrepreneurship has a total value of 2,793 on internal factors and a total value of 2,853 on external factors. Then the IE matrix is as follows.

IE Matrix

Total IFAS score

Strong Average Weak

4,0-3,0 2,99-2,0 1,99-1,0

4,0 3,0 2,0 1,0

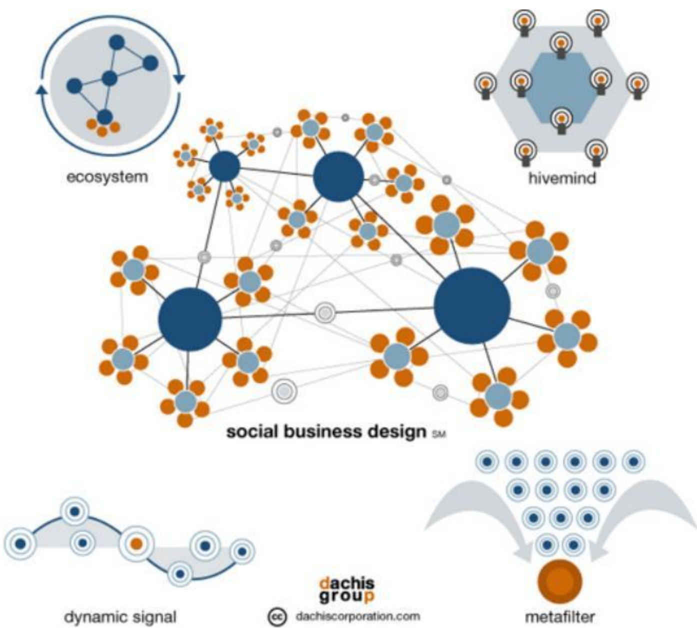
4,0-3,0 2,99-2,0 1,99-1,0	**Cell I**	**Cell II**	**Cell III**
3,0 Total EFAS Intermediate 2,99-2,0	**Cell IV**	**Cell V**	**Cell VI**
2,0 4,0 3,0 2,0 1,0 1,0	**Cell VII**	**Cell VIII**	**Cell IX**

Based on the IE matrix above, it can be said that social entrepreneurship in NTT is in the position of cell V. So the strategy used is defense and maintenance along with market penetration and product development strategies.

4.3 Social Entrepreneurship Model in the Context of Local Community Empowerment in East Nusa Tenggara

Osterwalder & Pigneur (2010) defines a business model as a basic overview of how organizations create and deliver value. The business model shows how to think about how a company makes money. The business model and the form of the organization greatly influence the company's ability to grow and develop in a sustainable manner. As with any business in general, the opportunities that social entrepreneurship has must be supported by a business model that makes sense and is realistic. A social entrepreneur can create a new business model where this model will improve the performance of social entrepreneurs. Some literature on social entrepreneurship business models suggests a business model design for social entrepreneurship as depicted in the image below (Grassl, 2012):

Social Business Design



A social enterprise must be built as a strong and integrated network and connections with business knowledge where they can find value individually and together as a whole as an ecosystem. Social entrepreneurship is considered to have a "hive" (hive) if the organization can rely on cooperation in the environment they are in and collaborate intensively with stakeholders. Information obtained from customers regarding changes that occur in the market can be interpreted as a dynamic signal for social entrepreneurship, where actors or the social entrepreneurship community must retrieve and process this information efficiently so that it can lead to the social value they want to create. This process is described as a metafilter. Regarding business methods, social entrepreneurship creates hybrid organizations that use business methods, but the end result is social value creation (Winarto, 2008).

Winarto's statement is an outline of a social entrepreneurship. Social entrepreneurship is not only doing business but also provides benefits to the surrounding environment by empowering the community, preserving nature, and helping children's education. Based on Winarto's opinion, it can be said that the right social entrepreneur model for the East Nusa Tenggara region is Hybrid, which is a business organization that in addition to conducting business activities also creates social value. This is because the NTT region is an area that needs to be empowered by its people. In addition, the available resources are also sufficient, but to be able to manage existing resources, the community is still not capable enough. Therefore, the appropriate social entrepreneurial model in the context of empowerment in NTT is a hybrid model that carries out business efforts at the same time empowers existing resources.

5. Conclusion

Based on the results of the research and discussion that has been carried out by the author, the writer will draw general conclusions from the descriptions of the previous chapters, as follows:

1. There are several forms of social entrepreneurship in East Nusa Tenggara and in this study there are eight social entrepreneurs who are the object of research. Each of them has their own business activities such as agriculture, plantation, tourism, education, to technology and transportation.
2. Based on the SWOT analysis and the IE matrix above, it can be said that social entrepreneurship in NTT is in the position of cell V. So the strategy used is defense and maintenance accompanied by market penetration and product development strategies. This shows that social entrepreneurs in NTT are still in the development stage.
3. The empowerment-based social entrepreneur model in the context of NTT is a Hybrid model, namely business organizations using business methods, but the end result is social value creation.

Limitation and study forward

This research was only conducted in several areas in East Nusa Tenggara so that the depiction of social entrepreneurs in this study does not fully describe the models and potentials of social entrepreneurs in East Nusa Tenggara. For further researchers, they can conduct research on a broader scale using a census or survey method so that all social entrepreneurs in NTT can be studied in depth.

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ANALYSIS OF THE MOST POPULAR KETUPAT TYPES IN JAKARTA

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Abstract

Purpose: The purpose of this study was to determine what the basic ingredients, spices and processing of Ketupat food are, to analyze the types of ketupat which are popular and consumed by the people of Jakarta.

Methodology: This research is a qualitative research with descriptive methods. Descriptive qualitative research is research that describes the philosophy of the ketupat, the history and meaning of the word ketupat and to find the type of ketupat that is most popular and consumed by the public.

Findings: Ingredients for making Ketupat: rice, water, salt, pandan leaves and skin or ketupat shells. It turns out that there are many types of ketupat in Indonesia and the most popular types of ketupat that are consumed by the people of Jakarta are ketupat bawang and ketupat pasar because they are easy to make and the portions are suitable as a substitute for rice.

Limitation: The place where this research was conducted was in Jakarta because this location is one of the areas with a community that can represent major cities in Indonesia.

Contribution: As an enrichment for the course material for the Indonesian Cuisine course so that you can get to know and preserve traditional Indonesian food.

Keywords: *Ketupat, Gastronomy, Traditional food, Jakarta*

1. Introduction

Food or culinary is an identity that reflects the culture of a nation. Indonesia is famous for a variety of traditional foods that are popular not only for local tourists who are Indonesians but also tourists from abroad. At this time, traditional food became popular in various circles. The phenomenon is seen, people hunt for traditional food on weekends or holidays. The most prominent thing is that during the fasting month, they will serve more traditional specialties than food from foreign countries.

To promote this traditional food, one special event, namely the Nusantara culinary feast, is an exhibition held by the Indonesian Tourism Promotion Board (BPWI) which is supported by the Ministry of Tourism and Creative Economy of the Republic of Indonesia. The purpose of holding this exhibition is how Indonesian cuisine can become a destination, as stated by the Chairman of BPPI, Wiryanti Sukamdani [1].

Particularly for the city of Jakarta, there is a typical Ketupat Sayur that is sold in areas where the population is predominantly Betawi ethnic groups. The thing that distinguishes it is that this ketupat uses long beans and coconut milk which are flavored with spices. Ketupat is generally used as food during Eid, while Ketupat sayur as a typical Betawi food is used as daily food for Betawi people. Of course it is not a coincidence that the Lebaran ketupat tradition has emerged and has continued until now. Because if we try to connect the ketupat with Indonesia's geographical position, our country is rich in beaches where thousands of coconut trees grow. To take advantage of the coconut leaves (janur), a series of sleeves were made to wrap the ketupat. Not surprisingly, it is this plausible reason that makes ketupat easy to find in all regions of the archipelago.

Ketupat which is commonly known is made from rice, wrapped in coconut leaves, and shaped in a parallelogram. However, over time, 'new variations' of ketupat appeared along with the modernization and the creativity of the society which was growing. Ketupat undergoes changes in shape, skin material, and filling according to local customs and culture. Filling the shell of ketupat is not only from rice. In West Sumatra and Sulawesi, ketupat is made from white glutinous rice and cooked with coconut milk. This ketupat has a tougher texture and a more savoury taste. In South Sumatra, there are some who wrap their sticky rice in Pandan leaves, so the aroma is much more fragrant.

Therefore, the aim of this research is to find out which type of ketupat is the most popular as a food substitute for rice consumed by Jakarta residents

2. Literature review and hypotheses development

a) According to research from Angelina Rianti et al [2], Ketupat is part of Indonesian food culture.

   Ketupat plays an important role in Eid celebrations. Although ketupat was previously known as one of the Muslim celebratory foods, it has spread to almost all regions in Indonesia. Each region has its own culture and uses creativity to prepare and serve ketupat. Due to very limited data on the ketupat, further study of the ketupat and its development as a cultural work that produces something with artistic value or as a cultural expression that symbolizes a good meaning or message is needed. Thus, the ketupat needs to be promoted to increase the nation's cultural wealth.

b) According to research from Hendro Ari Wibowo, Wasino and Dewi Lisnoor Setyowati [3] entitled Local Wisdom in Maintaining the Environment (Case Study of Communities in Colo Village, Dawe District, Kudus Regency) results that when people carry out activities related to agriculture, the Colo community thinking about how the water will be, water concepts, and water arrangement. What plants are suitable in areas that protect water. Maybe the Colo people have local wisdom like that. So there is a natural harmony. Kupatan is a term that comes from the word "kupat" or after in Indonesia it became "ketupat". Namely the name for food made of rice that is put in a woven box of young coconut leaf midribs (janur). Ketupat is a typical food of the sea that seems obligatory when Islamic holidays take place, especially on the celebration of Eid al-Fitr. In the community of Colo village, ketupat holidays are often referred to as kupatan. The dimension of local values in kupatan, where local values to regulate life together among community members. So every community has local rules or values that are obeyed and mutually agreed upon. Meanwhile, the Kupatan tradition in Colo Village leads to a worship commemoration related to the community. But in this case, the kupatan in Colo Village has been packaged in such a way as the Sewu Kupat Parade.

c) According to research by Listya Ayu Saraswati and P. Ayu Indah Wardhani [4] entitled

Multicultural Journeys in a Cap Go Meh Plate of Ketupat results that Cap Go Meh ketupat / lontong is generally associated with Chinese New Year and Cap Go Meh celebrations in the Peranakan Chinese community of Semarang, Java. Middle. However, the Betawi people (Jakarta), the Muslim community in Indonesia, and even people in Malaysia, Singapore, Brunei Darussalam, and the Philippines also have a tradition of eating Ketupat / Lontong Cap Go Meh during Lebaran (Idul Fitri and Eid Al Adha). In the book Chinese Muslims in 15th and 16th Centuries: Malay Annal of Semarang and Chrebon, H.J. de Graaf explained that ketupat food had been known by Javanese people since the fifteenth century along with the spread of Islam in Java by Wali Songo. As previously explained, Wali Songo played an important role in the spread of Islam in Java. What's interesting is the humiliation that was brought along in their Islamic teachings. Lebaran Ketupat (Bakda Ketupat) is a tradition of eating at Hari Raya celebrations popularized by Wali Songo in Java. The celebration, which falls on the seventh day after Eid al-Fitr, is filled with the tradition of delivering or eating ketupat with relatives which symbolizes togetherness or the closeness of the relationship.

d) According to research from Sri Fatma Podungge [5] entitled Community Perceptions of Ba'do Ketupat Tradition (Case Study in Yesonegoro Village, Limboto Barat District, Gorontalo District) results that Lebaran Ketupat is not an Islamic teaching originating from the Prophet, in Islam there is only one Eid Syawal. namely Eid al-Fitr 1 Shawwal which is a victory for Muslims after one month of fasting in Ramadan. Ketupat Eid is an acculturation of Indonesian culture. Lebaran ketupat in all regions that carry it out, the implementation time is the same, namely on the seventh day after Eid al-Fitr. Lebaran ketupat originated from the northern coastal region of Java, where Islam began to spread on the island of Java, this tradition then spread to inland areas until it finally spread to almost the entire island of Java. Then from the island of Java the Ba'do ketupat tradition spread to all corners of the archipelago brought by the Javanese Tondano, one of which had spread to Gorontalo so that it became a national tradition.

e) According to research from Rauda Blongkod [6] entitled Comparative Study of the Ketupat

Tradition (A Research in Yosonegoro and Atinggola) results in the perception of the Yosonegoro community regarding the ketupat tradition, according to the results of an interview with one of the Yosonegoro people who said that with the celebration of the ketupat tradition, it certainly has value. apart for the people of Yosonegoro, that is, even though we don't know each other, with the celebration of this ketupat tradition we are like a big family, even though we only shake hands. Meanwhile, the perception of the Atinggola community regarding the ketupat tradition is in accordance with the results of interviews with the community that it has been a hereditary culture by the Atinggola people to carry out the ketupat tradition like the one in Yosonegoro. Apart from celebrating the ketupat tradition or Ketupat Eid, they also prayed for the late Jubalo Blongkod by making pilgrimages at his burial. The pilgrimage is only carried out once a year to be precise on the 8th of Shawwal a week after Eid Eid al-Fitr or what is known as Lebaran Ketupat. From the public perception of the ketupat tradition in Yosonegoro and Atinggola it varies according to the implementation of the ketupat tradition they run.

f) According to research from Weny. W. B. & Fitria. D. F. [7] Rebo Wekasan which is the result of Islamic tradition thanks to the assimilation of Islamic culture and religion which is carried out based on the Javanese calendar which still persists today. In this tradition there are also foods that are obliged or sacred to exist in the Rebo Wekasandi tradition of Cikulur Village, apart from fulfilling food needs it is also often used as a ritual tool in a tradition, there is ketupat food as food intended for the needs of the Rebo Wekasan traditional procession.

g) According to research from A.A Putu R M Y, L Gede S K & I Gede H. [8] Ketupat is one of the elements in the cultural treasures of the archipelago. Many people know ketupat, but there are also many people who cannot make ketupat. For this reason, an application about ketupat learning was made entitled Animation-Based Various Ketupat Learning Applications. This application is aimed at elementary school level children and does not rule out the Balinese people, especially the younger generation. This application can provide learning about ketupat making, use of rhombs and evaluation of learning. The purpose of making this application is to teach the younger generation about making ketupat so that later the tradition of making ketupat does not become extinct. The benefit of this application is as an interactive and independent teaching aid for elementary school children and Balinese people, especially the younger generation, because this learning is equipped with structured steps and is equipped with an evaluation of questions about the ketupat so that users can know how far. where are their abilities.

h) According to research from Rivai. B. [9] Thanksgiving and Ketupat are a vehicle for social interaction for the people of North Sulawesi. Through thanksgiving and ketupat people with ethnic, cultural, and religious backgrounds can interact harmoniously in an amazing society. Two cultural expressions as part of local wisdom and cultural mounts that contribute to fostering religious harmony in North Sulawesi. Both traditions can strengthen social cohesion in society which creates a variety of social harmony in a pluralistic society in North Sulawesi.

i) According to research from Kiki F. Dkk. [10] This study aims to determine possible reasons from a sensory perspective to understand people's perceptions of satiety of traditional Indonesian rice products, including steamed rice, 'lontong' and 'ketupat'. Samples are presented with the same amount of mass (iso-mass) and the same number of calories (iso-calories), which makes it possible to change the perception of satiety. The assessment was carried out by measuring the modified Visual Analogue Scale (VAS).

j) According to research from M. Arif & Melki Y. L. [11] The results showed that the Bakdo Ketupat Tradition was believed by the Javanese Tondano community as the glue of friendship between the Javanese Tondano community and the people in Gorontalo Province because this tradition was not solely for the Javanese Tondano community but for the people in remote villages located in Gorontalo Province participate in the festive atmosphere of this Ketupat holiday. Furthermore, for the people of Java Tondano the tradition of celebrating Eid ketupat which has begun to spread in Gorontalo has become a matter of pride for the people of Jaton.

k) According to research from M. M. Misbah [12] The results showed a mindset which shapes the behavior of many Muslim families in Java running the Ketupat Lebaran tradition. The power of the mindset it has managed to hold ketupat eating activities on Eid Ketupat day in the criteria of tradition. The conclusion is that The tradition of eating ketupat on Lebaran Ketupat is already thick rooted among many Javanese Muslim families, so this tradition can done every year in the month of Shawwal. The impact of the implementation of the tradition of eating ketupat on this Lebaran Ketupat, coconut leaf trade is getting more and more crowded in various traditional markets around Javanese Muslim families before the arrival of Lebaran Ketupat and the emergence of a conformity of cultural perceptions among them determine the food menu for the day.

l) According to research from I Nyoman A W, A. A. K. Oka S. & Putu W. B. [13] Ketupat is one of the means of supporting the implementation of the Yadnya Ceremony in Bali. This ketupat has various types and functions. Lack of information and literature on how to make ketupat is one of the reasons Hindus don't understand about wrapping ketupat, so that the Ketupat Learning Animation Application is developed which is able to show how to make a ketupat with traditional animation. Applications are made on the Android platform with Unity as the main software maker. The output of this application is a video and an animation of how to make a ketupat.

3. Research Methodology

Gastronomy and tourism related discussion is becoming an important feature in the development of

niche travel and tourism industry [15, 16].Additionally, both Richards [14] and Hjalager and Richards [20] It is agreed that gastronomic activities and conversations are comparable to what is experienced when consuming other tourism products such as visiting museums or historical sites. Gastronomy or culinary in other term can be understood as the art or science of good food (good eating). Gastronomy is everything related to the pleasure of eating and drinking. Originally, gastronomy that derived from Greek – 'gastros' (stomach) and 'gnomos' (knowledge or law), is a body of knowledge, which considered the relationship between the senses and food and the consumption of food and beverage from a science perspectives [9]. Therefore, Gastronomy will discuss the enjoyment of eating good quality and a reflection of the process of consumption and food processing. The scientist of gastronomy could be traced back through the work of Jean AnthelmeBrillat-Savarin (1755-1826) by his remarkable publication of La Physiologie du gout (the physiology of taste)in 1825 [16, 17].

Furthermore Ardikain Miksic and Yian [18] added that gastronomy also includes detailed knowledge of the national food and drink of the major countries of the world. In this sense, the role of gastronomy is the basis for understanding how food and drink are used in certain situations.

Nevertheless, Ketaren [19] informed and described gastronomy from various discussions for this study including and the intersection between culinary and gastronomy as well as providing examples of food in traditional Indonesian culinary.

There are 5 (five) fields, aspects, or point of view that designated of gastronomy topics:

1. Practical Gastronomy: the practice of changing raw materials to serve which comprises the application, preparation, production, and service of food.
2. Theory of Gastronomy: the theoretical discussion that describe a proses, system and food recipe, often to produce an academic paper or review.
3. Technical Gastronomy: activities carried out by culinary experts, food technology experts,

consultants, professional practitioners, and entrepreneurs in relation to systematic assessment, evaluation and gastronomy.

4. Molecular Gastronomy: discusses the transformation of physico-chemical processes sourced from raw materials during the cooking process and consumption methods.
5. Food Gastronomy: discuss the food menu from various points of view such as history, socio-culture, geographical values, and cooking methods [19]

4. Results and discussions

4.1. Ketupat

Ketupat in general is made of rice, wrapped in coconut leaves, and shaped like a parallelogram. However, over time, 'new variations' of ketupat emerged along with the flow of modernization and the growing creativity of society. Ketupat undergoes changes in shape, skin, and fillings according to local customs and culture. Filling rhombus sleeves is not only from rice. In West Sumatra and Sulawesi, ketupat is made from white glutinous rice and cooked with coconut milk. This ketupat has a tougher texture and a more savory flavor. There are many kinds of ketupat side dishes, generally adapted to the typical food in each region. For example, in Java, ketupat is eaten with chicken opor, sambal goreng liver, and vegetable boiled, while in Sumatra, people prefer to eat ketupat with beef rendang and spicy pumpkin vegetables.

In Indonesia, the serving of ketupat on the day of Eid is ingrained as a hereditary tradition. Ketupat is not even only present in the form of food. In the atmosphere of Eid, greeting cards and decorations are enlivened with ketupat icons. Ketupat seems to be a symbol of the moment of Eid and halal bihalal. It is not a coincidence that the Lebaran ketupat tradition has emerged and continues until now. Because if we connect the ketupat with Indonesia's geographical position, our country is rich in beaches where tens of coconut trees grow. To take advantage of the (young) coconut leaves, a series of sleeves were made to wrap the ketupat. Not surprisingly, it is this plausible reason that makes ketupat easy to find in all regions of the archipelago.

4.2. Materials and How to Make Ketupat

4.2.1. Ingredients for Making Ketupat:

a. Rice (adjust to the ketupat portion you want to make and use delicious and fragrant rice such as Pandan Wangi, Rojolele, Special Mentik, and so on)
b. water
c. Salt
d. Pandan leaves
e. Ketupat woven, as a wrap for ketupat

4.2.2. How to Make a Ketupat:

a. The first thing to do is to wash the rice with clean running water until it is clean.
b. Soak the rice that has been thoroughly washed into a container that has been filled with new water with an appropriate dose.
c. Add salt and stir until evenly distributed.
d. After soaking for about 30 minutes, then drain the rice.
e. Put the rice in the ketupat woven only 2/3 parts.

f. Prepare a pot large enough to boil the ketupat.
g. Enter the ketupat when the water starts to boil
h. Add the pandan leaves and make sure all parts of the ketupat are submerged in water.
i. Boil for 4-5 hours and add water when reduced.
j. After the ketupat texture is solid enough, lift and drain by hanging or in the wind.
k. Once cool, the ketupat is ready to be served.

4.3. Informant Table

Name	Interviewees	Remarks
Ajo Imam	Padang Satay Traders	Using Ketupat Pasar, because the portion is according to the needs of the satay
H. Ajo Manih	Padang Satay Traders	Using the Ketupat Pasar, almost all Padang satay traders use this type of ketupat because the portion is really good.
Ajo Ramon	Padang Satay Traders	Using Ketupat Pasar, all Padang satay traders use this type of

		ketupat because it fits the portion as a complementary food.
Mak Syukur	Padang Satay Traders	Using Ketupat Pasar, all Padang satay traders use this type of ketupat because it fits the portion as a complementary food
Syahrul	Padang Satay Traders	Using Ketupat Bawang, because the contents are a lot and dense so that enough with a little vegetable's consumers will be full
Bang Uloh	Vegetable Ketupat Trader	Using Ketupat Pasar, because I provide additions with lots of choices so that consumers only need this ketupat portion
Pak Moktar	Ketoprak Traders	Using Ketupat Bawang, because the portion is very suitable as a substitute for lunch or dinner
Sarifudin	Ketoprak Traders	Using Ketupat Bawang, because the portion is bigger than Ketupat Pasar so that no consumer asks for added ketupat.
Mumun	Ketoprak Traders	Using Ketupat Bawang, because if you use Ketupat Pasar will be more processing and waste the shells
Bahrum	Skin/woven ketupat Traders	Selling Shell/woven Ketupat, because consumers prefer to buy this type of ketupat. Especially during Eid al-Fitr and Eid al-Adha

5. Conclusion

After conducting research and analyzing the respondent's data, this research can be concluded as follows:

Ingredients for making Ketupat: Rice, water, salt, pandan leaves and shell or woven ketupat. How to make it: First is to wash the rice with clean running water, soak the washed rice in a container that has been filled with enough new water, add salt and stir until evenly distributed. After soaking for about 30 minutes, then drain the rice. Put the rice in the coconut shell only 2/3 parts. Prepare a pot large enough to boil the ketupat. Enter the ketupat when the water starts to boil. Add the pandan leaves and make sure all parts of the ketupat are submerged in water. Boil for 4-5 hours and add water when reduced. After the ketupat texture is solid enough, lift and drain by hanging or in the wind. Once cool, the ketupat is ready to be served. The availability of ketupat-making materials is very abundant because the city of Jakarta is surrounded by coconut-producing areas, both in the form of fruit and leaves as ingredients for skin or ketupat shells. The most popular types of ketupat consumed by the people of Jakarta are ketupat bawang and ketupat pasar because they are easy to make and are suitable portions as a substitute for rice.

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THE TREND OF DENPASAR COMMUNITY TOWARD CHOOSING A BEACH CLUB AS A COMMUNITY LEISURE AND RECREATION FACILITY

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Abstract

A beach club with the main factor being its location on the beach, is one of the outdoor recreation facilities that is in accordance with the establishment of the recreation health protocol in the pandemic era. Beach clubs that are suitable for all age segments are also a reason for the people of Denpasar to visit. The purpose of this study was to determine the travel behavior factors of the people of Denpasar city who chose beach clubs to spend their free time in the pandemic era. Based on the research background, the problem formulations to be discussed are: the characteristics of the people of Denpasar and the factors of tourist behavior for the people of Denpasar City spending leisure time at the beach club In this study, the beach clubs selected as samples are 3 beach clubs, such are Artotel beach club in the tourist area of Sanur, La Brisa in Canggu, and Minno Beach Club at the Melasti Beach Data collection conducted trough observation, interview, and distributing questionnaires with purposive sampling method for 100 respondents who are residents of Denpasar City. The data analysis technique is descriptive qualitative method

The characteristics of the people of Denpasar city who come to the beach club are dominated by women, age range 20-40 years, dominantly come with friends, with an average expenditure of 100,000-500,000, they know about the existence of a dominant beach club from social media, and have come more than once. The tourist behavior factor of the people of Denpasar city is the motivation to visit, the existence of a good perception about the beach club, and satisfaction when visiting. The results of this study are expected to be a recommendation for beach club managers in Bali to further improve the quality of services, products, and management so that they can become recreational facilities that are of interest to all segments. Future research is expected to examine service quality. Product quality, or about the professionalism of the beach club workforce.

Keywords: beach club, leisure and recreation, Denpasar community, trend

1. Introduction

Denpasar is the capital city of the province of Bali, and as the provincial capital, Denpasar is the center of Bali's government, education and economic activities. As the center of the economy and education, of course the population of Denpasar is also diverse, originating not only from 8 districts in Bali, but also from other provinces in Indonesia, both those who are permanently domiciled in Denpasar, or who live temporarily because they are currently studying or because work factor. (BPS Denpasar, 2020)

As a city that is densely populated with activities to fulfill their daily needs, the rhythm of the people activities of this city is closely related to city noise, road congestion, urban air pollution, and a race against time. With a busy rhythm of work activities, of course, the people of Denpasar need to make the most of their free time during their spare time, which is usually during work or school holidays. Basically enjoying leisure time is the need of each individual after all the basic needs are met. The characteristics of the pluralistic people of Denpasar, of course, also have diversity in the implementation of their leisure and recreation.

The leisure and recreation activities of Denpasar community are quite diverse, also the variety of tourist attractions in this city, for nature , cultural, and artificial. Identical to the traveling behavior of the city community, the community also take advantage of their free time by recreation in the middle of the city as daily recreation such as visiting cinemas, malls, fields or amusement parks, and others. Apart from sightseeing in the city center, Denpasar, which has 4 sub-districts, is also geographically surrounded by Badung and Gianyar regencies, of course providing a choice of recreational activities for the people of this city.

The fulfilling and utilizing leisure time as a community need can be witnessed, especially during national holidays and weekends, but since the outbreak of the Covid 19 pandemic which is a global issue whose impact is not only felt partially throughout Indonesia, but globally. since the period around February routine activities related to government, economy, and education have been regulated in such a way as to prevent the transmission of this dangerous virus, and the impact of this virus has been felt on the leisure and recreation activities of the community, for Bali which is the leading destination for world tourist, the impact of the pandemic. This has greatly affected the economy of Bali, and so has the people of the city of Denpasar.

This pandemic that is being faced by the whole world, has an impact on changing the pattern of life for people, so that they stay healthy and not be infected by this virus. The main community behavior is of course related to increasing awareness of healthy living and clean living.

Covid 19, which continues to experience fluctuations in its spread until mid-2020, requires the Indonesian people and even the world to adapt to this pandemic, as well as the Balinese and of course the people of Denpasar.

The era of the new normal was adapted in all parts of life with the application of increased vigilance against the transmission of Covid 19 there for aspects of cleanliness, health, environmental safety are very important for the public to realize, as well as in recreational behavior patterns. The new normal era which was decided to be implemented by the city and provincial governments, of course has an impact on the behavior patterns of the implementation of leisure time of the Denpasar community. For the Denpasar community, which is geographically located between Badung and Gianyar Regencies, of course can choose facilities to enjoy their spare time, as long as these recreational facilities are operating and conforming to the Covid 19 protocol regulations.

The trend in selecting facilities during this pandemic was dominated by outdoor facilities, and one of the outdoor facilities chosen by the people of Denpasar is the Beach club. The beach club is a collection of buildings and outdoor facilities in the form of cabanas and daybeds on the beach that generally combines traditional and modern architecture filled with contemporary elements consisting of a restaurant, lounge and bar equipped with a swimming pool and spa (Utomo, 2019). A beach club with the main factor being its location on the beach, is one of the outdoor recreation facilities that is in accordance with the establishment of the recreation health protocol in the pandemic era. Beach clubs that are suitable for all age segments are also a reason for the people of Denpasar to visit.

In this study, the beach clubs selected as samples are 3 beach clubs, such are Artotel beach club in the tourist area of Sanur, East Denpasar, La Brissa Beach Club in Kuta Utaram to be precise in Canggu, and Minno Beach Club at the Melasti Beach tourist attraction in Kuta South. The choice of 3 beach clubs is because through post-entry observations, there are many visitors from the city of Denpasar from various age segments.

The purpose of this study was to determine the travel behavior factors of the people of Denpasar city who chose beach clubs to spend their free time in the pandemic era. Based on the research background, the problem formulations to be discussed are:

a. What are the characteristics of the people of Denpasar who choose a beach club as a place to spend their spare time?

b. What are the factors of tourist behavior for the people of Denpasar City spending leisure time at the beach club?

2. **Literature review and hypotheses development**

Beachclub is a community of activities such as relaxing, eating, drinking and so on on the beach by taking advantage of the natural panorama that is owned by the beach. The facilities at beach clubs are usually such as restaurants, VIP restaurants, rooftop bars, lounge bars, pool bars, swimming pools, lounges, sunbeds, pool decks and spa, The beach club is a collection of buildings and outdoor facilities in the form of cabanas and daybeds on the beach that generally combines traditional and modern architecture filled with contemporary elements (Utomo, 2019).

A tourist is a person who travels from his place of residence without settling in the place he is visiting and only temporarily lives in the place he is visiting. Sihite (2000), argues that "tourists can be grouped into two, namely, domestic tourists and foreign tourists". Archipelago tourists are domestic tourists or domestic tourists while foreign tourists are citizens of a country who travel outside their country of origin. According to the World Trade Organization (WTO), tourists are grouped into three parts, namely:

A visitor is any person connected to a State and has a place of residence in that State, by reason of carrying out work assigned by the State he is visitingTourists are every person who resides in a country regardless of nationality, who visits a place in the same country for more than 24 hours with the aim of traveling is to take advantage of free time for recreation, vacation, health, education, religion. and sports, and besides that for business purposes or visiting family.

Excursion or excursionist is a temporary visitor who stays for less than 24 hours in the visited country, including people traveling by cruise ship.

According to Seaton and Bennet (1996), the description of tourists is usually divided into two, namely the characteristics of the trip (trip descriptor) and individual characteristics of tourists (tourist descriptor). close friends, recreational trips, based on the length of the trip, based on travel information, based on the type of accommodation used, based on the means of transportation used, travel organization and expenses for conducting tourist activities.

Tourist descriptor focuses on the personal characteristics of tourists. From various groupings, each tourist has unique characteristics and characteristics. These characteristics can be seen from various approaches (Kotler, 2006 and Cooper, 2005) including.

1) Socio-demographic characteristics can include gender, age, marital status, education level, occupation, social class, number of family members and others. Socio-demographic characteristics can also be indirectly related to one another. For example, a person's education level is related to work and also their income level. In addition, age is related to marital status and number of family members.

2) Geographical characteristics classify tourists based on their place of residence, usually differentiated into villages, cities, provinces and signs of origin. Furthermore, geographic characteristics can also be grouped based on the size of the city of residence, be it small, medium, large or metropolitan cities, population density in the city and others.

3) Psychographic characteristics, classifying tourists into groups based on social class, life-style and personal characteristics. Travelers in the same demographic group may have very different psychographic profiles. The variety of characteristics and backgrounds of tourists causes the diversity of their wants and needs for a tourism product.

Leisure is an Experience "It is the quality of the experience of doing the activity, not the activity itself, that makes it leisure. Leisure is mainly motivated by intrinsic reasons, that is, the activity is chosen because of the meaningful qualities it holds for the individual. Therefore, leisure is primarily an experience." (Kelly, 1982).

Leisure is an Expression of Our Humanity "Of all species, humans are the biggest players of all. We are built to play and built through play. When we play, we are engaged in the purest expression of our humanity, the truest expression of our individuality… It energizes us and enlivens us. It eases our burdens. It renews our natural sense of optimism and opens us up to new possibilities… Play is the vital essence of life. It is what makes life lively." (Brown, 2009).

Leisure is Well-Being "Leisure provides the opportunity to consider the kind of life a person wishes to live, permitting reflection on the personal meaning of well-being and how it might be achieved… leisure provides the opportunity to do those things people consider meaningful and worthwhile… leisure allows people to reflect and to realize the personal values that constitute their well-being." (Sylvester, 1992.)

Recreation comes from the latin recreatio meaning that which refresh or restores. Often considerd to be the activities that individuals carry out in their leisure time. Activities undertaken during the leisure time (the geography of travel and tourism)..... Everyone has the right to rest and leisure, including , including periodic holiday and paid (declaration of human rights, pbb). Recreation- the improvement of the quality of life and the creation of better living condition for all people (WTO) Public recreation services : Sport and recreation Public recreation services outdoor , Sport and recreation indoor, Informal recreation – mainly outdoor, Countryside recreation, Cultural recreation, Education – related recreation, Library services, Tourism, conservation, and heritage, Entertainment, catering and conference, Housing, community and social services , Commercial provision for leisure : Recreation in and arround the home, Social recreation Entertainment, the arts and education, Sport and physical recreation, Tourism, holidays and informal recreation, Sponsorship

a review of the literature in the field of tourist behaviour, Dimanche and Havitz (1995) divided the studies into four groups; based on self-involvement (ego involvement), loyalty, family influence on decision-making, and the search for novelty.

Quite a few years later, Scott et al. (2014) also focused on the to-date studies of tourist behaviour and divided them into four categories, namely: (1) studies that apply one or more concepts of consumer behaviour (i.e. marketing or management) to tourism, (2) studies that deal with the influence of satisfaction on loyalty, but unfortunately comparisons between them cannot be made due to differences in the context of research, (3) quantitative research, which is subject to the experimental concept of research and as such may result in several mistakes, and (4) a small group of longitudinal and fairly comprehensive studies aimed at understanding the whole process of tourist behaviour. In these tourist studies, they identify 9 key concepts relevant to tourist behaviour.

The decision-making of the tourist is complex and includes planned, unplanned and impulse purchases. In some models, decision-making appears as one of the initial stages of the purchase, while some authors even include it as a central element of the model of tourist behaviour.

- In the marketing field, values largely influence the consumer when choosing between product categories, brands and attributes. Values are what guides the consumer and directs their actions, behaviour, emotions and judgement (Crick-Furman and Prentice, 2000 in Scott et al.,

  2014).

- Motivation has always received a great deal of attention from tourism academics, given its importance in marketing decisions such as segmentation, product development, advertising and positioning (Bieger and Laesser, 2002 in Scott et al., 2014).
- Self-concept - many researchers have investigated its influence on the image and the selection of the destination and travel intentions - and personality, which can be seen as a part of self- concept. Personality is an important factor in the processes of decision-making, attitude changing, innovation perception, and risk-taking (Kassarjian, 1971 in Scott et al., 2014).
- Expectations can be unfulfilled, reached, or exceeded. A tourist experience that meets or exceeds their expectations will always remain in their memory as positive. Expectations are based on previous experience, personal (word of mouth) and impersonal (advertising) sources, personal characteristics (gender, ethnicity), and motivation (Sheng and Chen, 2012, and Zeithaml et al. 1993, in Scott et al., 2014).
- Attitude is sometimes defined in research as the relationship with the key attributes of an object (e.g. the characteristics of a tourist destination can form the image of a destination), or more broadly as a general attitude. Gnoth (1997, in Scott et al., 2014) calls for a better understanding of attitudes in light of emotions and values. Measuring the tourist attitude towards the services, destinations and trademarks of tourism providers is challenging, since it also needs to consider the mood and emotions of the tourist at the time of the measurement.
- Perception is one of the most interesting concepts in marketing. Tourist perception studies are mainly focused on risk and security perception, including the perception of crime (George,

  2010 in Scott et al., 2014), and the perception of terrorism or epidemics of certain diseases

  (Rittichainuwat and Chakraborty, 2009 in Scott et al., 2014).
- Satisfaction and the data on consumer satisfaction are important information. Researchers agree that satisfaction is actually related to the assessment of a purchase or the assessment of individual elements of the purchase.
- Trust and loyalty are inter-related elements in models of consumer behaviour. There can be no lasting loyalty without trust (Sirdeshmukh, Singh and Sabol, 2002 in Scott et al., 2014). McKercher et al. (2012 in Scott et al., 2014) believe that the study of tourist loyalty must take into consideration the uniqueness of the tourism industry. They mention vertical (tourists can be loyal to providers of tourist products from various tourism sectors at the same time), horizontal (tourists may be loyal to several providers of the same tourist products) and experiential (tourists can be loyal to a particular form of holiday) loyalty.

3. Research methodology

The location of this research is in three beach clubs, There are Artotel beach club, which is located at Jl. Danau Tamblingan No.35, Sanur, South Denpasar, La Brisa Beach Club is located at Pantai Batu Mejan, Canggu, North Kuta, Badung and Minno Beach club on Melasti Beach, Jalan Pengayutan. Ungasan, South Kuta, Badung.

Data collection conducted trough observation, interview, and distributing questionnaires with purposive sampling method for 100 respondents who are residents of Denpasar City in the three research locations. The 40 questionnaires were distributed at the Artotel Beach club because Artotel are located in Denpasar, precisely in the tourist area of Sanur, each with 30 questionnaires at La Brisa and at the Minno Beach club.

The characteristic variables in this study are the characteristics of the trip descriptor and tourist descriptor (Seaton and Bennet, 1996) with the variables: gender. age, occupation, address of residence in the city of Denpasar, travel companions, number of visits, total expenses, sources of information and leisure and recreation activities carried out at the beach club.

For the tourist behavior factors of the people of Denpasar City, the variables used are: motivation, self concept, expectations, Perceptions, Satisfaction, and trust and loyalty (Bieger, Laesser, Rittichainuwat, Chakraborty, Sheng, Chen and Zeithaml in Scott, 2014)

Observations conducted regarding the leisure and recreation activities of the Denpasar community at these three beach clubs, and interviews were conducted with beach club staff

.. Qualitative analysis is an analysis that does not use mathematical models, statistical and econometric models or certain other models. Data analysis is limited to data processing techniques, such as data checking and tabulation, in this case simply reading tables, graphs. or the available figures, then conduct a description and interpretation (Iqbal Hasan, 2002).

4. Results and discussions

Beachclub is a community of activities such as relaxing, eating, drinking and others on the beach by taking advantage of the beach scenery. The facilities available at beach clubs such as restaurants, rooftop bar, lounge bar, pool bar, swimming pools, lounges, sunbeds, pool decks and others. The three locations in this study are Artotel Beach club Sanur, Labrisa, and Minno Beach club. which are on a beach that is in demand by the people of Denpasar, Artotel and La Brisa are beach clubs that have been operating since 2017, while Minno Beach club is a brand-new beach club in the Ungasan area, which supports leisure and recreation facilities on Melasti Beach, which since in 2019 it has developed into one of the natural tourist attractions in South Bali.

The outdoor design of the three baeach clubs is designed for young people, families and the elderly. Various choices of food and beverage menus in their restaurants, of course, spoil their visitors.

The Covid 1c pandemic in Bali, of course, had a significant impact on the operations of these three beach clubs, but after the establishment of a new normal era toward change lifestyles for adapting to this pandemic, the three beach clubs returned to operate as an attraction for leisure and recreation with the application of the Health protocol. that visitors must obey.

As a city community who is busy with various activities to fulfill their daily needs, recreation during their spare time is certainly a need that must be balanced by the people of Denpasar. A variety of recreational places, one of which is the beach club, has become an option for the people of this city, and in relation to the choice of recreational spots during a pandemic, beach clubs that are predominantly outdoor activities around the beach certainly support physical and spiritual health,

A. Characteristics of Denpasar community who visit the beach club
From the distribution of 100 questionnaires at Artotel, La Brisa, and Minno, here are the results of the tabulation of visitor characteristics as in table 1.1.

Table 1.1 Characteristics of Denpasar Community visiting the Beach Club

Visitor Characteristics	Indicators	Percentage (%)
Gender	Male	40
	Female	60
Age	20 - 40	78
	41 - 60	22
	more than 61	
Adress	West Denpasar	20
	North Denpasar	25
	South Denpasar	30
	East Denpasar	25
Travel Companion	Supouse	17
	Friend	44
	Family	39
Number of Visit	once	39
	2 _5	61
	more than 5	
Total Expenses	100.000 - 500.000	88
	500.000 - 1.000.000	12
	more than 1.000.000	
Source of Information	friends / relatives	43
	social media / others	53
	magazine / newspaper / brochure	4

Data tabulation, 2020

In table 1.1 it can be seen based on gender at the time of distributing questionnaires and interviews, the dominant male visitors were 56% or 56 people, and women 46% or 46 people. From the results of the interview, these respondents answered that they came during work holidays or school holidays. The dominant female respondents are because beach clubs are often used as a place to relax and chat with friends where the dominant practice is women.

Based on age, the ages of 20-40 years dominate as many as 78% or 78 people and 41-60 years old as many as 22% or 22 people. The beach club market segment is not only for young people but also suitable for families, so the ages who come to beach clubs are quite diverse.

About respondent adrress indicators, the dominant respondents were in the Districts of South Denpasar and North Denpasar, as much as 30% and 25%. The location of the Artotel beach club in the tourist area of Sanur, South Denpasar and La Brisa in Canggu Badung, which is close to the people of North Denpasar, so the dominant respondents are from South and North Denpasar.

About the companion during visit were with friends 44% and with family 39%. The dominant family respondents were found at Artotel and Minno beach club, while in La Brisa, the dominant visitors came with friends.

From the number of visits, it was dominated by repeated visits, namely between 2-5 times, its 61%, because of the location and access to the beach club which is easily accessible, so that respondents can make repeated visits;

The average expenditure at the beach club is 100,000 - 500,000, as much as 88%, considering that the Bach club also has a restaurant with a variety of menus therefor it is certain that there is an expense when visiting.

The dominant Denpasar community answered knowing beach club from social media, its 53%. Because of the progress in social media use, of course, information about recreational facilities is easy for the public to acces.

Table 1.2 shows leisure and recreation activities carried out by Denpasar community while at the beach club

Table 1.2, the leisure and recreation activities of the Denpasar community at the beach club

Leisure Activity	Percentage (%)
Relaxing	100
Siting and reading	20
Swimming	75
Chating and having meal	100
sighseeing around beach	75

Data tabulation, 2020

Table 1.2 describes the activities conducted by the people of Denpasar while at the beach club, all respondents answered that their aim for doing leisure activities are relaxation and spending time chatting and enjoying the food offered by the restaurants at the beach club.
75% of respondents chose to do swimming in the beach club pool and besides that they also took a walk around the beach at the beach club and took pictures. Only 20% chose to sit back while reading.
From the results of interviews with respondents and beach club restaurant staff, beach club visitors have the main purpose of releasing their fatigue by relaxing, so they need comfort and health insurance in this pandemic era. A beach club, which is an outdoor recreation facility, is the choice of some people in Denpasar, due to its cleanliness, safety, comfort, and representative property for familiy.

B. Tourist behavior factors in the people of Denpasar City

Table 1.3 describes the tourist behavior factors of Denpasar community The indicator in table 1.3 is the tabulation of answers from the respondents, where the factors of traveling behavior started from the time the respondent decided to visit until they came to the beach club.
Table 1.3 Factors of tourist behavior in the Denpasar Community

Tourist Behaviors Factors	Indicators	Percentage (%)
Motivation	Escaped from Routine	100
	Relaxing	100
	Healthy and safety	100
	Leisure time	95
	Amenities	80
Self Concept	Self Actualization	45
	prestige	50
	Life style	30
Perception	Clean and Healthy	100
	Comfort	100
	Product Quality	88
	Service Quality	90
Satisfaction	Service Quality	93
	Product Quality	90
	Comfort and Clean	100
	Facilities	100
Trust and loyalty	Previous Experiences	75
	others review	80

Data tabulation, 2020

From the results of distributing questionnaires and interview with respondents related to travel factors in utilizing free time and related to the trend of choosing a beach club as a recreation location, motivation, perception, and satisfaction are the dominant tourist behavior factor in the Denpasar community.
The motivation of the people of Denpasar to have a recreation at beach club is to get out of their routine, relaxation, the beach club meets the safety and health requirements during a pandemic like this time, the motivation to spend leisure time and the completeness of amenities is only answered by 95% and 80% by respondents.
Before deciding to come, the motivational factor becomes the basis for the community in deciding to spend free time at a beach club, either with friends or family, by paying attention to safety and the application of environmental health rules.
The self-concept factor tends not to be chosen by the people of Denpasar as a trend of tourist behavior, because not all respondents answered that spending leisure time at a beach club is a self-actualization, maintaining prestige, or as a lifestyle.
Only about 45% to 50% of respondents chose this factor as their tourist behavior. Because beach clubs do not specialize in market segments, beach clubs can be visited by all market segments.

The perception factor of a beach club is also dominantly chosen by the respondents as the basis for tourist behavior choose a beach club as a recreation place. From the results of interviews with respondents, cleanliness, health, and comfort have very good perceptions when they have recreation at a beach club, so they decide to come, while good perceptions of service quality and products also from beach clubs become respondents' tourist behavior.
The implementation of good health protocol and according to the rules by the beach club manager was appreciated by the respondents, so that the good perception by the community towards the quality of service and beach club products also becomes the behavior of community trips to beach clubs.
Satisfaction with the facilities and the application of cleanliness to provide comfort and safety to guests is also a community behavior. Safety and health insurance are the main requirements during this pandemic, so that customer satisfaction will be obtained if these factors are met by the beach club manager. Likewise, satisfaction with service and product quality so that customers will come to visit again
Travel behavior with trust and loyalty variables was not chosen by all respondents. However, it is still important as a basis for respondents to decide to come to a beach club. Reviews and experiences when visiting a beach club before, if considered good by respondents, will certainly have a promotional impact if conveyed to others, so that the factor of trust and loyalty is also a factor in the tourist behavior of the people of Denpasar recreation at the beach club.

5. Conclusion

The characteristics of the people of Denpasar city who come to the beach club are dominated by women, age range 20-40 years, dominantly come with friends, with an average expenditure of 100,000-500,000, they know about the existence of a dominant beach club from social media, and have come more than once ,
The outdoor leisure activity carried out is to relax because the motivation to come is to spend free time, then chat with friends while enjoying food, take walks around the beach while taking pictures, and also swimming.

The tourist behavior factor of the people of Denpasar city is the motivation to visit, the existence of a good perception about the beach club, and satisfaction when visiting. In the era of the COVID-19 pandemic, motivation for health, safety and comfort are the main factors for recreation, beach clubs, which are outdoor recreational facilities located on the beach, have become one of the trends in the choice of recreation locations for the people of Denpasar because of the facilities for implementing good health protocols, and also a beach atmosphere that is good for Health to prevent the spread of the virus.

Limitation and study forward

The results of this study are expected to be a recommendation for beach club managers in Bali to further improve the quality of services, products, and management so that they can become recreational facilities that are of interest to all segments. Future research is expected to examine service quality. Product quality, or about the professionalism of the beach club workforce.

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ENTREPRENEURSHIP EMPOWERMENT AMIDST PANDEMIC: EVIDENCE OF YOUTH COMMUNITY IN BANGLI REGENCY, BALI

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ABSTRACT

This study aimed to explore youth community's capability to develop their creative business plan amidst the Covid-19 pandemic time to support tourism sustainability which has been deeply impacted by pandemic. Qualitative research conducted via online class settings and written business plan assignment was given to a small youth community who lives in Bali. The finding of this study shows that crafting creative business ideas can be developed further through local wisdoms and capabilities. Funding support and good marketing communication strategy empowerment are needed by the community. The respondents for this study were limited into a small group youth community who lives in Bangli Regency, Bali. Therefore, future research is suggested to cover larger number of respondents in other tourism areas. This study gives important insight and further direction on how to empower tourism-dependent areas such as Bali, which has been significantly impacted by pandemic and applicable for other tourism regions.

Keywords: Business Plan, Covid-19 Pandemic, Empowerment, Entrepreneurship, Youth Community, Tourism

INTRODUCTION

Bali island or well-known as the island of Gods, has been one of Indonesia's main domestic and foreign tourist destinations since many years ago. Its unique culture and heritage combined with the nature beauty and local wisdom plays vital roles for its local economy. Tourism has been the main support system of Bali economic development. Since the Covid-19 pandemic globally infected in February 2020, the visiting tourists have been significantly decreasing in tourism destination areas all over the world, including Bali. Bali tourist visitor's growth finally had reached its rock bottom since last August 2020 (Bali Province Tourist Office, 2020).

The study took place in Bangli Regency, Bali, which represent one of popular regions for tourists. It is located about one and half hour from Bali capital city of Denpasar by land. This region is very famous for its Batur UNESCO Global Geopark's world heritage near Batur Volcano, with the diverse horticulture and animals, like Kintamani dog. Since several eruptions of Mount Batur from

1806 until 1926, it left the surrounding regions with fertile soils, therefore orange, arabica coffee, red onion and tobacco grow very well. With the population around 227.3 thousand, Kintamani district has been the largest population in Bangli Regency (Bangli Regency Statistics Center, 2019) and Bangli is the only regency in Bali which has no sea territory.

As visiting Bali has been restricted during pandemic time, therefore the study used online techniques to reach the targeted key respondents in Bangli Regency, Bali. The research objective is aimed to understand further how the local youth community can be developed further in creating new businesses in anticipating economic downturn in tourism sector. What kind of empowerment needed in-order them able to start their business in new normal conditions by utilizing local resources? This question opened to the novelty of this study. It also may lead important direction for regulators to take further necessary actions.

Preliminary study conducted by gathering respondents to participate in online business workshop initiated by author to understand respondents' point of view and aspirations in business start-up. Based-on the given questionnaires and valid responses from 25 participants, it revealed that there were at least 9 attitudes might help to explain their perception about current constraint factors in starting their own business. They perceived that they could not do business due-to the following:

1. Afraid of failures
2. Lack of business skills
3. Lack of capital
4. Lack of business ideas
5. Afraid of failures and lack of capital
6. Lack of business ideas and capital
7. Lack of business ideas and skills
8. Afraid of failures, lack of business ideas and capital
9. Afraid of failures, lack of business ideas, capital, and skills

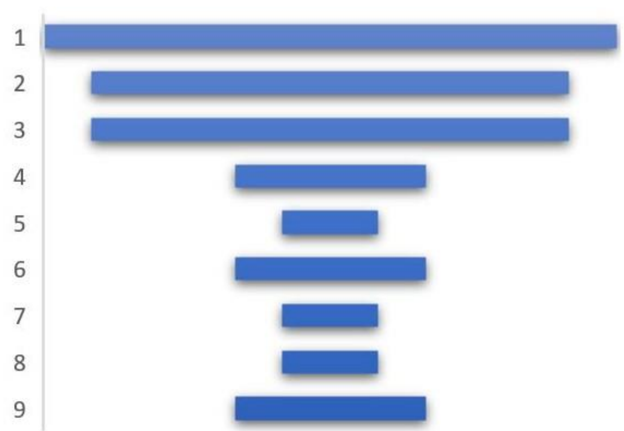

Figure 1. Attitudes in Starting a New Business (Source: Author)

Based-on the collected data, the study found that there are major attitudes in starting a new business, respectively due-to afraid of failures (24%), followed by lack of business skills (20%)

and capital (20%) as a single factor (see Figure 1). However, 8% of respondent felt that lack of business ideas hindered them to start a new business as a single factor, but 32% as partial factor. It indicated that entrepreneurship empowerment is needed by young people in Bangli Regency in-order to be ready to start their own businesses and contribute their local economic development in-response to the downturn of tourism businesses during pandemic time.

Creativity is one the foundations in starting up any profitable business. Creativity in busines crafting is somewhat different from creativity in arts, although there is similarity on its concept. Therefore, the first hypothesis (H_1) in this study was developed to examine whether lack of business ideas is one of the most constraint factors which may hinder the community to start their business. Creativity skills is one of the important factors in developing a new business. However, creativity itself has multi-dimensions and not easy to be defined. According to UK Chief Economist Department of Trade & Industry, Vicky Price, in business context, creativity is the production of new ideas that are fit for a particular business purpose (Proctor, 2014).

Business creativity needs the role of opinion leaders in-order the business can be adapted in modernized concept of business. In this case, the role of younger generation as part of society mover is required. However, it does not mean that younger generation overrides the older one, but research shows that younger generation may bring new atmosphere to add values in SME businesses with the advancement of technologies (Olugbola, 2017; Winarko et al., 2020b). As young entrepreneurs, strong capital support may be required. Therefore, in the light of prior research as earlier mentioned, this study aimed to fill the research gap by specifically observed targeted youth community who lives in preserved traditional cultural heritage environment in Bangli Regency, Bali. The second hypothesis (H_2) was developed to explore further which empowerment areas strongly needed by Bangli's youth community in starting their business.

In-order to be more sustainable one of the key points in SME startup businesses need to have is good digital resilience. It is about how to manage the balance and collaboration among key stakeholders, including marketing communication function (Casalino et al., 2019; Winarko et al., 2019). With the growing usage of social media usage nowadays, the cost-effective social media marketing is also growing significantly, like Instagram, YouTube, Facebook, etc. The traditional marketing communication tools used in specific regions is considered still effectively applied, though. Further, the third hypothesis (H_3) was developed to see whether the youth community, who are living closely with preserved cultural traditions environment like Bangli Regency, able to propose good promotional mix strategies in their business plans.

One of the key parts in crafting a business plan is marketing. In the well-known Business Model Canvas as proposed by (Osterwalder & Pigneur, 2010), marketing activities are represented in the right-hand side part of the canvas. However, due-to the complexity of the Busines Model Canvas, it requires deeper understanding of the whole business elements. This study tried to simplify the complexity in marketing plan by using conservative approach of 4Ps marketing mix as commonly used by marketing scholars (Kotler & Armstrong, 2018). The 4Ps covers the product, place, price, and promotion, which is traditionally called as marketing mix.

Innovative product is required in-order the business have competitive advantage. However, this effort often requires significant investment. Therefore, product innovation in SME business is heavily depending upon the managerial, technological skills and knowledge (Bayarçelik et al., 2014). Creative entrepreneurs may overcome the problems in developing new products by efficiently and effectively use local capabilities and resources. During current pandemic time, they need to look fresh ideas in creative ways to create innovative products/services, which able to give solutions of what society needs urgently, especially in reducing the impacts of pandemic, as well as able to drive new job creation.

The second Ps of place in marketing mix refers to locations needed to manufacture the goods they produced or perform the services to customers. Therefore, location factor is becoming an important aspect in crafting business plan. In this case, access to the bank (Banwo et al., 2017) and collaboration with external partners may be required. Many startup businesses started from garage or workspace inside a house, but nowadays rented physical office and coworking space concept (Bouncken et al., 2020) may help many young entrepreneurs who have constraints in setting up their new businesses. It helps start-up businesses to achieve its efficiency objectives consequently.

Traditionally the concept of pricing strategy follows the golden rule of costs of goods sold (COGS). However, SME startup businesses need to creatively seek low-cost strategy as new market may not be acquired yet as well as minimize the operational risks. However, it is suggested for startup businesses to think about value-based pricing strategy based-on potential customers' willingness to pay and at the same time observing the competition price (Siems et al., 2012). In another words, flexibility and pricing scenarios with more assumptions must be simulated carefully and adjusted from time-to-time in shorter period. Market competition research should be done parallelly to make closer real-time predictions.

Promotional mix in the integrated marketing communications concept consists of 4 elements: advertising, public relation, personal selling, and sales promotion. Nowadays, there are 3 elements added in the promotional mix; they are digital marketing, direct marketing, and guerrilla marketing (Gitman et al., 2018) emerges to reach target market effectively. This study used millennial target respondents which assumed to be more familiar with digital promotional tools. Social media marketing is one of digital promotional tools since it has the objectives to create buzz, foster community ecosystem, and facilitate two-way communication which are beneficial for startup businesses (Ham et al., 2019; Winarko et al., 2020a).

METHODOLOGY

Qualitative method was conducted in this study by using Google Classroom online class platform. Online invitation letter was designed to attract focused group participants who were interested in learning how to develop their own creative business during the pandemic time. The respondents or participants were acquired by online registration tool generated by Google Form in middle of October 2020. The Google Form invitation link distributed via one of Bangli informal youth communities' WhatsApp group and event Instagram group for two weeks. The participants received small amount internet package to participate in this event.

The selected participants were then required to fill the questionnaires developed by using Google Form to portray their demographic profiles, perceived obstacles in developing their own businesses, and motivations. They were required to view workshop materials created and posted by facilitator in YouTube and Google Classroom medium. The video content shows some examples in crafting creative business ideas and the basic concept of 4Ps to market the products/services during the pandemic period. The materials were taken from the lecture materials in Creative Problem Solving & Decision-Making class, as well as Introduction to Business class. Afterwards they were required to enrol in Google Classroom as students. After learning the materials independently, they were given one-week time to watch the video materials as the basic knowledge in preparing written business plans and come up with new business ideas. They can do either in small team group consists of 2-3 person or individually.

During the assignment period, the participants were contacted either through WhatsApp, Google Classroom or Zoom communication medium. Motivational business quotes were posted daily. They were required to submit a new written business plan that never been done by them before for two-week time in Google Classroom they enrolled. Interview technique in normal FGD session used to understand and explore more about the content of submitted paper as well as observed the participants' entrepreneurial behaviour. To motivate the participants to do utmost effort, three selected best papers cash rewards were given, which also useful to help them in implementing their business plan in near future.

There were 5 criteria used to measure the quality of business plans submitted: 1). Participants must follow the whole event, starting from proposal submission and actively communicates their business ideas through available convenience online discussions (Google Classroom chat, WhatsApp chat, and/or Zoom conference meeting); 2). Business ideas must be genuine and having uniqueness; 3). The business ideas must use the local/surrounding resources/capabilities where they live; 4). Business ideas able to give solutions to local societies during pandemic time, in terms of product and/or social benefits; 5). Feasible to be implemented as real business.

RESULTS AND DISCUSSION

RESULT

As the results, there were 27 participants who were interested to participate in the data collection process. However, in the middle of the event, 2 participants withdrew from this study due-to having another commitment. Among 25 participants, there were 19 female and 6 male respondents and most of them were millennials who are in their higher education (80%) and 20% in their high/vocational school (see Figure 2). Further online survey conducted among 16 participants found that 38% of them use social media for more than 6 hours in a day. 12% of them uses social media for 5-6 hours in a day. And the rest 25% of the groups uses social media for 3-5 hours in a day and 25% of them uses social media for 2-3 hours in a day.

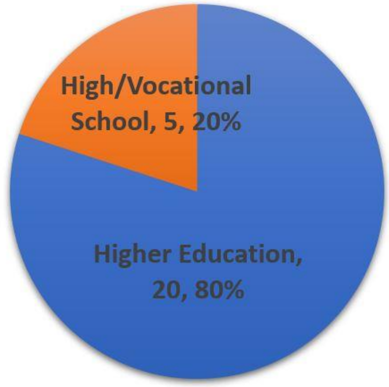

Figure 2. Respondents' Educational Profile (Source: Author)

Social connectivity is an important key point that young people, especially female, is heavily connected through social media, and so do young people in Bali. Instagram, YouTube, and Facebook are the most social media used by respondents. Young people in Bali normally follows the informal organization, called as Sekaa Teruna Teruni, which the members are millennials, those who are aged above 12 years old until before their marriage. Based-on further online survey, it revealed that majority (63%) agree to share or promote the Small and Medium Enterprise (SME) products/services through social media networks, even 31% of them strongly agree, while there was zero disagreement.

Based-on the online questionnaires they answered, they are living in different districts of Bangli Regency, Bali and having different kinds of business literacy background. Interestingly the finding shows that most of the participants were learning business independently/self-taught (50%), followed by education institution (29%), and the rest learned from their family (Figure 3).

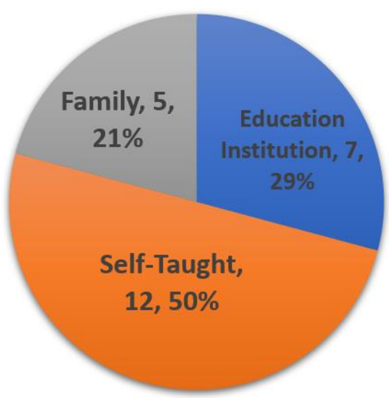

Figure 3. Respondents' Business Literacy Sources (Source: Author)

There were 10 valid written business proposals submitted by 12 respondent groups. The business value proposition and effective marketing strategy were mapped out to explore which business proposals had higher possibility to be implemented and having better effective marketing mix strategy (see Table 1). Firstly, the proposed business plans were assessed based-on 5 criteria as mentioned earlier in the research methodology section. Secondly, it was assessed based-on whether they able to use each element in 4Ps marketing mix to support and meet their business objectives effectively. Based-on the mapping as shown in the table, it indicates that there were three proposals which considered as having the highest number of marks.

DISCUSSION

The first business plan proposal was considered as the most creative one, since the respondent group use local ingredients, such as Kintamani orange and moringa leaves which widely grows in Bangli Regency districts (Figure 4) to produce organic facial mask innovative product. This was considered as the most creative business because they use the materials which have grown and easily to get from the area. The product is having good market value to promote healthy grooming lifestyle because it uses organic ingredients. Based-on further interview via Zoom meeting, it revealed that the group had basic knowledge on how to produce good facial mask.

Figure 4. Kintamani Orange & Moringa Variants of Organic Facial Mask

(Source: Respondents)

The second business proposal was considered as simple but creative business, since the respondent group try to promote healthy lifestyle, which offers various processed fast-food such as: tempe burgers, sweet potato brownies, herbal drinks, local fruits salad bowl, and pandemic theme T-Shirt to communicate and increase the awareness of neighborhood in adapting with “new normal” habits as suggested by local government while also able to promote local heritage tourist destinations.

Finally, the third business plan proposal was Balinese gateway miniature production. Based-on interview conducted via Zoom meeting, this study revealed that the third proposal aimed to promote one of Bangli’s iconic, Penglipuran ancient-traditional village, by using cartoon and bamboos crafting. Bamboos is one of the resources which thrives in Bangli Regency. Besides using local resources, it may attract tourists to visit the bamboo artist gallery, while opening new job opportunities for local society as well. This business idea also supports local tourism development when the pandemic impact is diminishing over the time.

Another business ideas of renting Balinese traditional fashion may be a good idea in supporting tourism activities, however this type of business is considered as having less competitive advantage. However, after doing the assessment on all business aspects of each proposal, surprisingly it can be seen in the evaluation matrix (Table 1) that all business proposals apparently meet with the fifth criteria. In another words, all group respondents participated in this project generally have adequate knowledge to develop a feasible business and therefore the first hypothesis was not accepted.

Table 1. Business Plans Matrix

No	**Business Ideas**	**Meet Creative Business Criteria**					**Effective Marketing Mix**			
		1	**2**	**3**	**4**	**5**	**Product**	**Place**	**Price**	**Promotion**
1	Interior Decorative					●				
2	Healthy F&B and Pandemic Theme T-Shirt	●	●		●	●	●	●	●	●
3	Dried Flowers Smartphone Casing					●	●			●
4	Herbal Snacks		●	●	●	●				
5	Balinese Traditional Fashion Renting	●				●	●		●	
6	Infant and Kids Fashion					●			●	
7	Organic Facial Mask	●	●	●	●	●	●	●	●	●
8	Fashion & Apparels Online Shop	●				●			●	
9	Balinese Gateway Miniature	●	●	●	●	●	●	●		
10	Frozen Food				●	●	●		●	

Based-on further mapping in traditional 4Ps marketing mix, this study revealed that the second P (Place) and the fourth (Promotion) has less marks (30%) compared to the other two Ps (Product and Price). It means that the respondent groups need to be empowered on how to utilize Place and Promotion strategies better. Most of the respondent groups had constraints in determining the place of their business, while selection of right promotional strategy somewhat ineffective. As the number of respondents for this study was limited, taken in small group youth community in Bangli

Regency, Bali, further replication of this study can be used to measure larger coverage of tourism areas which have been significantly impacted by Covid-19 pandemic. Geographic and demographics variables may also play important aspect to conduct further study, since each region has different or unique characteristics.

CONCLUSION

There are some key-point of conclusions can be drawn based-on the research findings, which can be summarized as follows:

- Building confidence attitude in starting a new business plays important role as indicated in the business plan matrix. Generally, youth community in Bangli Regency, Bali were able to craft their own business as shown in various proposed business ideas. It will support the sustainability of the slowing-down tourism activities due-to Covid-19 pandemic.
- Youth community in Bangli Regency, Bali needs to be empowered with better financial literacy and capital to accommodate their business place and learn how to collaborate with business partners to be more sustainable in the long run. This new business collaborations will support the recovery of tourism business when the Covid-19 pandemic is eventually diminishing.
- Youth community in Bangli Regency, Bali needs to be assisted on how to effectively select and integrate various marketing communication tools needed to promote and correctly reach the target market. In the light of their sharing behaviour, social media marketing might be used effectively as one of the efficient tools to promote their start-up businesses, while also promoting various new-normal creative tourism activities.

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THE EFFECT OF PSYCHOLOGICAL CONTRACT AND NON-PHYSICAL WORK ENVIRONMENT ON EMPLOYEE JOB SATISFACTION AT ASTON KUPANG HOTEL & CONVENTION CENTER

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ABSTRACT

This study aims to determine the effect of psychological contracts and non-physical work environment on employee job satisfaction at Aston Kupang Hotel & Convention Center. The method used in this study is a survey method with an associative quantitative approach. This research was conducted at the Aston Kupang Hotel with a sample size of 50 people using simple random sampling techniques, and for data collection in the field using a questionnaire. The analysis technique used in this study is Multiple Linear Regression Analysis. The results found that psychological contract partially had a positive but not significant effect on job satisfaction, while the non-physical work environment had a positive and significant effect on job satisfaction. Meanwhile, simultaneously psychological contracts and non-physical work environments have a significant and positive effect on employee job satisfaction.

***Keywords**: Job Satisfaction, Non-Physical Work Environment, Psychological Contracts,*

PRELIMINARY

Human resources have an important role in every organization because they become planners, actors and determinants of the realization of organizational goals so that humans become assets that must be improved to achieve the goals that have been set. Human resources are an element of the organization and have an important role in organizational activities. Notoatmodj (2003) argues that humans as one of the organizational components are a determining resource in achieving the organization's vision and mission. Organization is a system, namely a series and relationships between component parts that work together as a whole. Where each component is a subsystem that has a rich system for itself, therefore the organization must really pay attention to human resources and its work environment so that people who work in the organization or company can do all their work according to their portion or part. respectively to be able to increase good results and feel satisfied working in the organization or company. Basically, job satisfaction is something that is personal or individual because each individual has a different level of satisfaction based on the values that exist in him. Luthans (2010) argues that job satisfaction is closely related to attitudes and employees towards their own work, work situations, cooperation between leaders and fellow employees.

Job satisfaction is important in a company because employee job satisfaction is closely related to work results and the survival of the company concerned. In the company, the work environment is one of the factors that is quite influential on the work performed by employees. The work environment can be categorized into two, namely the physical work environment and the non-physical work environment. The non-physical work environment according to (Sedarmayanti, 2009) is all situations that occur and are related to work relationships, both relationships with superiors and relationships with colleagues, or relationships with subordinates. It is also important that an employee feels comfortable to work apart from the non- physical work environment, namely psychological contracts. This psychological contract is an unwritten informal contract and consists of employees' expectations of their superiors regarding a reciprocal employment relationship. Griffin (2002) psychological contract is a set of expectations that an individual has for what he or she contributes to the organization and what the organization will provide in return. At this time, psychological contracts and non-physical work environments also affect employee job satisfaction in the hotel service industry.

Aston Kupang Hotel & Convention Center is a four-star hotel located on Jl. Timor Raya No. 142, Kelapa Lima, Kupang City, East Nusa Tenggara. Based on the real conditions that have become a problem at the Aston Kupang Hotel & Convention Center through pre-research that this Aston Hotel in enforcing work policies fully fulfills the expectations of employees in carrying out their work. However, the fundamental challenge facing the Aston Kupang Hotel & Convention Center is a psychological contract, because the hotel has to make sure the employees provide value for it and at the same time, the hotel also has to make sure employees get the appropriate incentives. But it can be seen from the attitudes and behaviors shown by employees when carrying out work, where employees still show dissatisfaction at work. Several things that make employees feel dissatisfied are due to late payment of salaries which can take up to two days. Another thing that happened at the Hotel Aston was that employees did not dare to **LITERATURE REVIEW AND FRAMEWORK**

Job satisfaction

According to Umar (2010) job satisfaction is a set of employee feelings about whether their job is fun or not. A good, comfortable, clean and pleasant work environment will affect employee job satisfaction. One of the important tools in human resource management in a company is the creation of job satisfaction for employees. According to Umar (2010) job satisfaction is a set of employee feelings about whether their job is fun or not. A good, comfortable, clean and pleasant work environment will affect employee job satisfaction. One of the important tools in human resource management in a company is the creation of job satisfaction for employees.

Job Satisfaction Indicators

According to Robbins (2010) five factors can be an indicator of job satisfaction, including:

1. Satisfaction with salary

Employees want a wage system and promotion policies that they perceive to be fair, unquestionable and in line with their convey their opinions to their superiors and the lack of communication that was built between employees and superiors. This indicates that the employees are still not satisfied with the policies made by the hotel. Based on the description above, the authors conducted research on "The Effect of Psychological Contracts and Non-Physical Work Environment on Employee Satisfaction at the Aston Kupang Hotel & Convention Center".

expectations. When wages are seen as fair based on job demands, individual skill levels and community wage standards, satisfaction is likely to result.

2. Satisfaction with promotion

Satisfaction will be able to develop through promotions. Someone will be able to feel there is a high possibility to be promoted or not, the promotion process is less open or open. It can also affect one's level of satisfaction.

3. Satisfaction with colleagues

Employees earn more than just money or tangible perceptions from them and it is mostly work that requires social interaction.

4. Satisfaction with superiors

A boss is someone who always gives orders or instructions in carrying out work. The ways of the superior can be displeasing to his subordinates or pleasing and this can affect one's satisfaction.

5. Satisfaction with the work itself Employees prefer jobs that give them the opportunity to use their skills and abilities and offer a variety of assignments, freedom and good feedback on how well they are at work because less challenging jobs create boredom whereas jobs that are too much challenging will create frustration and feelings. failed. In conditions of moderate challenges, most employees will experience pleasure and satisfaction.

Non Physical Work Environment Sedarmayanti (2009) non-physical work environment is all situations that occur and are related to work relationships, both relationships with superiors and relationships with colleagues, or relationships with subordinates. Meanwhile, according to Sumartono and Sugito (2004), the non-physical work environment is employee communication, relationships with superiors and so on. According to Mangkunegara and Prabu (2011) non- physical work environments are all physical, psychological aspects of work, and work regulations that can affect job satisfaction and productivity gains.

Non-Physical Work Environment Indicators

The non-physical work environment indicators by Destefano (2006) are as follows:

1) Work Procedure is a series of work implementation procedures that are arranged sequentially so that a work sequence is formed gradually in completing a job.

2) Work Standards, are requirements of duties, functions or behaviors set by the employer as targets to be achieved by an employee.

3) Supervisor's accountability, the responsibility of a supervisor to arrange employee duties so that they can be carried out effectively and fairly. Supervisors are also responsible for conducting employee evaluations to ensure the achievement of goals set by the company.

4) Clarity of duties, namely the extent to which the job requires the completion of all work pieces in full and can be recognized by employees. In this case, employees are required to understand and be able to carry out their work based on instructions from their superiors.

5) A reward system, a reward system or reward system is a program used to identify individual employee achievements, such as the achievement of goals or projects or the use of creative ideas.

6) Relationships between employees, namely relationships with coworkers harmoniously and without any intrigue between co-workers. One of the factors that influence employees to stay in one organization is a harmonious relationship between co-workers.

Psychological Contract

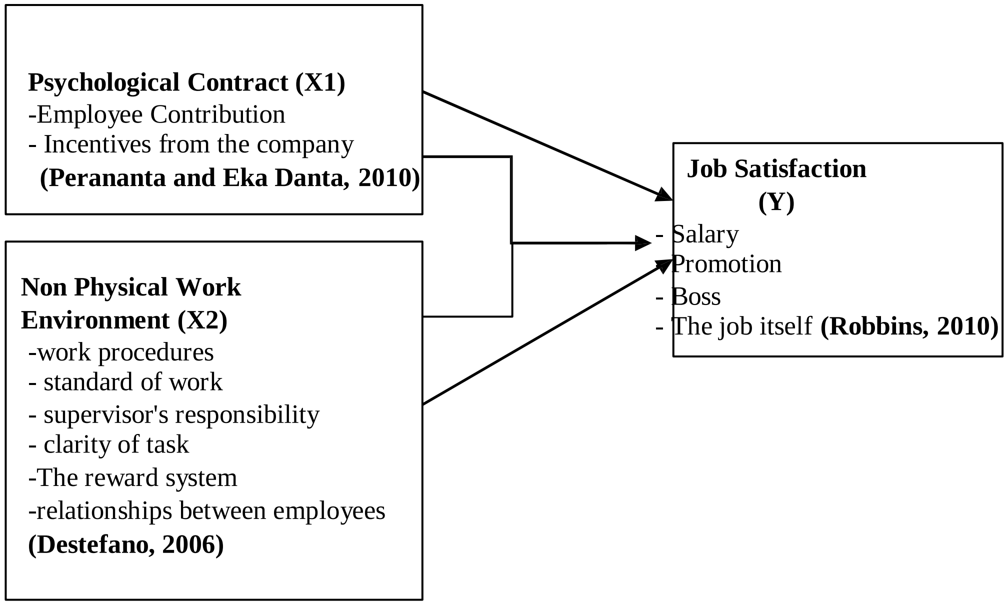
According to Armstrong in Hardiyanto (2011) a psychological contract is an unwritten informal contract, consisting of the expectations of employees and their superiors regarding a reciprocal work relationship. That is, a psychological contract arises when employees believe that the company's obligations to employees are proportional to the obligations that employees give to the company. According to Griffin, (2002) a psychological contract is a set of expectations an individual has for what he contributes to the organization and what the organization will provide in return. The fundamental challenge facing organizations is the psychological contract, because the organization must ensure that employees provide value to it and at the same time, the organization must also ensure that employees receive adequate incentives (Darmawan 2013). This psychological contract arises when employees believe that the company's obligations to employees will be proportional to the obligations that employees give to the company, for example, employees believe that the company will provide job security and promotion opportunities and are committed to the company (Amstrong 2004). **Psychological Contract Indicators** Rousseau (2010) defines a psychological contract as a perception of the mutual and mutually beneficial realization and obligations of the company. Psychological contract indicators are as follows (Perananta and Eka Danta, 2010):

1. Employee contributions to work-related companies.

2. Providing incentives from the company in accordance with the contributions made by employees.

Framework

The thinking framework in this study is used to determine the effect of psychological contract variables and non- physical work environment on employee job satisfaction at the Aston Kupang Hotel & Convention Center with the following model.


Psychological Contract (X1)
-Employee Contribution
- Incentives from the company
(Perananta and Eka Danta, 2010)
Non Physical Work Environment (X2)
-work procedures
- standard of work
- supervisor's responsibility
- clarity of task
-The reward system
-relationships between employees
(Destefano, 2006)
Job Satisfaction (Y)
- Salary
- Promotion
- Boss
- The job itself (Robbins, 2010)

Research Hypothesis

H1: It is suspected that psychological contracts have a significant effect on employee job satisfaction at the Aston Kupang Hotel & Convention Center

H2: It is suspected that the non-physical work environment has a significant effect on job satisfaction at the Aston Kupang

Hotel & Convention Center.

H3: It is suspected that the psychological contract and non-physical work environment together have a significant effect on employee job satisfaction at the Aston Kupang Hotel & Convention Center.

Results And Discussion

This type of research is a research that uses a survey method with associative research. Associative research is research that aims to determine the relationship between two or more variables. The population in this study were all employees of the Aston Kupang Hotel & Convention Center who were not currently in positions, namely 100 employees. Determination of the number of samples in this study was carried out using the Slovin formula, the number of samples in this study were 50 people. The data collection techniques used were **Multicollinearity Test Results**

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	T	Sig.	95.0% Confidence Interval for B Lower Bound	95.0% Confidence Interval for B Upper Bound	Collinearity S Tolerance
1	(Constant)	2.254	3.731		.604	.549	-5.252	9.761	
	X1	.139	.296	.056	.470	.641	-.457	.735	.466
	X2	.561	.086	.785	6.531	.000	.388	.734	.466

a. Dependent Variable: Y

Source: Primary Data Processing Results, 2020

Because the tolerance value obtained for each variable is greater than 0.1 and the VIF value obtained for each variable is less than

10, it means that the psychological contract

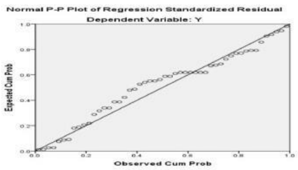
variable data and the non-physical work environment and the job satisfaction of Aston Kupang Hotel & Convention Center employees are free. of the multicoloniarity.

Multiple Linear Regression Analysis

The regression model is a model used to analyze the effect of the independent variable on a dependent variable (Ferdinand, 2006). The results of the multiple linear analysis test can be seen in the table of processed SPSS V.24 results as follows: questionnaires, interviews, observation and documentation.

Classic assumption test

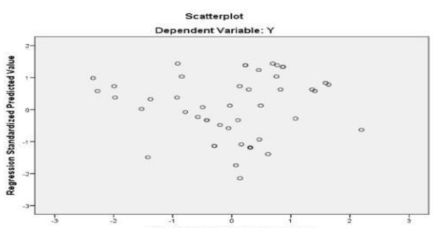
The results of the Normality Test can be seen in the following figure



Source: Primary Data Processing Results, 2020

On the P-P Plot graph, you can see the dots spread around the diagonal line, so the residuals in the regression model are normally distributed.

Heteroscedasticity Test Results



Source: Primary Data Processing Results, 2020

The results of the heteroscedasticity test show that the dots spread randomly, do not form a clear pattern, and are spread either above or below the number (0) on the Y axis. This means that there is no deviation from the classic assumption of heteroscedasticity.

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	T	Sig.
1	(Constant)	2.254	3.731		.604	.549
	X1	.139	.296	.056	.470	.641
	X2	.561	.086	.785	6.531	.000

a. Dependent Variable: Y

Source: Primary Data Processing Results, 2020

Based on table 4.8 above, the multiple linear regression equation model is obtained as follows:

Y = 2.254 + 0.139 X1 + 0.561 X2

Information :

Y = Job Satisfaction

X1 = Psychological Contract

X2 = Non Physical Work Environment Based on the above equation, it can be seen that the regression coefficient of the independent variable, namely the psychological contract (X1) and the non- physical work environment (X2), has a positive value, meaning that if the value of variable X increases, the value of variable Y will also increase and vice versa. From these two variables, it can be seen that what dominates or has a greater influence on employee job satisfaction (Y) is the non-physical work environment variable (X2) of

0.561 while the psychological contract (X1) is 0.139. The interpretation of the multiple linear regression equation above is as follows:

1. Based on the results of the regression test obtained, the constant value of 2.254 means that if the value of the psychological contract variable (X1) and the non-physical work environment (X2) is equal to zero (0), the value of the employee job satisfaction variable (Y) is 2.254 units. .

2. The coefficient value (b1) of the psychological contract variable (X1) shows a value of 0.139 units, which means that if the value of the psychological contract variable increases by 1 unit, and the other variables are zero then the value of the employee job satisfaction variable (Y) will experience an increase of 0.139 assuming that the other independent variables are of fixed value.

3. The regression coefficient (b2) of the non-physical work environment variable (X2) shows a value of 0.561 units, which means that if the value of the non-physical work environment variable (X2) increases by 1 unit, and the other variables are zero then the value of the variable Employee job satisfaction (Y) will increase by 0.561 units, assuming that the other independent variables are of fixed value.

Partial Hypothesis Testing (t test)

1. The effect of psychological contracts on employee job satisfaction at the Aston Kupang Hotel & Convention Center. (Hypothesis 1)

Because tcount (0.470) <ttable (1.678) and

significance (0.641)> alpha (0.05), then H0 is accepted, meaning that psychological contracts have no significant effect on employee job satisfaction at the Aston Kupang Hotel & Convention Center.

2. The influence of non-physical work environment on employee job satisfaction at the Aston Kupang Hotel & Convention Center. (Hypothesis 2)

Because tcount (6,531)> ttable (1,678) and

significance (0,000) <alpha (0.05) then H0 is rejected, meaning that the non-physical work environment has a significant effect on employee job satisfaction at the Aston Kupang Hotel & Convention Center.

F test

The F test is used to determine whether the independent variables jointly affect the dependent variable. The method used is to compare Fcount and Ftable at a certain significant level. The results of testing the F value can be seen in the following table:

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	378.896	2	189.448	50.827	.000[b]
	Residual	175.184	47	3.727		
	Total	554.080	49			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Source: Primary Data Processing Results, 2020

3. The effect of psychological contracts and non-physical work environments on employee job satisfaction at the Aston Kupang Hotel & Convention Center. (Hypothesis

Because the value of Fcount (50.827)>

Ftable (3.20) then H0 is rejected, meaning that the psychological contract and non-physical work environment simultaneously have a significant effect on employee job satisfaction at the Aston Kupang Hotel & Convention Center.

Coefficient of Determination (R2)

The coefficient of determination (R2) basically regulates how much the independent variables are capable of on the dependent variable by using the coefficient of determination analysis. The following is the result of processing the coefficient of determination.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics: R Square Change	F Change	df1	df2	Sig. Char
1	.827[a]	.684	.670	1.931	.684	50.827	2	47	.[illegible]

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

Source: Primary Data Processing Results, 2020

Based on the table above, it shows the results of the determination analysis, the R2 (R Square) number is 0.684 or 68.4%. This shows that the percentage of the influence of the independent variable (psychological contract and non-physical work environment) on the dependent variable (job satisfaction of Aston employees) is 68.4%, while the remaining 31.6% is influenced by or explained by other variables not included in this research.

The Effect of Psychological Contracts on Employee Job Satisfaction at Aston Kupang Hotel & Convention Center.

The result of the t test (partial) shows that

the value of alpha (α) = 0.05, the psychological contract variable obtains a significant value of 0.641 which means that it is greater than the value of alpha (α) =

0.05 and the value of tcount (0.470) <t table (1.678). This shows that the psychological contract partially does not have a significant effect on employee job satisfaction at the Aston Kupang Hotel & Convention Center. Thus it can be interpreted that the psychological contract can be arranged by the hotel and does not affect employee job satisfaction. Although psychological contracts do not have a significant effect on job satisfaction at Aston Kupang Hotel employees, the results of the multiple linear analysis test result in a positive value, meaning that psychological contracts have an effect on employee job satisfaction or have a unidirectional relationship with employee job satisfaction at Aston Kupang Hotel & Convention Hotel.

A positive psychological contract is characterized by the expectation that the obligations between employees and the company can be fulfilled fairly, causing employee job satisfaction to increase and employees are motivated to contribute or perform well which creates harmony and smoothness in organizational progress (Alberta, 2016). This is supported by research from Zhou (2014), which states that psychological contracts have a positive correlation to job satisfaction with work commitment as a mediator for 517 Chinese workers. Employee satisfaction with work will make employees more enthusiastic and willing to devote all their abilities to work and have the desire to contribute beyond the job description. Although the psychological contract is insignificant but the results are positive. This means that the Aston hotel management must deepen or strengthen the concept of psychological contracts for their employees, because each employee has its own parameters to measure their satisfaction at work. This psychological contract can indirectly motivate employees to work well, generate commitment, loyalty and enthusiasm to work optimally for the company. This means that if the company can contribute to employees according to their needs, then employees can contribute in terms of completing tasks properly and with enthusiasm. Aston Kupang Hotel has contributed to its employees. His contributions are in the form of providing work safety guarantees to all employees, providing salaries and other bonuses to employees so that employees can feel satisfied in carrying out their duties and responsibilities at the hotel. The psychological contract is insignificant because many employees work only to seek work experience.

The Effect of Non-Physical Work Environment on Employee Satisfaction at Aston Kupang Hotel & Convention Center.

Based on the results of the t test which has an alpha value (α) = 0.05, the non-physical work environment variable obtained a significant value of 0.000, which means that it is smaller than alpha (α) =

0.05 and tcount (6,531)> ttable (1.678). This is proven to show that the non-physical work environment partially has a positive and significant effect on employee job satisfaction at the Aston Kupang Hotel & Convention Center. Thus it can be interpreted that the higher the level of the non-physical work environment will have an impact on increasing job satisfaction for employees of the Aston Kupang Hotel & Convention Center. The non-physical work environment has a significant effect because the Aston hotel management always pays attention and controls all activities and activities carried out by its employees. The hotel management also always strives to provide a safe, comfortable and conducive work environment for all its employees, so that employees feel satisfied at work. Through supervisors from each department always provide direction before and after employees do their work at the hotel. This is what makes employees enthusiastic about carrying out their duties and responsibilities at the hotel.

According to Sedarmayanti (2011), non-physical work environments are all situations that occur related to relationships with colleagues, as well as relationships with subordinates. It can affect job satisfaction. Robbins and Judge (2011) state that the work environment of an employee greatly affects the level of job satisfaction. This will have an impact on the performance of the employees concerned.

The results of this study are also reinforced by the results of previous research by Astadi Pangarso and Vidi Ramadhayanti (2015) which state that the non-physical work environment has a significant and positive effect on employee job satisfaction with the results of the t test (partial) where the significant probability is smaller than alpha.

. The influence of non-physical work environment on employee job satisfaction is in line with the results of research conducted by Taiwo (2010) which found that non-physical work environments have a major contribution to employee job satisfaction and employee work productivity. Where with a good work environment employees can be more productive at work and will have an impact on job satisfaction. This is also stated by Destefano (2006) which states that there is a significant influence between non-physical work environments on employee job satisfaction. These results confirm the findings made by researchers, where the company must pay more attention to the non-physical work environment of employees in order to provide a sense of comfort, so that employees can work optimally. Thus, it will have a direct impact on employee job satisfaction and increase employee productivity.

The Effect of Psychological Contracts and Non-Physical Work Environment on Employee Job Satisfaction at Aston Kupang Hotel & Convention Center.

Based on the results of simultaneous

testing or the F test, which obtained Fcount of 50.827 is greater than Ftable with a value of 3.20 and a significance value of 0.000. Therefore, with the value of Fcount ≥ Ftable (50.827 ≥ 3.20), it can be concluded that the psychological contract variable and non- physical work environment simultaneously have a significant effect on employee job satisfaction at the Aston Kupang Hotel & Convention Center. This is because the Aston hotel management always pays attention to the performance of each employee who has achievements in their field and will give awards in the form of promotions, vacation packages, shopping vouchers and so on to these employees so that employees feel safe, comfortable and satisfied at work. The above is reinforced by the results of the determination analysis which shows that the percentage of the contribution of the influence of the independent variables (psychological contracts and non-physical work environment) to the dependent variable (employee job satisfaction) at the Aston Kupang Hotel & Convention Center is

68.4% while the rest is 31, 6% are influenced or explained by other variables not included in this study. Theoretically, other factors are thought to influence employee job satisfaction at the Aston Kupang Hotel & Convention Center, namely organizational climate, career development which has a positive relationship to job satisfaction (Ayudiarini,

2011).

According to Robbins and Judge (2013), job satisfaction specifically describes a person's positive feelings for his job obtained from an evaluation of the characteristics of the satisfaction itself. Karim and Rehman (2012) state that feeling satisfied is an act of accumulation of employee expectations that have been fulfilled. Meanwhile, a psychological contract is an unwritten contract regarding the reciprocal expectations of workers and job owners. Job satisfaction reflects an individual's emotional reaction that is directly related to the aspects contained in a psychological contract, including the obligations that the company gives to employees. Hardiyanto (2011) explains that a psychological contract is an unwritten informal contract consisting of employee expectations regarding a reciprocal work relationship. That is, a psychological contract arises when employees believe that the company's obligations to employees will be proportional to the obligations that employees have given to the company.

Conclusions And Recommendations

Based on research conducted at the Aston

Kupang Hotel & Convention Center regarding the Effect of Psychological Contracts and Non-Physical Work Environment on Employee Job Satisfaction at the Aston Kupang Hotel & Convention Center, it can be concluded that:

1. The results of descriptive analysis using a score range obtained that the psychological contract variable, non-physical work environment and employee job satisfaction were in the very high or very good category.

2. The results of hypothesis testing partially prove that the psychological contract variable has a positive but insignificant effect on employee job satisfaction at the Aston Kupang Hotel & Convention Center.

3. The results of hypothesis testing partially prove that non-physical work environment variables have a positive and significant effect on employee job satisfaction at the Aston Kupang Hotel & Convention Center.

4. The simultaneous test results prove that the variable psychological contract and non-physical work environment simultaneously have a positive and significant effect on employee job satisfaction at the Aston Kupang Hotel & Convention Center.

Based on the above conclusions, the suggestions put forward are as follows:

1. For Aston Kupang Hotel & Convention

Center

The hotel needs to understand and deepen the concept of psychological contracts in work by paying attention to indicators that are directly related to psychological contracts and their implementation in work so that employees can get satisfaction at work.

2. For further researchers

Further research is needed by adding other factors outside of the psychological contract and non-physical work environment which affect employee job satisfaction at the Aston Kupang Hotel & Convention Center. Other factors such as organizational climate, career development and organizational culture are applied in the hotel.

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UNDERSTANDING THE RESILIENCY AND ADAPTIVE BEHAVIORS OF TOURISM WORKERS DURING COVID-19

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Abstract

Purpose: This study aimed at understanding how resilient and adaptive the tourism-related workers are during Covid-19 in order to survive.

Methodology: This study employed a qualitative approach using interview method to collect data from 18 participants.

Findings: The results of this study revealed four themes which represents resilience and adaptive behavior: back to basic, back to nature and home, back to selling, and back to oneself.

Limitation: Considering the nature of a qualitative study, the findings of this study are not ready to be generalized to a wider population. It is specific to the context under study.

Contribution: This study contributes to emerging literature on resilience and adaptability strategy and may potentially assist the actors in the tourism sector to respond to Covid-19.

Keywords: *Covid-19, Entrepreneurship, Exploratory Study, Tourism Worker*

1. Introduction

Corona Virus-19 (Covid-19) is one of the most impactful disasters (Zenker & Kock 2020) that has been affecting human's live globally. This virus is highly infectious, contagious (Chang, McAleer, & Ramos, 2020) and mutates quickly (Ugur & Akbiyik, 2020). WHO (2020) has stated that this virus was a pandemic by March 11th, 2020 after the case reached 115 countries where 4300 people died. Indeed, almost all countries around the globe have been suffering from Covid-19 cases.

While health disasters such as bird flue, SARS, MERS have occurred a few times, Coronavirus is predicted to have more negative and long lasting impacts (Prayag, 2020). Indeed, it is still unknown about when this virus will disappear. It seems that the only certainty is the uncertainty because even for the near future, no one can inform what will happen (Romagosa, 2020). Nevertheless, one evidence we have is the adoption of health protocol that includes wearing mask, social distancing, and washing hands frequently as recommended by WHO. In fact, in certain countries, lock down policy has been implemented in which people are not allowed to travel in and out an area. However, while it may reduce the number of cases, this regulation comes with several consequences in terms of economy, education, security, psychology, social politic, technology, and human's life in general, either business or personal and, local, national, or international scale. That being said, Covid-19 is not solely about health concern.

The disease has indeed caused business to change in unprecedented ways (Cortez & Johnston, 2020). On individual level, one of the changes is that people cannot live the way they did before Covid-19. In other words, life may not be the same like before. There are many restrictions that are uncomfortable for the majority of people. Moreover, with the rapid spread that resulted in continuing cases of infections and the reduced and limited activities outside home including work and traveling, this pandemic brings severe impacts for the tourism industry. Within this industry it was predicted that approximately 75 millions job and 2.1 trillions US dollar would be at risk (WTTC, 2020). When the country boards are closed and air flight are stopped, there would means a dramatic drop of tourist arrivals, hotel occupancy, restaurant covers, and the sales of many other related businesses. In fact, many businesses have been forced to make a hard decision such as discontinuing contracts with employee and closing their operations. This phenomenon leads to an unavoidable economic downturn, particularly in a destination like Bali where more than 80% people rely on the tourism sector.

With the seemingly inevitable and rapidly evolving global pandemic situation, the question emerged is about resiliency and adaptability toward the ongoing condition. Resiliency is defined as the ability to effectively cope with, recover from, or adapt to challenging life situations (Kaweckyj, 2020). In other words, resiliency is the capacity one has to overcome hardship by navigating their way to resources in order to sustain; providing resources, and negotiating culturally meaningful ways to share resources (Ungar, 2008). Thus, a resilient individual means having an ability to manage crisis situations due to behaviors, thoughts, and actions that has been learned and developed (Kaweckyj, 2020). It can be expected that individuals may have a different degree of resiliency based on several factors such as culture, values, beliefs, and inter-personal relationships (Kaweckyj, 2020).

To date, research has mainly focused on the impacts of Covis-19 pandemic on business such as in marketing (Cortez & Johnston, 2020; Crick & Crick, 2020); company resiliency (Prayag, 2020); social entrepreneurship and community sustainability (Aquino, Lück, Schänzel, 2020); as well as in education (e.g., Toquero, 2020). Within the tourism context, there are a large number of research on how tourism business recover after Covid-19 (e.g., Chang, Aleer, & Ramos, 2020; Romagosa (2020), tourism research agenda (Zenker & Kock, 2020), and traveling and tourist behaviour (e.g., Ugur & Akbiyik, 2020). Moreover, tourism resiliency research, mostly works on COVID-19 and tourism system resilience and contributes to resilience of destinations, organizations, and tourists (Prayag, 2020). The core investigations are particularly on managerial implications and theoretical advancement that provide research agenda for tourism researchers. Thus, research on tourism workers has been arguably lacking.

The large number of tourism workers is one of the characteristic of the tourism industry. It is not surprising that this industry has been considered the largest job generator. It means .that the workers have a significant role. Indeed, the world's largest number of employees has been within the tourism sector (ILO,2020; WTTC, 2020). This industry has also been regarded as typically fragile and sensitive. Previous research has emphasized that a pandemic outbreaks can affect the tourism very dramatically and the recovery can be slow (Novelli, Burgess, Jones, & Ritchie, 2018). Thus, it is essential to investigate how tourism workers respond to such impactful disaster.

Based on the above background, this article argues that discussion on individual resilience and adaptation needs to be expanded. Although this study is a preliminary part of a larger research, it might shed lights into how people within the tourism sector are dealing with pandemic and new challenges. Furthermore, by developing resilience and ability to adapt to challenging situations, individual can look for resources and capabilities to reduce impacts of such event. In light of termination of work and economical impact one can reorganize their source of income.

2. Research methodology

This study used a qualitative approach to uncover the research problems. The participants of this study were 18 former tourism-related workers in Bali. They were recruited using snowball and purposive sampling technique in which participants were affected by Covid-19 in terms of job and income. Their consent of participations were first sought. Data were gathered using semi structured interview method. Self-developed questions were designed in order to address the research questions (Puhakka, R., Cottrell, S. P., & Siikamäki, 2013). During the interview, the participants were first asked about general questions related to the hotel situations before and during Covid-19. Next, the participants were asked about their feeling toward the pandemic outbreak. Questions regarding demographic background were also posed. The main interview consisted of a more detailed entrepreneurial experiences. That is about constraints or difficulties and dis/satisfactory feelings. Then, the analysis of the data that were collected used coding and constant comparative method (Milles & Huberman, 1994). This method is considered to be the most popular type of qualitative data analysis (Leech, N. L., & Onwuegbuzie, 2007). The steps of data analysis involved transcribing the raw data, coding, labelling, looking into data pattern, grouping based on similarity, and interpretation. Finally, themes that represent each group were identified.

3. Results and discussions

The research participants were 10 females and 8 males aging from 28- 51 years old. Almost all of them were hotel workers in Front Office, Housekeeping, Sales, Food and Beverage Service, and Food Production Departments ranging from 3-5 stars hotel. Only a few participants were tourist guides and one was driver. All participants described their feeling during this pandemic condition in a sad language. However, the majority of them believe that the situation would get better (they were referring to tourism and travel industry), although they were uncertain of when it would happen. At least, this means that they had hopes.

A few participants explained that this pandemic condition forced them to pause and reflect. The participants showed different level of resilience (Kaweckyj, 2020). Almost all of participants stressed that they had to return to the way they used to live their life. The analysis of the data further showed that there are four themes that show respondents' resilience and adaptive behaviour in responding to Covid-19, in order to survive. The themes are "back to basic", "back to nature", "back to oneself", and "back to selling". The first theme is "back to basic" which means, they buy only what they need instead of what they want. Reducing consumption was considered an obligation especially with the uncertain condition during the pandemic Covid-19. The participants explained that they must have a more simple and modest life than before COvid-19. The second theme is "back to nature and home" which represents the decision of participants to go back to their home town or village. This was particularly due to they were not able to continue paying their room rent in the city. It was revealed that at home, participants do farming, fishing, and doing other nature- related activities. A few male participants explained that they went back to their home town or village and started farming. All of them have family farm area and they helped in managing the farm. They then sell a wide range of agricultural products harvested from their farm, mostly fruit and vegetable. Other male participant reported that he enjoyed fishing. The next activities is involving in the community program such as becoming Covid-19 committee where they involve in preparing Covid-19 materials, providing information, and monitoring the implementation of Covid-19 protocol. Other participant reported to help in the development of community based tourism. Next theme is “back to oneself” that represents the willingness of participants to improve their self development program. There were respondents who explained that they tried to manage better their financial aspect. They regretted for not saving their money every month. Other participants learned stock exchange, self development program, and digital marketing. An interesting piece of finding is that a two respondents enjoyed delivering online lecture for students of hotel schools or campuses. They were supervisors or department heads in hotel. Finally, “back to selling product” represents that the research participants that they tried to exploit commercial opportunity in order to survive. Some of them further explained that there was nothing else they would do. In other words, there were no other choices to earn cash quickly. The majority of the participants described that they involved in the food business either raw materials such as fruit, vegetable, rice, diary product, meat, and many more or cooked food. Mostly, they sell food either raw or cooked. The raw food included fruit, vegetable, herbs and spices, and many more. While the cooked food includes snacks and choices of daily meals. Only a few participants explained that sold drinks either coffee, tea and the kinds or healthy juices. Moreover, only one respondent who has housekeeping background involved in laundry business. In terms of marketing and promotional tools, almost all participants used social media. Such marketing platform was believed to be effective and powerful in influencing potential customers. The participants also admitted that it helps reach wider audience quickly. Among the four themes, the majority of research participants engage in “back to selling” category and “ back to basic, followed by “back to nature and home”. The least theme was “back to oneself”.

Based on the Resilience Theory, the four themes found are more inline with actions that portray capacity of an individual to navigating and becoming resourceful in order to survive (Ungar 2008). In terms of cultural negotiation in sharing resources may need further investigation. The resilience can also be drawn from almost all participants’ positive attitude and believe that the pandemic situation will soon disappear. The adaptive behaviour is seen from the way the participants put effort to earn money by selling products.

4. Conclusion

This study has explored how former tourism-related workers responded and adapted to the difficult time during Covid-19 pandemic situation. Using a qualitative approach, it was revealed that the respondents were mostly managing their financial in a more discipline manner and at the same time doing business. Becoming sellers is a new source of income of formers tourism workers in order to survive. The next theme was becoming farmer and fisherman.

Many of respondents went back to their home town or villages and engaged in traditional ways of earning money. A few participants were active in involving in the community program. The last theme represents self development activities.

The results of this study imply that to survive in challenges situation, one shall equip him or herself with resiliency and adaptive behaviour. This can be gained by developing adaptive skills such as selling techniques, digitalized marketing, and so on. It is essential to not only depend on one skill because in the world of uncertainty, anything can happen. Although, it should be underlined here that the degree of resiliency differs from one another (Kaweckyj, 2020).

This study highlights the importance of resilience and adaptability during Covid-19 pandemic. In particular, this study explains what do formers hotel or tourism worker do to respond to COvid-19 based on which, further research can be conducted.

5. Limitation and study forward

With the qualitative approach employed in this study, the main drawback is that the interpretations are limited. That is, the results of the study are not to be generalized due to it may not represent a wider population. In other words, this study is specific to the characteristics of research participants and the context under study that involved 18 former tourism workers in Bali. Nevertheless. the richness of the findings will allow the study to be used as a reference for future study within the area of resiliency and adaptability particularly within the context of tourism workers. The next study will further investigate the four themes. A more in depth exploratory study is needed to understand the resiliency process, for example from the perspective of cultural background, particularly in sharing resources. Future research may especially be interested in investigating this topic using quantitative approach in order to address the limitation of this study. Furthermore, future study may also work on a longitudinal type of study as to examine the resiliency of tourism workers over time.

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