

Impacts of Transformational Leadership on Effective Implementation of CSR 2.0 – The Case of Croatia

Tea Golja

Juraj Dobrila University of Pula/ Faculty of Interdisciplinary, Italian and Cultural Studies

Corresponding author: tea.golja@unipu.hr

ARTICLE INFO

Received
28 November 2018

Accepted
28 January 2019

Available online
18 March 2019

ABSTRACT

Lack of confidence in businesses, lack of transparency and new demands from various interested and responsible stakeholders calls for the application of new leadership styles that encourage simpler, faster and effective implementation of socially responsible practices in the organization. There are many definitions of leadership as it means different things to different people. Leadership is about setting vision, empowering, inspiring and influencing people and reaching the set goals. Leadership is not a synonym for management. Corporate social responsibility requires finding the appropriate balance of economic, ecological and socio-cultural determinants in any organizational system. It is important to develop and nurture leadership style that leads to healthy implementation of socially responsible practices and promotes positive organizational culture. Poor leadership brings a plethora of negative consequences. Transformational leadership, with more supportive and responsive leaders, boosts the transition towards Corporate Social Responsibility 2.0 or the so-called systematic or radical corporate social responsibility - a concept introduced and investigated by Visser (2012). This article analyses, evaluates and discusses CSR 2.0 and presents perspectives of senior level managers (hotel managers) on the concept of CSR 2.0. Hotel managers from the biggest Croatian hotel companies were interviewed. Author elaborates the applied leadership style and the interrelatedness of CSR 2.0 with the transformational leadership that can be seen as Leadership 2.0. Author further argues the importance of transformational leadership for the effective implementation of CSR 2.0. A set of required leadership competences for adopting and successfully implementing and/or reaffirming corporate social responsibility 2.0 is presented.

Keywords: Corporate Social Responsibility 2.0, Transformational leadership, tourism, Croatian hotel companies

INTRODUCTION

Leaders do not have to be great men or women by being intellectual geniuses or omniscient prophets to succeed, but they do need to have the "right stuff" and this stuff is not equally present in all people. Kirkpatrick and Locke (1991, p. 59)

Background

New style leaders or transformational leaders are more sensitive to global sustainability challenges. They recognize that poverty must be tackled with innovative strategies that build economic growth but on a sustainable way. They innovate, create, strengthen communities, tackle social problems and climate change and respect the environment. Transformational leaders recognize the importance of implementing socially responsible strategies in their ordinary business practices but overall, integrate them in their main corporate strategies. They promote large-scale structural and organisational change for the promotion of high living standards, high quality employment and social progress in general.

Research Objectives

Drawing on the above, the purpose of this paper is to investigate the relatedness between transformational leadership and CSR 2.0 in tourism. The novelty of this research is in testing the relationship between main characteristics of transformational leadership and main CSR 2.0 principles - creativity, scalability, responsiveness, glocality and circularity. (Visser, 2013) Authors further presented main leadership traits as seen by the interviewed hotel managers and interrelate them with key dimensions of corporate social responsibility 2.0. A set of required leadership competences for adopting and successfully implementing and/or reaffirming corporate social responsibility 2.0 is presented.

LITERATURE REVIEW

Leadership and The Trait Theory

Very many different views and opposite views on leadership and leader's characteristics are obvious. There are as many definitions of leadership as there are leaders. (Daskal, n/d) Even today there is no single leadership theory that can be applied in every case. (Stippler et.al., 2011) Leadership is a leader's most significant peculiarity and his developing in leadership contributes most greatly to

the organization. (Gao, 2013) In the work of Bensimon (2009) where she highlighted several definitions of leadership provided by presidents of different colleges, one shall be pointed. „*Leadership is the totality of the person.*“ According to Fiedler (2006, p. 371) leadership can be viewed as a problem of wielding influence and power for the existence of different types of groups. It is leader-member relations, task structure and position power that construct three important aspects in the total situation that influence the leader's role. Leadership is the ability to adapt the setting so everyone feels empowered to contribute creatively to solving the problems. (Smith, n/d) Leadership is the art of motivating a group of people to act towards achieving a common goal. (Ward, 2018) Leadership is realized through many small life decisions that leader makes throughout the day. (Catranis, 2017, p. 33.) Leadership is multidimensional in skills and orientation. (Gallos, 2008, p. 3)

There are even different classification of leadership. Gao (2013, p. 79) classifies leadership into: (1) *individual* - refers to that of an individual leader holding a certain post in an organization and that is influenced by a leader's peculiarity; (2) *group* - the join force of individual leaders at the same level in an organization and (3) *organizing*

- the join force of the group leadership at all levels and results from the interaction among all the individual leadership at the same levels and all the group leadership at distinguishable levels. Aligned with that Individual leaders shape strategy, execute decision, manage talent, develop future talent, and act with personal proficiency. (Ulrich, D. and Smallwood, N., 2012)

Kruse (2013), who has written several books on leadership, underlines clearly what leadership is not: (1) Leadership has nothing to do with seniority or one's position in the hierarchy of a company; (2) Leadership has nothing to do with titles; (3) Leadership has nothing to do with personal attributes; (4) Leadership isn't management. The point number one is a clear opposite opinion from the Gao's (2013) view of individual leadership. It cannot be neglected that many leaders do not hold formal positions in the organisation whilst at the same time we have evidences where authoritative people are not showing any leadership characteristics. However, the differences in defining leadership have been marked by Hunt (2004) who arguments that the definition of leadership will depend on one's conception of leadership that is linked to various factors, including among others the nature of reality and ontological issues, stakeholder perspectives, and

levels-of-analysis issues. Leadership can be identified across contexts and cultures. (Keohane, 2010, p. 24).

Goleman (2000) outlines six leadership styles that spring from different components of emotional intelligence: (1) *Coercive leaders* demand immediate compliance; (2) *Authoritative leaders* mobilize people toward a vision; (3) *Affiliative leaders* create emotional bonds and harmony; (4) *Democratic leaders* build consensus through participation; (5) *Pacesetter leaders* expect excellence and self-direction; (&) *Coaching leaders* develop people for the future.

Caramela (2017) distinguishes four ways that good leaders achieve success: (1) Bettering their environment; (2) Knowing their team and themselves well; (3) Maintaining a positive attitude and (4) Building a next generation of leaders.

Three main leadership theories (models) can be identified: trait approach, style approach (behavioural that distinguishes task behaviours and relationship behaviours) and contingency approach. (Nordhouse, 2009) The forth approach – contemporary leadership theories has been evolving recently.

One of the oldest theoretical perspectives on leadership is often associated with Thomas Carlyle's and

Francis Barton's „Great Man“ theory of leadership where the importance of innate attributes (especially by people of the higher class) have been argued. Accordingly, a leader must be born with a certain set of personality attributes for them being impossible to develop. Great Man theories evolved into the trait theories of leadership later. These theories mostly disregarded the point whether traits were inherited or acquired as some could be inherited whilst others could be learnt. The focus was put on how traits influence leadership. Proponents of the trait theory listed five main characteristics of leaders: (Philips, 2009, p. 5) (1) power; (2) intelligence; (3) persuasion; (4) personality and (5) charisma. One of the earliest researches on individual traits was conducted by Bird in 1940 who listed 79 traits that were identified in 20 researches but only 5% of the listed traits were common to four or more researches (Geiger, 1967). It was, even at that time, obvious that the certain list of stable and enduring traits for good leaders is difficult to be strictly defined. Mann (1959) identified six personality traits that distinguish leaders from non-leaders: intelligence, masculinity, adjustment, dominance, extraversion, and conservatism. The universality of leadership traits was questioned.

Many of the early scholars on leadership theories disregarded the importance of situation because of the opinion that the certain traits are easily transferable across very many different situations. Stogdill (1948, 1974) became sceptical on trait theory and supported more the importance of interaction between the individual and the social situation and his studies have shown that both traits and situational variables contribute to leadership.

In his paper published in 1948 he reviewed more than a hundred leadership studies (between 1904 and 1947) in which some attempts have been made to determine the traits and characteristics of leaders across 27 groups of factors. He found 8 traits that distinguish an average individual in leadership role from an average group member: intelligence, alertness, insight, responsibility, initiative, persistence, self-confidence and sociability. In his findings he pointed out that no guarantee exists that an individual possessing the above listed traits will surely become a successful leader. It is different traits relevant to situation that are important. This made him conclude how difficult it is to identify an agreed set of leadership attributes that would guarantee leadership success. However, in his second survey he validated the idea that

leader's characteristics make a significant part of leadership. In his second survey he identified 10 traits associated with leadership: achievement, persistence, insight, initiative, self-confidence, responsibility, cooperativeness, tolerance, influence and sociability. (Nordhouse, 2010, p. 17). Kirkpatrick and Locke (1991) list six traits on which leaders differ from non-leaders: (1) *drive*: achievement, ambition, energy, tenacity, initiative; (2) *leadership motivation*: personalized vs. socialized; (3) *honesty and integrity*; (4) *self-confidence*; (5) *cognitive ability*; (6) *knowledge of the business* and (7) *other* traits: charisma, creativity/originality, flexibility. Kouzes and Posner (2012) identified the top four traits associated with good leadership: being honest, forward-looking, inspiring, and competent.

Nordhouse (2010, p. 18) summarized main studies of leadership traits identified by researchers from the trait approach.

Table 1. The Summary of Trait Research Studies

| | | | | |
|-----------------|--------------|-----------------|----------------------------------|------------------------------|
| Stogdill (1948) | Mann (1959) | Stogdill (1974) | Lord, DeVader and alleger (1986) | Kirkpatrick and Locke (1991) |
| Intelligence | Intelligence | Achievement | Intelligence | Initiative |
| Alertness | Masculinity | Persistence | Masculinity | Motivation |
| Insight | Dominance | Insight | Dominance | Integrity |
| Responsibility | Extraversion | Self-confidence | | Confidence |
| Initiative | Conservatism | Responsibility | | Cognitive ability |
| Persistence | Adaptability | Cooperativeness | | Task knowledge |
| Self-confidence | | Tolerance | | |
| Sociability | | Influence | | |
| | | Sociability | | |

Source: Nordhouse, P. G. (2010, p. 18)

Trait approach was again revived with the emphasis put on charismatic and transformational leadership. As Nordhouse (2010) concludes, the trait approach began with an emphasis on identifying the qualities of great persons and the inborn

attributes, followed by qualities that could be learnt. Then it shifted to include the impact of situations on leadership, and, currently, has shifted back to reemphasize the critical role of traits in effective leadership.

Transformational Leadership

Transformational leadership has been proved as successful in many business settings. It has gained the popularity during 1980s. The concept of transformational and transactional leadership was introduced by Burns (1978) who used the term “transforming leadership” whilst Bass (1985) elaborated further Burns's theory and introduced several modifications particularly in viewing and measuring transformational and transactional leadership as separated concepts. Burns (1978) explained transformational leadership as a process in which *"leaders and followers help each other to advance to a higher level of morale and motivation"* whilst at the same time the process was characterized as beneficial for the organisational life and the life of people engaged in the organisation. Thomson et. Al. (2016) define transformational leadership as a leadership style that promotes effective change management and organizational transformation. Transformational leaders pay attention to individual and personal

differences in needs for development and growth and provide necessary resources to help followers to realize their dreams. (Zenab Kazmi and Naaranoja, 2013, p. 74). Bass and Avolio (1995) introduced factor analysis later upgraded through the Multifactor Leadership Questionnaire (MLQ Form 5X) or the most popular survey used in measuring transformational and transactional leadership.

Transformational leaders achieve superior outcomes by using the „4I model“: (Bass, 1985) (1) *idealized influence (charisma)* - leaders act as role models, are willing to take risk, are consistent, show high levels of integrity and ethics. Charismatic leaders display conviction, take stands, and appeal to followers on an emotional level (Judge and Piccolo, 2004, p. 755) ; (2) *individualized consideration* – leaders act as coaches or mentors for giving individualized attention to the professional development of each and every follower and offering them tailor made new learning opportunities (Bass et.al., 2003); (3) *intellectual stimulations* – whilst addressing organizational problems leaders involve followers and require from them creative and innovative solutions to the identified challenge (Bass et.al., 2003) and (4) *inspirational motivation* - involving followers in the development of a

preferred vision for the future, communicating clear expectations, and by demonstrating a clear commitment to the shared goals and vision of the group or team (Wolinski, 2010). Six key behaviours associated with transformational leaders are: (Podsakoff, MacKenzie, Moorman and Richard, 1990, p. 112) (1) identifying and articulating a vision; (2) providing an appropriate model; (3) fostering an acceptance of group goals; (4) high performance expectations; (5) providing individualized support and (&) intellectual stimulation. Transformational leadership is multidimensional and different relationships exists between the dimensions. (Deinert et.al., 2015, p. 13) These researchers directly linked the 5 Big personality traits or the Big 5's (neuroticism, extraversion, openness to experience, agreeableness and conscientiousness) with the 4 sub-dimensions of transformational leadership (The Bass's 4I model) and proved differential relationships between the five personality traits and the four sub-dimensions of transformational leadership. Hence, extroversion, openness, agreeableness, conscientiousness were all positively related to transformational leadership but not all of them were strongly linked with each sub-dimension of transformational leadership as some relationships were more significant. They found non-

significant links between neuroticism and transformational leadership and all its sub-dimensions. So, different combinations of the personality traits are differentially related to the transformational leadership behaviours and they suggest a separate examination of transformational leadership sub-dimensions. According to Hyatt (n/d) leadership 2.0: (1) *embraces change* because of new leaders being on the cutting edge of experimentation; (2) *demonstrates transparency* for old-style leaders being opaque; (3) *celebrates dialogue* for new-style leaders listening more than talking; (4) *employs collaboration* for new-style leaders enjoying teamwork; (5) *practices sharing* because new-style leaders freely share their contacts, insights, time, energy and money; (6) *welcomes engagement* for new-style leaders don't care much about hierarchy and (7) *builds community* because new-style leaders get great satisfaction from working together and building a sustainable community. Accordingly, leadership 2.0 is strongly related to transformational leadership as the above outlined characteristics of leaders go hand in hand with the Basses 4I (Bass, 1985) model and 6-dimensional model as outlined by Podsakoff et. al. (1990).

Varios benefits transformational leadership brings on the organisational but personal level as well – for those closely linked with internal organisational environment (employees). Transformational leadership contributes to higher levels of employee satisfaction. (Mujkić et. al., 2014) A significant relationship between transformational leadership and employee motivation was proved in the research of Ahmad et.al. (2014). Following on that, the empirical results of the research conducted by Al Zefeiti (2017) indicate that transformational leadership behaviours (core transformational leadership, providing individualized supports, intellectual stimulation, and setting high performance expectation) have a significant impact on contextual performance whilst core transformational leadership and providing individualized supports have a significant impact on task performance. Judge and Piccolo (2004) found that transformational leadership has positive, nonzero relationships with the following leadership criteria: (a) follower job satisfaction, (b) follower leader satisfaction, (c) follower motivation, (d) leader job performance, (e) group or organization performance, and (f) rated leader effectiveness. The evidence has showed that transformational leadership facilitates knowledge sharing among

employees by enhancing followers' perceived team goal commitment and perceived team identification. (Liu and Li, 2018) Garcia-Morales, Lloréns-Montes and Verdú-Jover (2008) analysed the direct and indirect influence of knowledge and innovation as mediating variables on the relation between transformational leadership and performance. Their study has demonstrated that transformational leadership affects slack knowledge, absorptive capacity, tacit knowledge, organizational learning and innovation. Stimulating the relations between these intermediate variables permits the creation of positive synergies that improve organizational performance. The relationship between creativity and transformational leadership was in the focus of the research conducted by Zenab Kazmi and Naaranoja (2013, p. 77) whose research has proved that creativity is positively linked with the individual differences through transformational leadership. They provided basis for the implementation of "transformational leadership" as being the attractive management choice amongst the other management choices. Transformational leadership was investigated in the paper of Leithwood (1992) where he argued that transformational leadership contributes to maintaining collaborative culture in settings like educational

institution. However, the effectiveness of transformational leadership varies depending on the cultural values of an individual. (Spreitzer, Hopkins Perttula and Xin, 2005)

A Harvard study of S&P 500 and Global 500 firms that evaluated the ability of leaders to strategically reposition the firm found some common characteristics of the most successful transformations: (Scott and Evan, 2017) (1) Transformational CEOs Tend to be "Insider Outsiders"; (2) They Strategically Pursue Two Separate Journeys; (3) They Use Culture Change to Drive Engagement, (4) They Communicate Powerful Narratives About the Future; (5) They Develop a Road Map *Before* Disruption Takes Hold.

Transformational leadership can inspire workers to embrace change by fostering a company culture of accountability, ownership and workplace autonomy. (White, 2018) In the next section author will investigate further the relationship between transformational leadership and corporate social responsibility as the micro aspect of sustainable development.

Transformational Leadership and Transformational CSR

There have been various initiatives in defining corporate social responsibility mostly for the focus they have selected as central, the issues that particular country or organisation wants to highlight and the priorities of key issues within one organisation. In tourism, it was mostly environment seen as the most important dimension of corporate social responsibility as it is, obviously, crucial for the development of tourist product. (Golja, 2008, Krstinić Nižić and Golja, 2009) However, it is becoming more evident that, on the priority list, social and cultural dimension of corporate social responsibility is getting high attention. For instance, Croatian tourism and hotel companies are putting enormous efforts in providing higher standard for their employees, invest in their professional development and in providing them decent quality of life.

Corporate social responsibility has been defined by the European Commission (2011, p. 6) as the responsibility of enterprises for their impact on society. An excellent review of definitions of corporate social responsibility has been provided in the work of Hamidu, Md Haron and Amran (2015, p. 85) where they summarized main dimensions of each

definition from different periods and identified 6 core characteristics of CSR (voluntary, internalizing or managing externalities, multiple stakeholder orientation, alignment of social and economic responsibilities practices and values and beyond philanthropy. The main dimensions are as follows: 1) 1950's – 1960's - *philanthropy* (religious & humane philosophies, community development, unregulated philanthropy, poverty alleviation and obligation to the society); (2) 1970's – 1980's - *regulated CSR* (extension of CSR commitments, CSR as symbol of Corporate citizenship, stakeholder relationship management, corporate reputation, socio-economic priorities, bridging governance gap, stakeholders rights and legal & ethical responsibilities); (3) 1990's – 21st century - *instrumental/strategic CSR* (competitive strategy, environmental protection, sustainability, internationalisation of CSR standards and transparency & accountability).

Velsor (2009) concluded that very little theoretical and empirical research on the leadership aspect of CSR exists. Waldman, Siegel and Javidan (2003, p. 6) believe that transformational leadership theory represents a prominent example of the neo-charismatic paradigm that may provide new possibilities for the upper

echelons perspective in general, and the understanding of corporate social responsibility in particular. Several researches pointed the positive link between transformational leadership and CSR. (Du, Swaen, Lindgreen and Sen, 2012) Waldman, Siegel and Javidan (2004) found a positive correlation between transformational leadership and strategic corporate social responsibility. Wabitsch (2014) proved that transformational leadership motivates managers for CSR in meetings, because it enhances trust, understanding and commitment to CSR. The differences between transformational and transactional strategies as reflected in the work of Castello', Lozano and Barbera' (n/d) lay in their main purpose and key role in developing changes in the organisation. They see transformational strategies as those providing innovations, inspirations and morality to managers whilst transactional as those that consolidate the CSR initiative through meeting and responding to stakeholders' reactions to changing expectations. (Castello', Lozano and Barbera', n/d, p. 4, 8)

Transformational leaders are more sensitive to: (UN Global Compact and Accenture, 2013, p. 52): (1) environmental and social issues and bear in mind their importance for the success of their

business; (2) climate change issues, water security, growth and employment; (3) philanthropy which is seen only as one little aspect of corporate social responsibility but not its core dimension; (4) engaging investors on sustainability; (5) partnership with different stakeholders in the community (NGOs and others); (6) measuring and rewarding sustainability in employee performance assessments and remuneration.

In the same report (UN Global Compact and Accenture, 2013, p. 16), seven themes enabling leading companies to achieve value creation and impact on global sustainability challenges were detected: (1) realism and context – understanding the scale of the challenge and the opportunity; (2) growth and differentiation – turning sustainability to advantage and value creation; (3) value and performance; (4) technology and innovation – new models for success; (5) partnership and collaboration – new challenges, new solutions; (6) engagement and dialogue – broadening the conversation; (7) advocacy and leadership – shaping future systems. This is aligned with the Visser's DNA model of CSR 2.0 presented in the table that follows. (Visser, 2013, p. 150)

Table 2. Visser's model of CSR 2.0

| DNA Code | Strategic goals | Key indicators |
|-------------------------|-----------------------------|--|
| Value creation | Economic development | Capital investment Beneficial products Inclusive business |
| Good governance | Institutional effectiveness | Leadership Transparency Ethical practices |
| Societal contribution | Stakeholder orientation | Philanthropy Fair labour practices Supply chain integrity |
| Environmental integrity | Sustainable ecosystems | Ecosystem protection Renewable resources Zero waste production |

Visser is one of the strongest critics of traditional corporate social responsibility model and holds opinion that the different kind of CSR is needed if

we are to reverse the current direction of the world's most pressing issues in the social, environmental, ethical and economic ecosystems. (Visser, 2012) Visser (2013, p. 18) distinguished several business ages (greed, philanthropy, marketing, management, responsibility) and associated them with stages of CSR (defensive, charitable, promotional, strategic, systematic), the preveled modus operandi (ad hoc interventions, donations, public relations, management systems, business models), key enablers (investments, projects, media, codes, products) and stakeholders (shareholders, government & employees, communities, general public, shareholders & NGOs/CSOs and regulators and customers).

METHODOLOGY

The study provides a combination of theoretical and empirical research. The theoretical framework summarizes main points of the leadership trait theories, underlines and arguments main characteristics of transformational leadership, as well as those connected to CSR 2.0 although scarce (according to authors presumptions) and highlights some of the benefits transformational leadership brings on the level of the organisation and on the personal level.

In the empirical research authors will examine the links between main characteristics of transformational leadership and leadership traits to main principles of CSR 2.0 (Visser, 2013). Authors will present main leadership traits as seen by the interviewed hotel managers and interrelate them with key dimensions of corporate social responsibility 2.0 in order to conclude about the strength of relationship of that particular trait and CSR 2.0 – in general and specific to particular dimension.

Based on the literature review, and the main principles of CSR 2.0 (Visser, 2013) the following hypothesis were tested:

- 1) Transformational leadership is positively related to corporate social responsibility in general
- 2) Transformational leadership is positively related with main principle of CSR 2.0 – creativity
- 3) Transformational leadership is positively related with main principle of CSR 2.0 – scalability
- 4) Transformational leadership is positively related with main principle of CSR 2.0 – responsiveness
- 5) Transformational leadership is positively related with main principle of CSR 2.0 – glocality

- 6) Transformational leadership is positively related with main principle of CSR 2.0 – circularity

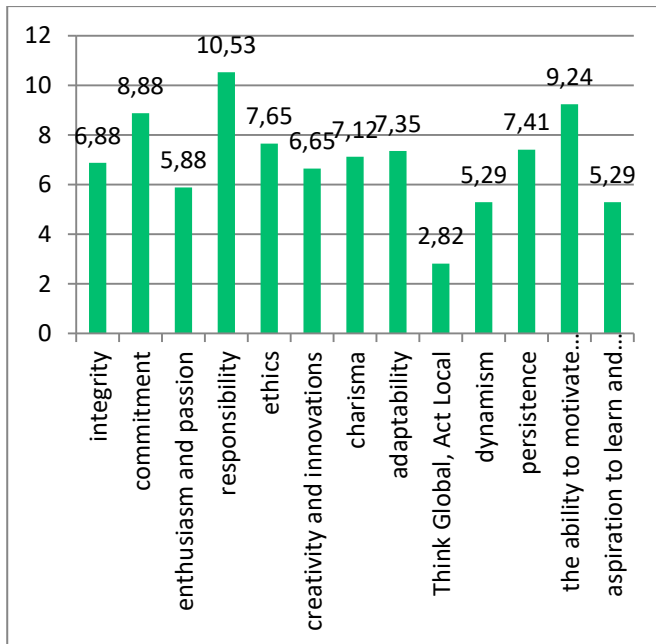
The sample consisted of 17 hotel managers from different destinations in Istria: Rabac, Poreč and Rovinj and from three different hotel companies.

RESULTS AND DISCUSSION

Following this cue, we set out to examine the relationship between transformational leadership traits and main principles of CSR 2.0 as seen by interview hotel managers from the sample.

In the following scheme we will present the most important leadership traits as seen by the hotel managers from the sample. Hotel managers were asked to rank 13 leadership traits authors singled out as important for CSR 2.0. Authors will comment on their relatedness with main CSR 2.0 principles: creativity, scalability, responsiveness, glocality and circularity. (Visser, 2013, p. 146)

Schema 1. The most important traits of good leaders according to hotel managers' opinion



Source: author's research and analysis

The most important leadership traits for hotel managers are: (1) responsibility, (2) the ability to motivate and empower employees, (3) commitment, (4) ethics and (5) persistence.

Responsibility is strongly related with all of five principles of CSR 2.0: creativity, scalability, responsiveness, glocality and circularity. **The ability to motivate and empower employees** is strongly related with Creativity – one of the principles of CSR 2.0. We need more creativity to foster positive changes in the social, economic and environmental spheres. Creativity cannot be nurtured by standardization. If companies are accepting various standards and

implementing them in their business models, two things can happen – managers go strictly by the book, with no experimentation at all and managers can become creative about how to trick the system (Visser, 2013, p. 164). Creativity means taking risks and recognizing opportunities. In hotel business it can be considered as important trait in leading the innovations in tourism sector that will attract new customers that take care of socially responsible tourism product/experience in a tourist destination. Creative managers foster creativity spirits in their followers and empower them to strengthen their will and ambitions in finding innovative solutions to current challenges. When it comes to competition, we must recognize the importance of several tourist destinations on the Mediterranean that compete with Croatia for the same source markets. It is Northern African destinations (Tunis and Morocco), Turkey, Greece, Spain, France and Italy. **Commitment** can also be strongly associated with creativity because leaders should be able to show their commitment to creative and innovative projects that derive from their “*Think Global, Act Local*” mind-set. In line with mentioned, the principle of glocality comes evident. Leaders need to respect the environment and the society where they operate and be able to combine international standards,

views, latest developments (in technology, general trends in tourism) with local tradition whilst nurturing cultural identity of the tourist destination and its people. Scalability is another CSR 2.0 principle that can be linked to responsibility and commitment. It is scalable projects in tourism that we need in tourism to make stronger positive changes in the environment towards sustainable development. New ideas of sustainable projects in tourism should go to scale. In tourism it means that sustainable and innovative projects need to be implemented in other destinations as well in order to create scalable changes in the society and in the sector. For the case of Croatia, hotel managers and leaders from the sample can replicate their ideas in other destination by firstly, communicating progress to the senior management of the hotel company, proving the success of sustainable innovation and then enthusiastically being open to distribute ideas and aspirations to other hotel managers in different destinations where the hotel company operates (i.e. Northern Croatia, Dalmatia and Dubrovnik). Hotel managers from the sample are highly aware of the importance of knowing the **ethical boundaries** of the organisation. It is code of ethics and the exemplary behaviour of people at the top that prevent unethical behaviour. Minor

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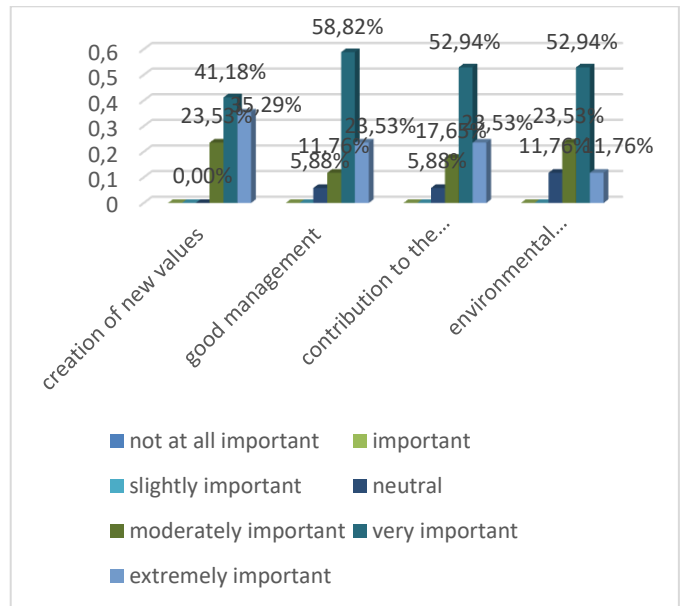
ethical lapses can have major impacts, and it is good that hotel managers have recognized it as important. Ethics permeates through every aspect of socially responsible business and it is built in every CSR 2.0 principle. **Persistence** helps to keep up the work. It helps a leader to confront challenging situations that affect his work. Persistence is the ability to work on solutions and work towards success. Persistence is strongly correlated with creativity, scalability and circularity. Tourism is very much climate-dependent. Although not contributing much to the general emission of carbon-dioxide, out of the 5% of contribution, majority derives from transport. It is tourism managers and leaders that need to foster changes and implementation of sustainable and alternative transport choices – at first amongst its followers. It is leaders that need to be creative and persistent in making positive changes in the environment through improving their business practices and implementing not management systems but innovative solutions in the following areas: a) tourism products/services/experiences, b) process/technology and c) institutional environment. Though countries are increasingly committed to respecting international environmental standards, environmental performance benchmarking assessments show that deforestation,

overfishing, and air and water pollution continue to reduce the global natural capital. (World Economic Forum, 2017, p. 6).

When asked to rank the level of importance of different leadership traits using the Likert scale (1 – 7), hotel managers from the sample, see responsibility as extremely important trait for leaders (76,47%). The ability to motivate and empower employees is seen as very important by 47,06% of hotel managers and extremely important by 47,06% of managers. Commitment is very important for 47,06% hotel managers and extremely important for 35,29% hotel managers. Ethics is perceived very important for 47,06% of hotel managers whilst extremely important for 29,41% managers.

Hotel managers were asked to determine the importance of various key dimensions of CSR of the future (CSR 2.0). The results are presented in the scheme that follows.

Schema 2. The importance of various CSR 2.0 dimensions



Source: author’s research and analysis

Based on the obtained responses, hotel managers believe good management to be very important dimension of the CSR 2.0 (58,82%). Two second most important dimensions are contribution to the society and environmental protection and improvement of the quality of ecosystem. When taking into account the scores managers associated to different dimension and the appropriately applied weight (based on the Liker scale), the results are:

1. creation of new values
2. good management
3. contribution to the society
4. environmental protection and improvement of the quality of ecosystem.

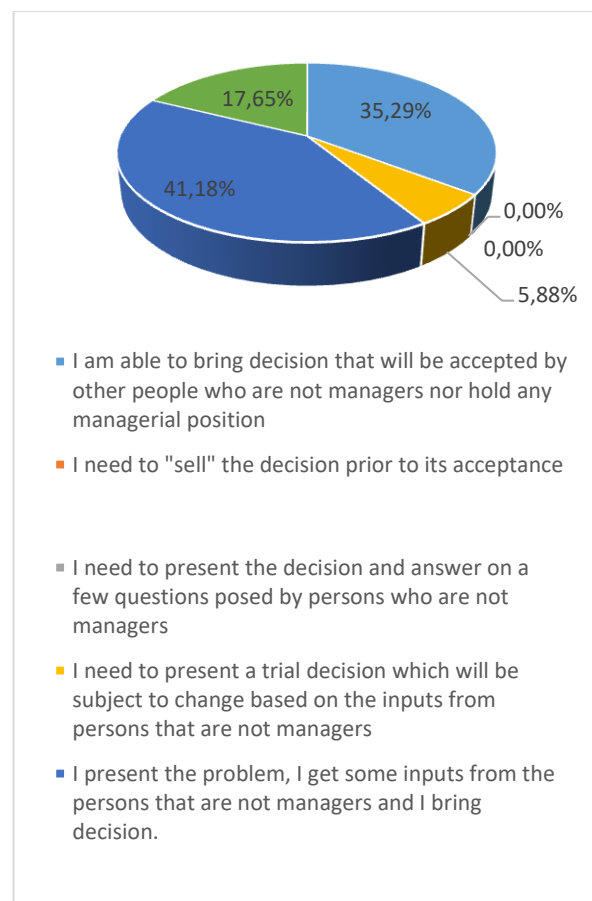
The above results are much related to the previously mentioned leadership traits associated with transformational leadership. Creating new values is aligned with the principle of creativity, whilst good management with responsiveness, scalability, circularity, glocality and creativity in its nutshell. Value creation fosters economic development. Good governance targets higher institutional effectiveness. Contribution to the society is mostly linked with the principle of glocality and circularity. It means stronger involvement of different stakeholders in the business thinking process and decision-making process. Environmental protection and improvement of quality of ecosystems is mostly linked with scalability and circularity and it contributes to more sustainable ecosystems.

When asked to characterize their leadership style, 41,18% of hotel managers pointed that they firstly present the problem, get inputs from persons that are not managers and then bring decision. It is obvious that, whilst applying the mentioned leadership style, managers have a slightly higher power and influence than others in the organization that do not hold managerial positions. 35,29% of hotel managers are able to bring decision that will be accepted by other people who are

not managers nor hold any managerial position meaning that managers have the complete power and influence to control the decision-making process in the organization. In the context of CSR 2.0, stronger engagement of employees in the decision-making process is more favourable for empowering employees and fostering their overall satisfaction.

The complete results are presented in the scheme that follows.

Schema 3. The main characteristics of leadership style of hotel managers in Istria



CONCLUSION AND SUGGESTIONS

Ever since Croatia got its independence, for almost three decades, tourism has become one of the largest and fastest-growing economic sectors in the country. According to the Croatian Central Bank statistics, tourism currently contributes with 19,6 (preliminary data for 2017). (Ministry of Tourism of The Republic of Croatia, 2018) According to World Travel and Tourism Council (2017) the total contribution of travel and tourism to Croatian GDP was 24,7 in 2016 whilst the direct contribution was 10,7% of GDP and tourism generated 138.000 jobs directly (10% of total employment). Ministry of Tourism of The Republic of Croatia, just recently, has ordered the creation of Tourism Satellite Accounts for Croatia. A Satellite Account is a term developed by the United Nations to measure the size of economic sectors that are not defined as industries in national accounts. For instance, tourism is an amalgam of industries such as transportation, accommodation, food and beverage services, recreation and entertainment and travel agencies. (UNWTO, n/d) With this measurement technique, it will be possible to calculate the exact economic contribution of tourism in terms of revenues, contribution to GDP, to employment etc.

Tourism in Croatia has experienced expansion and diversification (on the supply but demand side as well). Tourism has contributed towards employment and economic growth, as well as to development in rural areas, and even less-developed areas such as Slavonija, Lika and Gorski Kotar (war-hit places). Istria is a great example tourism creating new opportunities and leading transformations of rural and deserted areas. Creative industries, cultural tourism (culture, enogastronomy) transformed inland part of Istria and opened the hidden beauty of inland Istria to tourists. It is not mass tourism that is leaving traces in that part of Istria but sustainable and special interest tourism.

A very wide range of interested stakeholders provide service in this, cross-sector industry of experiences and stories. Hotel companies play an important role in shaping the growth and development of tourism in particular Croatian destinations but with multiple of impacts of the branding of tourism on the national level. Human resources and their level of education play an irreplaceable role in the development of tourism in Croatia. This crucial factor is becoming particularly important in terms of current unfavourable and negative demographic trends Croatia

faces as well as the gradual aging of the population in general.

In the table that follows authors will summarize main principles of CSR 2.0, link them with leadership traits associated with transformational leadership and suggest possible applications for more efficient implementation of CSR 2.0 in tourism in Croatia.

Tabel 3. Principles of CSR 2.0 and transformational leadership traits with possible applications in tourism (shift towards CSR 2.0)

| Principles of CSR 2.0 according to Visser (2016, p-146) | Explanations of principles of CSR 2.0 | Leadership traits contributing to various principles of CSR 2.0 | Applications for tourism in Croatia |
|---|---|--|---|
| Creativity | <i>“Business creativity need to be directed to solving the world’s social and environmental</i> | <ol style="list-style-type: none"> 1. Responsibility 2. The ability to motivate and empower employees 3. Commitment | <ul style="list-style-type: none"> • Need to foster innovations and creative thinking from the bottom. • Innovations on the three level: product/se |

| | | |
|--|---|--|
| <i>problems.”</i> (Visser, 2012, p. 10) | <ol style="list-style-type: none"> 4. Ethics 5. Persistence | vice/experiences, processes and institutions. <ul style="list-style-type: none"> • Need for meaningful investments in human capital by fostering their empowerment, through education, capacity-building for human resources development, system of mentorships – mutual learnings and sharing of experiences, professional orientation and motivation, life- |
|--|---|--|

| | | | | | | | |
|--|--|--|---|--|--|--|---|
| | | | <p>long learning opportunities, developing work-life balance programs for employees in tourism etc.</p> <ul style="list-style-type: none"> • Collaboration with schools and faculties in providing employment service to students and education of parents. • Need for the efficient promotion of different professions in tourism in cooperation with local, | | | | <p>regional and national government bodies.</p> <ul style="list-style-type: none"> • Clear definition of career pathways in the tourism industry in Croatia and efficient promotion . • Co-financed and fully-financed study programs in tourism and hospitality management in cooperation with local universities or development of its own study programs that will |
|--|--|--|---|--|--|--|---|

| | | | | | | | |
|-------------|--|--|--|----------------|---|----------------------------------|---|
| Scalability | <p>“The need of projects that will be scalable (go to scale).” (Visser, 2012, p. 10)</p> | <p>Responsibility Persistence Ethics</p> | <ul style="list-style-type: none"> • Foster the use of organic and ecological products in the hotels in each and every destination the same hotel company operates. • Best CSR practices that can be applied on the wider scale in tourism. Sharing of experiences and accommodating them to different cultural ecosystems and spheres in various destination. • Constant education | | | | <p>of customers and employees on responsible practices.</p> <ul style="list-style-type: none"> • Creating the culture of leadership. • Responding to the serious challenges of sustainability like environmental and ecosystem degradation, land use, saturation, waste generation and other negative effects on the environment that are inherent to the tourism |
| | | | | Responsiveness | <p>The need for transformative responsiveness that will question whether the industry and the particular business model is part of the solution or part of the problem we face.</p> | <p>Responsibility Ethics</p> | |

| | | | |
|-----------|-----------------------------------|---|--|
| | | | <p>industry.</p> <ul style="list-style-type: none"> • Fostering transparency through communication (corporate social responsibility reports, sustainability reports or integrated reports). • Strengthening internal and external communication. |
| Glocality | <i>“Think Global, Act Local!”</i> | Responsibility Commitment Scalability Ethics | <ul style="list-style-type: none"> • Application of worldwide accepted good management practice to local conditions • Implementation of cultural and natural |

| | | | |
|-------------|---|-------------------------------|--|
| | | | <p>heritage in creation of tourism products/experiences.</p> <ul style="list-style-type: none"> • Respect of local identity and strive to strengthen the local differences, habits and customs. |
| Circularity | The constant feeding and nourishing community and employee wellbeing. | Responsibility Persistence | <ul style="list-style-type: none"> • Self-sufficient and sustainable hotels. • Invest in employees |

The sample consisted of 17 hotel managers from different destinations in Istria: Rabac, Poreč and Rovinj and from three different hotel companies. Sample size is the main limitation of this study.

For this reason, it is difficult to find significant relationships from the data. This is why authors have not used statistical tests as they normally require a larger sample size to ensure a representative distribution of the population. Authors will further extend this research for few more months in order to obtain more significant data and be able to test it using adequate statistical tests.

On the other side, this is the first study that applied the principles of CSR 2.0 in the context of tourism and the study where the argumentation for application of different leadership traits required by transformative leaders is provided in the context of their relatedness with main principles of CSR 2.0 always within the tourism sector.

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Problems and Prospects of Peace Tourism in Post-War Sri Lanka: A Policy Challenge in The Millennial Era

Palliyaguruge Ravindra Chandrasiri

Department of Social Sciences, Faculty of Social Sciences and Languages
Sabaragamuwa University of Sri Lanka

Corresponding author: palliyaguruge@ssl.sab.ac.lk

ARTICLE INFO

Received
28 November 2018
Accepted
28 January 2019
Available online
18 March 2019

ABSTRACT

Peace tourism is becoming an emerging trend in the millennial era. It produces new dimensions of peace as well as tourism. Therefore, the concept of peace tourism is considered as a very broad concept with multiple aspects and there is no common agreed definition of peace tourism. The numerous facets of peace tourism are designed to lead “positive peace”, a term coined by Johan Galtung (1996). Post-war Sri Lanka is in a position of achieving positive peace through reconciliation. In this theoretical and empirical background, this paper is going to examine the problems and prospects of peace tourism in post-war Sri Lanka. What is peace tourism in the millennial era and how can it help achieve positive peace in Sri Lanka? These questions will be addressed in this paper while examining the relationship between peace tourism and reconciliation policies in post-war Sri Lanka. The research design of this study is based upon the Hermeneutic approach, a post-positivist research methodology. Other research methods of the study include key Informant Interview (KII) and content analysis methods.

Key Words: Peace Tourism, Positive Peace, Post-war Sri Lanka, Reconciliation, Tourism in Millennial Era, Development.

INTRODUCTION

Background

The World Travel & Tourism Council (2006) has proclaimed that the world’s most peaceful countries enjoy increasing levels of peace and prosperity, while the least peaceful countries are

spiraling into violence and conflict. The Institute for Economics & Peace reported in the Global Peace Index 2018: Measuring Peace in a Complex World that per capita growth between 1948 and 2018 has been three times higher in highly peaceful countries when compared to countries with low levels of peace. The

report also highlighted that in 2017, the global economic impact of violence was \$14.76 trillion PPP, which is equivalent to 12.4 per cent of global GDP, or \$1,988 per person in 2018 (Institute for Economics & Peace, 2018). The most developed nations have enjoyed an exceptional period of both peace and economic expansion. However, the rest of the world has been less fortunate, although the post-war era has brought beneficial changes, notably decolonization and self-determination (Bramwell, and Lane, 2010). With regard to Sri Lanka specifically, from 1983 to 1987, Sri Lanka experienced negative growth rates in tourist arrivals (between minus 6% and minus 21%), reducing the number of tourists arriving in Sri Lanka to the 1978 level. With the end of the JVP conflict in the late 1980s and conflict with the LTTE mainly confined to the less tourism-oriented north and east areas, tourists soon regained confidence (Alluri, Leicher, Palm and Joras, 2014). In most cases, travellers search for safe and interesting places to visit. The absence of safety within a destination region often overrides the quality of experiences and attractions these regions offer the visitor, and so an alternative destination is sought (Boyd, 2000). These indicators suggest that peace is highly important to tourism-supported development. However, the tourism industry's capacity to generate

both positive and negative impacts on destination areas creates a challenge in describing the relationship between tourism development and peace (Levy and Hawkins, 2010).

Traditionally, the term "tourism" has included a diverse range of themes, however, recently, a concept called 'Sustainable Tourism' has emerged. It has been defined by the World Tourism Organization (2005) as "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". The term "sustainable tourism" has come to represent and encompass a set of principles, policy prescriptions, and management methods which chart a path for tourism development so that a destination area's environmental resource base (including natural, built, and cultural features) is protected for future development (Hunter, 1997). At the same time, a sustainable tourism approach can provide a higher quality tourist experience, an improved quality of life for local residents, justification for environmental protection and enhancement of cultural pride (Levy and Hawkins, 2010). The United Nations General Assembly established 2017 as the "International Year for Sustainable

Tourism for Development”, thereby setting an ideal stage for the tourism sector to reflect on its role in the global community and to embark on a common journey towards the UN 2030 Sustainable Development Goals (United Nations World Tourism Organization, 2018).

Aligned with sustainable tourism, peace tourism has been emerging as a growing concept of the millennial era, especially post-war situations. In this theoretical and empirical context, this study will explore peace tourism and its impact on achieving positive peace in post-war Sri Lanka as a part of broader reconciliation initiatives.

This study has three dimensions of significance, namely, theoretical, empirical and significance at the policy level. In terms of theoretical significance, the study associates two distinct paradigms: tourism and peace. It brings together theoretical insights from sustainable tourism and from the concept of positive peace, and produces new paradigms of peace tourism in the millennial era. The study will then examine how it is possible to build up peace culture through tourism, especially sustainable tourism.

Empirically, the study will identify possibilities and challenges which are encountered by tourism industry in Sri

Lanka. This is significant because it may help to develop livelihood and entrepreneurship among the rural and urban citizens of the country.

At a policy level, this study is important because it highlights the need for peace tourism as a part of mainstream tourism. In addition, this study acknowledges the importance of achieving positive peace through reconciliation policies and non-tourism sectors.

RESEARCH METHODS

The 20th century witnessed three major developments within the social sciences. The first was the establishment of the hegemony of positivism in all branches of the social sciences. The second was the emergence in the early decades of the 20th century of hermeneutics and phenomenology as alternatives to positivist social sciences. The third was the emergence of an array of radical social sciences perspectives, such as Marxism, critical theory, radical humanism, feminism, post-structuralism and postmodernism; all of which were also critical responses to positivism (Uyangoda, 2015:147). The research design of this study is based upon Hermeneutic approach under the post-positivist research methodology. According to Gadamer (1977:22),

hermeneutic research methodology helps to bring something close which is quite far from the researcher. It helps to overcome a certain strangeness. The researcher finds the hermeneutical approach exceedingly relevant to understand 'human experience' in depth, as opposed to 'human behaviour' at the surface level (Uyangoda, 2015:147). That is why the hermeneutic paradigm was applied in this research. A content analyzing method is also used as research method of the study.

What is 'Peace Tourism'

'Peace tourism', in a narrow sense, is the travelling of tourists to peace sites, monuments, museums etc. in order to learn from the experience that these places reveal (Wohlmuther and Wintersteiner, 2014). However, in this study, the meaning of 'Peace Tourism' is not confined to that simple idea. Rather, it is established upon the much broader and holistic concept of 'Positive Peace'.

Tourism and peace is not a new phenomenon. As early as 1925 at the opening of the 'International Congress of Official Associations of Tourist Propaganda' in The Hague, Netherlands, Professor Wim Treub (as the Dutch host) stressed the need for "encouraging travel so that different peoples could understand and become better acquainted with each

other, thus collaborating to the peace so earnestly desired among peoples, who had just survived a prolonged and deadly war". In 1929 the British Travel and Holidays Association declared 'Travel for Peace' as the theme for its inaugural meeting (Wohlmuther and Wintersteiner, 2014).

Then, in 1967, the UN had its 'International Tourism Year' and this was given the optimistic slogan 'Tourism: Passport to Peace'. Next followed the 1975 Conference on Security and Cooperation in Europe (CSCE) and the 'Helsinki Final Act', mentioned tourism as an important means of achieving increased cooperation and better understanding between cultures (Wohlmuther and Wintersteiner, 2014).

The 1980 Manila Declaration on World Tourism described tourism as a 'vital force for peace and international understanding. This was followed by the Tourism Bill of Rights and Tourist Code that was adopted at the World Trade Organisation's General Assembly held in Sofia, Bulgaria in 1985, and cited tourism's contribution to '... improving mutual understanding, bringing people closer together and, consequently, strengthening international cooperation' (Higgins-Desbiolles, 2003).

A conference on 'Tourism – a Passport to Peace', held in 1987 in Shannon, Ireland, was followed by the first 'Global Conference on Tourism – A Vital Force for Peace' in Vancouver 1988. This conference resulted in the first publication on 'Peace Through Tourism' (edited by Louis 'Amore, who founded the International Institute for Peace Through Tourism' in 1986 and Jafar Jafari). The Global Summit on Peace Through Tourism, held in Amman, Jordan in 2000, then produced the 'Amman Declaration on Peace Through Tourism', which became an official document of the United Nations (Wohlmuther and Wintersteiner, 2014).

In 1995 the Charter for Sustainable Tourism was drafted by the World Conference on Sustainable Tourism held in the Canary Islands. It was recognized in its preamble that '... tourism affords the opportunity to travel and to know other cultures, and that the development of tourism can help promote closer ties and peace among peoples, creating a conscience that is respectful of diversity of culture and lifestyles'. The Global Code of Ethics for Tourism was then presented to the WTO's General Assembly meeting in Santiago, Chile in 1999. It asserted that 'firmly believing that, through the direct, spontaneous and non-mediatized contacts

it engenders between men and women of different cultures and lifestyles, tourism presents a vital force for peace and a factor of friendship and understanding among the people of the world'(Higgins-Desbiolles,2003).

'Responsible tourism' has its origin in the 'Cape Town Declaration' (2002), which recommends guiding principles for economic, environmental and social responsibility in tourism development. The Cape Town proclaimed "It is not a brand or type of tourism, the term encompasses a framework and a set of practices that chart a sensible course between the fuzziness of eco-tourism and the well-known negative externalities associated with conventional mass tourism" (Wohlmuther and Wintersteiner, 2014). It is an ethical approach that addresses all stakeholders involved in the tourism development process, from the planners and managers to the host populations, local governments and businesses to the outbound tour operators and tourists visiting the destination. The guiding principles of responsible tourism are in accordance with sustainable tourism (Wohlmuther and Wintersteiner, 2014).

Tourism is, according to one definition, the voluntary movement of persons whose aim is business, pleasure or

leisure (Satani, K. 2003:38). In achieving peace through tourism, two methods can be applied such as; one track diplomacy and two track diplomacy (Pratt, and Liu, 2016). One track diplomacy is essential to achieve negative peace (absence of war), while two track diplomacy mainly serves for positive peace.

Track one diplomacy is the diplomatic relationships between two or more states at the international level. It also refers to policies and programmes taken by governments to mitigate violence and promote peace. Track two diplomacy refers to unofficial, person-to-person relationships. It has been said that “Tourism operates at the most basic level of track two diplomacy by spreading information about the personalities, beliefs, aspirations, perspective, culture and politics of the citizens of one country to the citizens of another” (D’Amore, 1988). This type of cross-cultural personal relationship can be developed through tourism. In that sense, each and every citizen can become ‘Peace Ambassadors’.

This notation of tourism transformed the concept of ‘tourism as an agent for dispute, inequality, and exploitation of the poor’ into ‘tourism as an agent for peace’. It helps to achieve and preserve peace and harmony both within a

society as well as between societies (Wohlmuther and Wintersteiner, 2014).

In this sense, as an operational definition of this study, ‘Peace Tourism’ can be likened to Positive Peace, a term coined by Galtung (1996). A broad definition of peace refers to peaceful relationships not only between nations, but also between groups or communities, between individuals, and between people and nature (Salazar, 2006). ‘Peace tourism’ in a narrow sense is the travelling to peace sites, monuments, museums etc. in order to learn from the experience that these places reveal. It is tourism about peace and for peace (Wohlmuther and Wintersteiner, 2014). This study extends the concept of peace tourism to not only the involvement of human beings but also all other living organism and environment. Then the concept of peace tourism can be defined, as coined by Satani (2003:37), ‘holistic Gaia peace’. It is tourism about peace and for peace (Wohlmuther and Wintersteiner, 2014).

Peace Tourism in Post-war Sri Lankan context

In this study, as an operational definition, peace tourism in post-war Sri Lankan context implies five areas, such as;

1. Local and international tourists in war effected area

2. Establishment of War-museums
3. Heritage Tourism
4. Peace Ambassador
5. Holistic Gaia peace

Local and international tourists in war effected area

Sri Lanka has been beset with two interlinked conflict lines since the 1970s. The conflict between the Sri Lankan Government and the Janatha Vimukthi Peramuna (JVP) emerged in 1971, when a group of primarily young Sinhala men protested against limited socio-economic opportunities in the southern and central provinces. There was renewed fighting between 1987 and 1989 which took the lives of about 60,000 people before the Government brutally crushed the insurgency. Since 1994, the JVP has been a political party representing Sinhalese nationalist views. The civil war between the Liberation Tigers of Tamil Eelam (LTTE) and the Sri Lankan Government was also triggered in 1983 with the killing of 13 Government soldiers by Tamil men in the north, which led to anti-Tamil pogroms. The conflict is commonly interpreted as an ethno-political conflict between the Sinhalese majority and the Tamil minority, although conflict dynamics and causes have altered over time. After five unsuccessful peace

negotiation attempts, the Sri Lankan Government defeated the LTTE in May 2009 by military means (Alluri, Lei Cher, Palm and Joras, 2014).

Due to the thirty years of protracted war, there was a division between citizens living in two geographical parts of the country: The Government controlled areas and the LTTE controlled areas. As the result of cease fire agreement in 2002, the divergence line was marked by two checkpoints which were established at *Omanthay*. One of them was created by LTTE (Liberation of Tamil Tigers for Elam) and other was constructed by Military Forces of Sri Lankan Government. The distance between the two checkpoints was approximately 1km. During the war time, no one could pass *Omanthay*. However, following a cease fire agreement, general people can move through *Omanthay*, after undergoing security clearance. At the time of Cease fire agreement and post-war period, larger number of local tourists as well as foreigners visited war effected Northern and Eastern province of Sri Lanka. *Kilinochchi*, *Jaffna*, and *Mulative* were their primary destinations in Northern Province of Sri Lanka. In particular, the 2003 ceasefire agreement raised tourist confidence and the 'magic threshold' of

500,000 arrivals was surpassed (Alluri, Leicher, Palm and Joras, 2014).

Travel is not a recent phenomenon and it is not exclusively rooted in European societies (Bianchi, 2006). Tourist experiences will reduce the perceived differences between tourists and hosts, improve the negative ethnic attitudes, and strengthen the feeling of togetherness. However, it would be an overstatement to say that tourism is the one and only way to increase harmonious relations and worldwide understanding (Satani, K. 2003:37). Tourism can help foster peace and secure a more harmonious world (Higgins-Desbiolles, 2003). As pointed out by the literature, mutual cross-border tourism that pays attention to the narratives of 'the other side', can eventually decrease opposition between the two 'sides' (Wohlmuther and Wintersteiner, 2014). Furthermore, local and international tourists in war effected areas can open up new economic opportunities, such as businesses between Colombo and Jaffna, reopening hotels and home stays. New trade relationships were built up between Sinhalese and Tamil communities following the ceasefire while during the war time, these relationships were hidden by brutal war. Hence the post-war situation established free movement among civilians and it encouraged mutual

understanding between localities. Over time, it may lead to positive peace through the two track diplomacy or multi track diplomacy.

Establishment of War-museums

'War tourism', or 'dark tourism', is defined as the commercial use of the desire to make exciting but morally doubtful 'real life' adventures in conflict or war zones. When visiting a historic battlefield today, for example, this can be done in the spirit of pacifism, to learn from history, or can be driven by an interest in arms, warfare, and military strategy. Thus, it is important to look more closely at how the events are presented by (state or private) tourism agencies (Wohlmuther and Wintersteiner, 2014). It is labelled as 'Military Tourism' or 'Dark Tourism' (Hartmann, 2014). In 1955, Hiroshima and Nagasaki opened a peace museum and peace park ('Hiroshima Peace Park Guide' 2005). In the following years many renovations, extensions, and additions have made both cities a veritable place of pilgrimage for peace people (Van Den Dungen, 2014). The Hague officially describes itself as an 'international city of peace and justice'. Likewise, in post-war Sri Lanka, there is an established war-museum at *Mulative*, in the Northern part of Sri Lanka called '*Deyata Kirula*'. There

the negative side of warfare displayed in an effort to demonstrate the necessity of peace and harmony.

The evidence of war in any given country is often visible in both the natural and cultural landscapes –e.g., in the form of battlefields, and war memorials and museums, respectively – but the material evidence of anti-war and peace is far less known and far less visible (Van Den Dungen, 2014). If these arguments are accepted, it is necessary to promote peace and anti-war sentiments among the people rather than war victories and war tourism because by showing weapons and battle strategies, people may learn to mobilize to initiate war or other forms of conflicts and societal crimes.

Heritage Tourism

Heritage tourism is another aspect of Peace tourism. Sometimes, it is identified as ‘Cultural Tourism.’ It has three aspects.

- *Firstly, tourism as an experience of the ‘other’, and of otherness in general, may open the minds of people and teach them that the world has more to offer than just one model of living: a critically revised and limited version of the contact hypothesis;*

- *Secondly, mutual cross-border tourism to pay attention to the narratives of the other side, and eventually overcome their strict opposition to one another;*
- *Thirdly, peace tourism to learn from the history of war and the history of important peace makers (Wohlmuther and Wintersteiner, 2014).*

However, in this study, the concept of heritage tourism is being applied to denote a very broad concept. Sri Lanka has more than 2500 years of written history and very ancient archeological sites. According to recent findings of the archeologists, there are more than 6000 years of dated archeological sites in Sri Lanka. All of them are proven by radiocarbon dating with scientific technology.

There are so many cultural heritage sites like Buddhist Temples, Hindu Shrines, Hindu kovils and Muslim Mosques in Sri Lanka. People are different in many ways - different language, culture, race, ethnicity, the colour of our skin, how we worship, the way we dance – yet we are all far more alike than we are different. The more people volunteer all over the world and make friends with local people, the more peaceful the world will be (Brown, and Morrison, 2003).

At the time of Thirty Years protracted war between LTTE and Sri Lankan Military forces, except four occasions, not all cultural heritage sites were attacked but some were protected. In that sense, the religious and cultural tolerance of both military sides can be seen positively.

Further, Palliyaguruge and Pannilage (2017) have pointed out that cultural uniqueness, diversity of farming style in cinnamon cultivations and diverse pattern of people's attitude and behavior in Sri Lankan culture and society in the context of globalization. They may be quite interesting for foreigners as tourist as well as cultural explorers.

As the result of this ingrained tolerance, an excellent opportunity has opened up for Sinhalese, Tamil and Muslim people to visit a diverse array of cultural heritage sites within Sri Lanka. Since the end of the war, the numbers of local and foreign tourists visiting these cultural heritage sites has been increasing. These visits promote mutual understanding of 'other' cultures and help to develop intercultural relationships, especially during times of cultural and religious celebrations. This empirical situation opens up new grounds to inculcate peace tourism in Post-war Sri Lanka.

Peace Ambassador

There is another potential contribution of volunteer vacationers that must be acknowledged and where the impacts reach beyond simply the guest and hosts. Volunteer travelers can be often seen as ambassadors for peace. This is because, when volunteers visit other places in the world, they have an opportunity to discover not just the things that make us different, but also those similarities that tend to bind people together. If through their journeys, people can gain a better understanding and appreciation for different cultures, religions, and heritage, this may lead to greater understanding within their home communities as volunteers share their insights with their local communities. And if tourism can harness these individual travel ideals, it will certainly be a more positive contributor to world peace. These were the underlying themes at the Second Global Summit on Peace Through Tourism in Geneva, Switzerland, in February 2003. The vision articulated at this event was that every traveler could be a peace ambassador (Brown, and Morrison,2003).

Travelers who are committed to cultivating positive peace in the global society often prioritize inner peace or mindfulness, which is usually obtained through practicing meditation. As many

Sri Lankans are following Theravada Buddhism, the practices of '*Vidarshana*' and '*Samatha*' meditation are quite common throughout Sri Lanka. This poses a very good opportunity for tourists and lay persons to visit Sri Lanka and experience these forms of meditation, thereby attaining a degree of mindfulness. On the other hand, many Sri Lankan Buddhists do not practice meditation. Instead, they are following 'Protestant Buddhism', as mentioned by Gananatha Obesekara (1972). Indeed, other Sri Lankans practice Hinduism, Christianity and Muslim religions and may not routinely engage in meditation. Furthermore, even without engaging in meditation, tourists can see the problems in the places they visit, relate them to their own community and take up action to improve the world in some way as a result (Higgins-Desbiolles, 2003). "In the context of tourism it can be seen to represent the self-realisation of one's desires and identity, through travel, free from politically motivated impediments, and suggestions" (Bianchi, 2006).

However, there is a huge potential to develop mindfulness with inner peace through the practicing of meditation in Sri Lanka. There are currently few foreigners coming to Sri Lanka to know about mindfulness, which is integral part of the

peace tourism. The use of home stays may help to utilize the potential of using the practice of different religions and engaging with different beliefs to create a degree of mindfulness. But, that is not enough. The government and private sector need to prioritizing formulating new policies to promote wide-scale mindfulness through the mediation.

Holistic Gaia peace

Satani (2003:37) developed the concept of Holistic Gaia peace in his Master thesis. The concept of Gaia was used by ancient Greek to denote the notion of 'Mother earth'. Then, James Ephraim Lovelock brought the concept to the contemporary world to highlight the importance of environment and all living organism in the world. It refers to environmental tourism in a peaceful manner. Currently, tourism is seen as an economic factor, as an ecological challenge, and critically as a (positive or negative) factor of social justice, sometimes also as a menace to the 'authentic traditions' of the indigenous populations (Wohlmuther and Wintersteiner, 2014).

According to statistics (Alluri, Leicher, Palm and Joras, 2014) of the Sri Lankan tourism sector, there is an increasing number of tourists arriving in

the country. Many of them are coming for Eco-tourism, such as whale watching in Mirissa, for example. By participating in these types of activities, the environmental damage caused by tourism can be reduced. Sri Lanka is a very beautiful country with a green environment filled with unique flora and fauna. In such a context, unorganized plans in the eco-tourism sector ultimately damages the local environment. This is an emerging challenge of the post-war, millennial era in Sri Lanka. Therefore, a crucial aspect of peace tourism is that eco-tourism organizers are well-prepared and knowledgeable about the local environment. They must also pay sincere attention towards promoting the concept of 'Holistic Gaia Peace'.

CONCLUSION

The World Tourism Organization and the World Travel and Tourism Council both enthusiastically promote the opening of new markets, the de-regulation of corporate enterprise, and the inalienable right to travel (Bianchi, 2006). 'Reality tours' have also recently arisen in popularity as the antithesis of conventional tourism, whereby tourists engage in a more realistic experience of the host community (Alluri, Leicher, Palm and Joras, 2014). This may encourage a greater

understanding of 'other' cultures by the tourists. Indeed 'Tourism can reduce prejudices, conflicts and tensions through challenging negative stereotypes (Pratt, and Liu, 2016).

'Peace tourism', in a narrow sense, is the travelling to peace sites, monuments, museums etc. in order to learn from the experience that these places reveal (van den Dungen and Lollis , 2014). It is tourism about peace and for peace. It may also include specific peace education programmes. Theoretically, peace tourism is the opposite of 'war tourism' (Wohlmuther and Wintersteiner,2014). Although "Tourism as a Force for Peace" has been a popular positive message relayed by the industry, consultants and some academics in recent years, the reality is that tourism has very little influence on peace and security issues, at least at the macro level, and that tourism is far more dependent on peace than peace is on tourism (Hall, Timothy, and Duval, 2008). As a conclusion, it can be said that there is two-way or mutual relationship between peace and tourism. The concept of peace tourism implies that positive peace may be attained through two or multiple track diplomacy.

This study attempts to explain the concept of peace tourism by applying a holistic approach or Holistic Gaia Peace

approach. There is scope for peace for all living and non-living organism in the world to be partly achieved through sustainable tourism. However, this form of tourism faces new challenges, as well as potential benefits, in the millennial, post-war era of Sri Lanka.

ACKNOWLEDGEMENT

I must grateful to Sabaragamuwa University of Sri Lanka for providing financial support to attend the 2nd Bali International Tourism Conference 2018, Organised by the Udayana University, Denpasar, Bali, Indonesia.

Secondly, I must express my sincere gratitude to My Dearest Friend Shannon O'Hara-Smith (Lawyer in Australia) for her sincere dedication to make proof reading this article.

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Rapid Growth of Hotels in Yogyakarta and Its Relation to the City's Water Supply

Odilia Renaningtyas Manifesty

Department of Architecture and Planning, Faculty of Engineering
Universitas Gadjah Mada

Corresponding author: odilia.r.m@ugm.ac.id

ARTICLE INFO

Received
10 December 2018
Accepted
07 February 2019
Available online
18 March 2019

ABSTRACT

As a tourist destination, Yogyakarta offers a complete tourism package from man-made environments such as Ullen Sentalu Museum and the ancient temples to natural environment such as Mount Merapi. Roughly five million tourists, both locals and foreigners, were visiting the city in 2017. The high number of tourist visits generates high demand for accommodation and as a result, the hospitality business is flourishing and more hotels are to be built. This phenomenon is causing public unrest regarding the environmental carrying capacity. This paper would like to explore the scientific background of the people's concern regarding the growth of hotels development and its relation towards water shortage in several parts of the city. In this study, two sets of urban layer related to water supply and numerical data related to water demand are presented. The data shows that water demands for hotels keep increasing from time to time while the water supply and distribution system are clearly limited. Additionally, the water need for hotels is ten times higher than those of residential areas, indicating that the aforementioned public unrest makes sense and that further solution needs to be considered.

Keywords : tourist accommodation, clean water supply, urban tourism

INTRODUCTION

Background

Cited from viva.co.id, in August 2016, a documenter video was launched at the Universitas Gadjah Mada's university club titled "*Jogja Darurat Air*" (lit. Jogja Water Emergency). The movie was made by Teguh Supriyadi, an independent

journalist. The movie discussed the social unrest in Miliran and Karangwuni district of Yogyakarta who was experiencing water shortage after hotels and apartments were built in the surrounding area. On the following year, a theatrical protest involving mud and sand bath was performed in front of a hotel in Umbulharjo, Yogyakarta.



Figure 1. Theatrical protest about water crisis issue by a resident of Yogyakarta (source: Amrta Institute of Water Literacy).

As one of the main tourist destinations in Indonesia, tourists visiting Yogyakarta rose up 100% for foreign tourist and 150% for domestic tourist in the last 10 years (Dinas Kepariwisata DIY 2016). The high tourist visit is followed by the tourism-related industry with one of them being tourist accommodation. Since 2011, there has been a rapid growth of hotel development in Yogyakarta. On one side, the booming of tourism contributes positively to the city's Regional Own-source Revenue, since 25.38% of the revenue comes from the tourism sector. However, on the other side, the excessive hotels development started to worry about the city's residents. Many of the hotels are middle to high rise buildings that accommodate more than 100 rooms. Since the people of Yogyakarta live in landed and detached houses, the tall hotel buildings seem strange for them. Not only it feels like

'visual pollution' for several people, but the concern also gets serious when several areas are having water shortage issue and the people started to blame the hotels.

Research Objectives

Social unrests are sometimes surfaced and developed by more of public opinion than by scientific ground (Schröter, Jovanovic, and Renn 2011), even though scientific justification is important to decide the logical solution for the problem. This study does not attempt to prove whether the public claim is true or not, but rather to provide 1) deeper understanding and scientific perspective of the social unrest occurs in Yogyakarta regarding clean water shortage that is caused by the rapid growth of hotels and any other tourist accommodations, as well as 2) a partial study on the impact(s) of urban tourism towards urban livability.

LITERATURE REVIEW

Cities worldwide provide fuller amenities to both locals and tourists compared to those of suburban areas. This might be the reason why urban tourism is getting more famous today than ever (Ashworth 2012). Especially for short escape of daily routine, tourist destinations in city can provide a full service for its

visitors. Greater area of Yogyakarta, as an already famous tourist destination, offers various entertainments from nature-related spots such as Parangtritis Beach and mountain, and man-made environments such as Prambanan Temple and Kotagede Historic District. This has made Yogyakarta as one of the most visited urban areas in Indonesia according to Indonesia's Tourism Bureau.

Tourism and city have a complicated relationship. In a way tourism may be used as a catalyst in urban development, for example to revitalize and improve decaying urban areas, bringing investment and environmental improvements (Manifesty 2017). Beside the good impact, uncontrollable urban tourism development might bring some negativity towards the city. According to Butler (1974), there are four major impacts of tourism that can influence an urban area where tourism takes place. Those are socio-cultural, economic, political, and environment (Butler 1974). The last impact has the closest relation to the built environment where people dwell. In relation to tourism, overload infrastructure development of tourist amenities might cause disturbance in urban area in term of transportation network, waste disposal, buildings regulation, and water supply (Hunter, Colin. Green 1995).

If it is not managed properly, hotels and any other touristic development and activities might take effect on the environmental carrying capacity. In urban area, there is a certain capacity which is characterized as “a property of the environment and its ability to accommodate a particular activity without unacceptable impact” (Gausset Q. 2005). This capacity needs to be maintained to keep the balance between what people need and what the city can provide. In relation to this study, excessive tourist-oriented developments may deplete urban resources, such as water, fresh air, and even public space, for the local people. And when the said impact is felt by the citizens, it almost certainly will cause social unrest. A thorough study must be conducted to minimize the negative impacts of tourism development towards the city.

METHODOLOGY

In correlation with the research background, the locus of study is Greater Area of Yogyakarta, which consists of Yogyakarta city and its surrounding neighborhoods. Within the locus, two phases of study are conducted in 2018. The first phase is the secondary data analysis to gain raw data related to the clean water shortage. The intended data, which include the city's piping route,

clean water source, groundwater depth, and water demand, are gathered from various period of time and are received from Yogyakarta's planning, statistic, and tourism authorities. A quantitative approach is used to compare various data, especially the ones showing water need of those of hotels and other building typologies, such as housings.

The second phase of observation is analyzed with qualitative approach in the form of theoretical discussion over maps showing water distribution from its source and groundwater depth in the city areas. The maps are presented through series of periodical layers to give sense on overtime development. From the two data sets (map layers and tables), the relation between tourist accommodation and water shortage issue can be observed. Literature review and early study show indication that the aforementioned social unrest in Yogyakarta city is not just driven by public opinion but have deeper roots towards the city's water supply.

RESULTS AND DISCUSSION

Current Condition of Yogyakarta's Water Resources

Yogyakarta is located at the lower slope of Merapi volcano and surrounded by three rivers, Winongo in the west,

Code in the middle, and Gadjahwong in the far east. The rivers are filled with water all year, which mean their discharges are supplied by the groundwater in the surrounding area (Sudarmadji 1994). In terms of hydrogeology, the Merapi volcano plays a role as a good aquifer, an underground layer of water-bearing permeable rock, for the city. Also, the high intensity of the rainfall around the Merapi (2500mm/year), forming a good groundwater area.

This groundwater area is used by the PDAM (*Perusahaan Daerah Air Minum*), the national drinking water authority, as one source of their supply. The first series of maps presented on this paper show that there is a decrease in the amount of water source points from the aquifer since 1960's till today. The decrease of the water source gives a rather serious impact on the quantity of clean water supply. In relation with the water shortage issue, many things might be the cause, for example is the increase of population. However, the physical development of the city also holds the potential to contribute as the cause of water shortage issue. Hotels, resorts, and any other tourist amenities are the kind of development that needs a lot of water in the operation. The number of the stated buildings is getting higher every year, yet the source of water is going down.

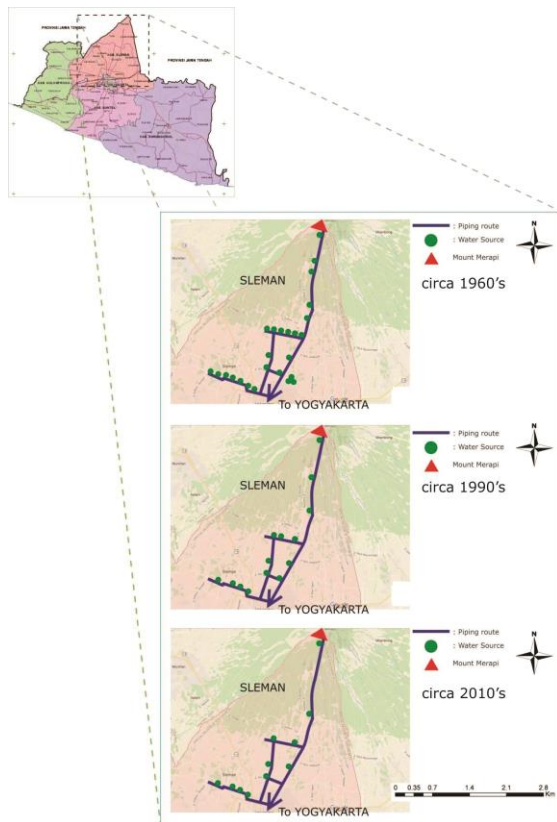


Figure 1. Distribution of water source from aquifer, drilled and developed by PDAM (source: Author's drawing with data from BAPPEDA DIY)

Due to the high demand of water for the said development, most of commercial buildings in Yogyakarta don't rely on the provision of PDAM. Instead, they make their own water source by drilling the soil to find groundwater. Of the approximately 418 hotels that are located in Yogyakarta, there were only 156 hotels up to January 2018 that are installing water supply from the Tirtamarta regional water company (PDAM) to support their businesses (Ais 2018).

However, identical with water source from aquifer, the depth where water can be extracted from ground is getting deeper every year. According to the United States Geological Survey, the deeper it needs to gain water from the ground, the worse the quality of the water is. This is because water in deep underground can contain dissolved minerals exceeds 1,000 mg/L (milligrams per liter) and can be classified as saline water which is not healthy as daily water supply (US Geological Survey 1999). Figure 2 below provides the information on the ground depth where water can be harvested. It is clearly depicted that shallow groundwater area is getting smaller, despite the higher tendency for non-residential buildings to use groundwater. Both figure 1 and 2 tell us the condition of the water source in Yogyakarta which has the tendency to go less over time.

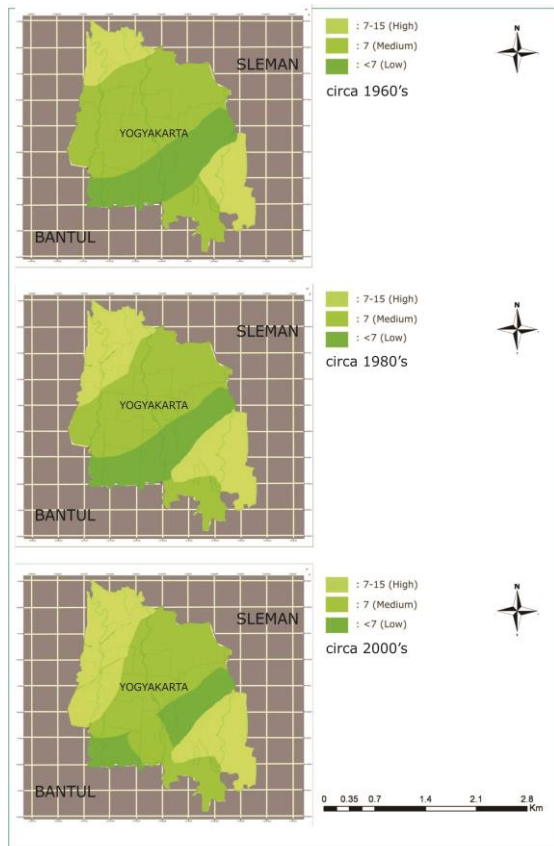


Figure 2. Groundwater depth in Yogyakarta from time to time, unit is in meter (source: Author’s drawing with data from BAPPEDA DIY)

Clean Water Demand: Hotels vs Residentials

In the contrary with the presented figures, the number of tourist hotels in Yogyakarta climbs every year. The next three tables describe the high water demand of hotel buildings, compared to the demand by the resident’s households. The first table below shows the quantity of water needed for every urban sector per

day. The ratio of water needs for hospital and hotel is only 4:3, yet the ratio of the number of hospitals compared to hotels, according to the city statistic authority, is almost as big as 1:10. It means in Yogyakarta, even though the water demand is high for hospitals, the total number is still far behind compared to hotels.

Table 1. Standard of clean water needs in Indonesian cities

| Sector | Value | Unit |
|------------------|-----------|----------------------|
| School | 100 | Liter/student /day |
| Hospital | 200 | Liter/bed/day |
| Clinic | 2000 | Liter/unit/day |
| Mosque | 3000 | Liter/unit/day |
| Office | 10 | Liter/person/day |
| Wet market | 12000 | Liter/hectare/day |
| Hotel | 150 | Liter/bed/day |
| Restaurant | 100 | Liter/seat/day |
| Military Complex | 60 | Liter/person/day |
| Industrial Area | 1.2 - 1.8 | Liter/hectare/second |
| Tourism Area | 0.1 – 0.3 | Liter/hectare/second |

Source : *Kriteria Perencanaan Ditjen Cipta Karya Dinas PU, 1996 (Planning Criteria by Ditjen Cipta Karya PU, 1996)*

From the aforementioned ratio we can conclude that the need of water for all hotels in Yogyakarta is huge. Moreover, in

relation to the background of this study, two tables are presented as comparison. Table 2 below shows that the demand for daily water consumption of the residents of Yogyakarta. Although it shows great amount (approximately 29,591,240 liters of daily water needed by the city population), the rate of the increase is low, about 21.8% in 30 years. Meanwhile, shown in table 3, the difference of water needs between hotels and residential is quite steep. In 30 years, the daily water need for hotels in Yogyakarta soars up from 576,952 liters to 3,401,577 liters. It means the rate increase is about 300%, more than ten times higher than the water demand rate increase of those residential areas.

Table 2. Clean Water Consumption by the Residents of Yogyakarta

| Year (a) | Population (b) | Average Water Usage (Liter/day) (c) | Average Water Needs per day (liter) (d) |
|-------------|-------------------|---|--|
| 1980 | 398,192 | 60 | 23,891,520 |
| 1990 | 412,059 | 60 | 24,723,540 |
| 1995 | 418,944 | 60 | 25,136,640 |
| 2000 | 396,711 | 70 | 27,769,770 |
| 2005 | 435,236 | 70 | 30,466,520 |
| 2010 | 388,627 | 70 | 27,203,890 |
| 2014 | 400,467 | 70 | 28,032,690 |
| 2017 | 422,732 | 70 | 29,591,240 |

Explanation:

(a) = Year of the data

(b) = Yogyakarta City in Figures (2015)

(c) = *Kriteria Perencanaan Ditjen Cipta Karya Dinas PU, 1996 – 2015*

(d) = (b) x (c)

Source : Author

Table 3. Daily water consumption for hotels in Yogyakarta

| Year (a) | Room Availa ble (b) | Average Water Usage (liter/bed /day) (c) | Occu pancy Rate (d) | Average Water Needs (liter/ day) (e) |
|-------------|------------------------------|---|------------------------------|---|
| 1980 | 5,372* | 150 | 35.8%* | 576,952 |
| 1990 | 6,107 | 150 | 36.2% | 663,220 |
| 1995 | 8,150 | 150 | 37.5% | 916,875 |
| 2000 | 8,467 | 150 | 38.4% | 975,398 |
| 2005 | 9,132 | 150 | 45.5% | 1,246,518 |
| 2010 | 9,666 | 150 | 44% | 1,275,912 |
| 2014 | 18,178 | 150 | 44% | 2,290,428 |
| 2017 | 19.847 | 150 | 57.13% | 3,401,577 |

Explanation:

(a) = Year of the data

(b) & (d) = Tourism Statistic of Yogyakarta City (1990 - 2015)

(c) = *Kriteria Perencanaan Ditjen Cipta Karya Dinas PU, 1996 – 2015*

(e) = (b) x (c) x (d) x 2 (beds in 1 room, assumption)

*projected number, no data recorded for this year.

Source : Author

CONCLUSION

The overall data presented on this study shows that there is contrasting development in Yogyakarta's clean water supply and growth of hotels. Water demands for hotels keep increasing from time to time while the supply and distribution system are limited. Furthermore, there is a high unbalance demand between the clean water for hotels and for households. In relation with the study objective, a deeper understanding regarding the social unrest is formed. Based on the data, water shortage issue raised by the people of Yogyakarta does make sense and actually is supported by scientific data. This study also provides a partial study on the impacts of urban tourism towards the city which is that rapid growth of hotels might violate certain environment carrying capacity, in the case of this study is ground water supply.

Policy Implications

The social unrest mentioned on the beginning of this paper might not be happening if there is specific and rigid law that regulates water supply for each building sector in the city. Whether a building is required to be fully supported by the public water authority or permitted

to use groundwater for partial need, it needs to be stated clearly in the public law. Moreover, in a more general aspect, government should takes more action in controlling the growth of hotels and possible other tourist accommodations, so that it will not disturb the citizens.

Recommendation for Future Study

To decide whether the claim made by the people of Yogyakarta is true or not, deeper analysis still need to be done and in broader and multidiscipline context such as between urban design and social science. Additional to the conclusion of this study, it's safe to say that the water resources in the city is still able to fulfill the needs of both tourist accommodations and residential for now. The indication is that there is no news about water scarcity yet. However, looking at the data and how the demand and supply of water goes conversely, anticipation of further water issues need to be done in the form environmental research and policy making.

Acknowledgement

I would like to thank you Prof. Johannes Widodo of School of Design and Environment, National University of Singapore, for his guidance when I did the

research of tourism impacts on urban livability in which this paper is partially based on.

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Tour Consumer Analysis Syllabus: Events Management Curricula Innovation in The Field of Tourism Studies

Peni Zulandari Suroto and Eka Ardianto

Undergraduate Event Program, School of Business and Economics
Universitas Prasetiya Mulya

Corresponding author: peni.zulandari@pmbs.ac.id

ARTICLE INFO

Received
8 January 2019
Accepted
07 February 2019
Available online
18 March 2019

ABSTRACT

Currently, there is no undergraduate program majoring Events Management in Indonesia. It is a challenge for creating the syllabus that complies with national and global uniformity and still has own characteristic. The strengths of Events Management Body of Knowledge (EMBOK) are the ‘management, administration and operations’ sides, which applied by many universities’ curricula. Adding syllabi focusing on ‘consumptions’ sides of the tour consumer (or audience in events) is relevant in the tourism studies since it is strongly connected with culture and performing arts. The aim of this paper is describing the process of innovating the “Tour Consumer Analysis” syllabus in undergraduate Events program (S1 Event) under tourism study at Universitas Prasetiya Mulya – Indonesia by applying SCAMPER technique and continued with putting it all together into 16 sessions of the course. The syllabus was implemented in one semester to 32 students. Three kinds of evaluation and feedback were designed. The students presented brilliant event ideas and audiences journey. This showed that with this syllabus, learning objectives are achieved. Second, students upload their feedback about their understanding of the topic. Lastly, in the next semester, students implemented some concepts on their theatrical performance and art By focusing on the tour consumer, students have the ability to create events that can make them re-visit or stay longer in the same destination to give a bigger impact on society. Further research to conduct integration with other courses is necessary.

Keywords: events management, syllabus innovation, SCAMPER, tourism curricula.

INTRODUCTION

Background

The Government of Indonesia, through the Ministry of Tourism, has the vision to make Indonesia a world tourism destination, with a target for 2019 to have the tourism sector contribute 15% to the GDP and provide a foreign exchange of IDR 280 trillion. In an effort to achieve the target, the government made every effort in the form of making portfolio products. The government includes events (MICE & events tourism and sports tourism) into the 'man-made' category, where the current percentage of contribution is still low at 5% (Thaib, 2016). Many things are done by the government to improve the tourism field, one of which is collaborating with universities that have tourism study programs. This cooperation is providing quality resources that can meet the growing market needs.

Therefore, the role of the university is crucial as a contributor to the success of the government program. Along with industry maturity, the role of higher education in providing newcomers with certain skills is important to ensure the success of both event professionals and the event industry as a whole (Arcodia & Robb, 2000). In order to provide it, the university must have strong curricula and syllabus.

Universitas Prasetiya Mulya – Indonesia, is the first university in Indonesia that provides a degree program in Events Management. Started offering the program in 2015, the management as well as the faculties should develop curricula and syllabus from scratch to comply with government rules and shows their own uniqueness.

Nelson & Goldbatt (1996) studied the International Council for Hospitality, Restaurant, and Institutional Education. They found at least 30–40 higher education institutions that organized programs related to events management. Polivka (2004) also recorded that at least 200 higher education institutions in the entire world offer the program, some of which expand to a post-graduate degree (Silvers, et al., 2006). This also indicates that it is appropriate for higher education in Indonesia to pay more attention to the development of the curriculum of the Event Management program. Some literature shows that education and curricula in universities are still growing (Chawla, 2015; Harris & Jago, 2000; Zehrer, et al., 2007), however, particularly, in Asia the degree programs that offer Event Management are still limited (Jones, 2010).

There are macro and micro-pressures in deciding and building the curriculum in the context of tourism

management education, hospitality, and events (Dredge, et al., 2013). At the macro level, there are demands for uniformity of curriculum and pedagogy, while at the micro level it is demanded that each college should feature its own characteristics. As a way to 'uniform' the curriculum at the macro level, they are also trying to find uniqueness at the micro level.

Objectives of the study

The aim of this paper is describing the process of innovating the "Tour Consumer Analysis" syllabus in undergraduate Events program (S1 Event) under tourism studies at Universitas Prasetiya Mulya – Indonesia. The facts that events, performing arts and audience are three things that are almost impossible to separate. In addition, since the EMBOK is not suitable for analyzing the tour consumer, it is important to have at least one syllabi that emphasize tour consumer in order to make them stay longer for another experiences or re-visit to give bigger impact to society.

Secondly, this paper aims to show that SCAMPER techniques can be applied by universities in designing their syllabus.

LITERATURE REVIEW

Indonesia government release the rules about the education standard in higher education. However, this paper is not describing how the syllabi comply with the national standard. It is more focusing on what contents should be given to students to achieve the learning objectives and yet create uniqueness compared to other universities.

Three key components for successful learning plan are (1) objectives for student learning, (2) teaching/learning activities, (3) strategies to check student understanding (Milkova, 2017). The selection of content is one of element for a course designer to work through to develop a subject (Taba, 1962).

Once the 'tour consumer' attending the events, they become an audience. It is important for students in events management program have an understanding that the audience's experience is the key of a successful event. UNESCO Creative Cities Network definition of creative tourism underlying the engagement, authenticity, experience and participative learning (UNESCO Creative Cities Network, 2006). Active participation also mentioned by Richards and Raymond (2000). The authenticity can be lies on the cultures.

Indonesia is a country with an abundance of cultural ethnic groups. Central Bureau of Statistics in 2010 recorded more than 1,300 ethnic groups in Indonesia that grouped into 63 generic ethnic groups. The diversity of these tribes will bring cultural events that could potentially to design as tourism destinations.

Jago and Shaw (1998) suggested that to design a special event, an event designer should involve an audience analysis from a tourism perspective. Not only achieving a large number of audiences, Tara-Lunga (2012) pointed out that Jago and Shaw's (1998) suggestion was that the audience should be examined in 'the quality matters', in which that manager should concentrate on how he or she can design attractive events. Quality index helps organizer to measure the performing arts audience experience (Radbourne, et al., 2009). It necessarily needs a multidisciplinary approach to get the best event design. Additionally, tourism is a multidisciplinary study that uses other fields such as psychology, sociology, anthropology, geography, and economics (Singh & Bhatia, 2013).

The attractiveness of an event is divided into two categories: natural attractions and human-made attractions (Swarbrooke, 2002). A special event is categorized into human-made attractions,

where the cultural issue is an essential matter (Getz, 2005, in Tara Lunga, 2012). Moreover, Getz argued that special events are opportunities for a leisure social or cultural experience outside the normal range of choices or beyond everyday experience.

A cultural event should be managed by two elements: presenting and interpretation (Roche, 2000). Ritual, drama, theater, festival, carnival, and performance are examples of interpretation. Performance studies explain that although the word 'performance' is synonymous with performing arts, words like 'play', 'role', and 'show' are not only about performing arts because all human activities are actually based on theatrical dimensions. Therefore, any event, even just an action or human behavior, can be studied as a performance.

That is why, events, performing arts, and audiences are three things that are almost impossible to separate. The performers unite with the audience at a certain time in a certain place to share experiences (Thompson & Jaque, 2017). The performances of arts perceived by UNESCO are broad, including vocals and instrumental music, dance, theatrical performances, pantomime, and more.

Moreover, all cultural expressions that reflect creativity can be said to be performing arts, even under certain

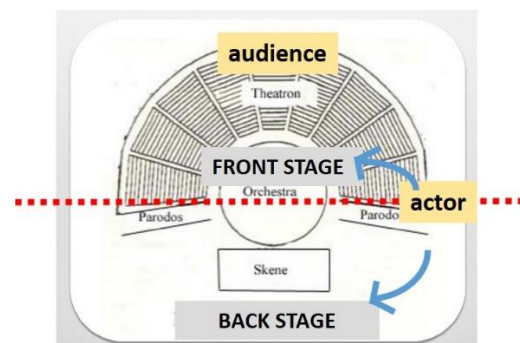
conditions, as well as other intangible cultural heritage. This cultural expression is also often sought after by cultural tourists. Dolnicar (2002) divided tourists, based on their participation, into nine types: (1) standard culture tour participant, (2) super active culture freak, (3) inactive cultural tourist, (4) organized excursion explorers, (5) event-focused, (6) individual culture explorer, (7) super lean culture tour participant, (8) theater musical and opera lovers, and (9) organized culture tourists.

The performing arts are rich in roles closely related to dramaturgy - the theory introduced by Erving Goffman (1978) in his book *The Presentation of Self in Everyday Life*. Goffman described the equations of daily social interaction with theater performances. Individuals can be seen as performers, viewers, and outsiders in a similar 'stage'. Goffman also described impression management, where a script can be played to give the desired impression. A front stage concept is a place for actors to play their part and interact with the audience, and the backstage concept is where private places can be enjoyed by actors because they can be themselves, untouched by the audience. Drama and theatrical performances have existed since the 5th century BC in Athens when the Dionysius Festival, a festival with the goal of giving a goat to the God of wine, was held. Several dramas of

tragedy and satire were performed during the festival days. The location of this festival is called the Theater of Dionysius Eleuthereus and can accommodate approximately 1,700 people.

The structure of the theater shows the influence of the Roman Empire. There is the Orchestra, where actors perform their roles by dancing and singing in the front stage, is associated with Goffman dramaturgy. Theatron is where the audience sits enjoying the show and interacting with the actor. Skene is a back stage building that can serve as a backstage setting with the pillars of the palace or other decorations. This section can be used as the entrance from backstage to the front stage. Parodos is the side of the stage and can be used by actors as the entrance and exit to the stage, but can also be used by the audience before or after the show. An illustration of this structure can be seen in Figure 1.

Figure 1. Dramaturgy in Greek Theatre



Performance has many roles: (1) to entertain, (2) to make something that is beautiful, (3) to mark or change identity,

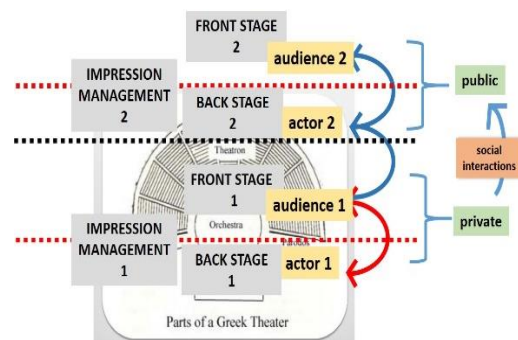
(4) to make or foster community, (5) to heal, (6) to teach, persuade, or convince, and (7) to deal with the sacred and/or the demonic (Schechner, 2013). Those roles relate to audience motives to attend a performing art. Currently, the audience is no longer passive as before. Engagement of the audience is even demonstrated long before the show is held or in the 'build-up' and 'intense preparation' phases. There are also audiences that show more involvement in the phases of 'post-processing' and 'impact echo' (Brown & Ratzkin, 2011). Brown studied dance performances, drama/theater, and classical music to see the engagement of the audience at the time of the show selection.

There are six types of audiences: (1) readers, (2) critical reviews, (3) casual talkers, (4) technology-based processors, (5) insight seekers, and (6) active learners. Furthermore, they examined the characteristics and dimensions of the audience in their involvement in the show. Their study intended to provide direction for artists and managers to design programs that match the typology of the audience. The dimension is social vs. solitary, active vs. passive, peer-based vs. expert-led, and community vs. audience. Those dimensions relate to Goffman's Dramaturgy that the cultural tourist who comes to performance becomes an audience. Moreover, after the

performance, he or she could turn into an actor. In the passive-active spectrum, the range of audience engagement from the passive 'just' sitting to hear and see the very active ones so that they can perform together (jamming) with the viewer (for example in a music concert).

Audiences can contemplate a painting without reading the description of painting at all until the audience is involved in the interactive game of an installation. Other types, such as casual talkers and technology-based processors, the audiences can become actors when they return to the public sphere to tell stories, and give opinions or criticism, either face-to-face with colleagues or relatives or through social media. Based on those phenomena, the authors modified Fig. 1 into Figure 2.

Figure 2. The Role of Audience in Dramaturgy



In the context of tourism, tourists - in the event- are considered as an audience where she or he can act as an actor. This is because the performing arts become key in an event, so it is not an event if there are

no performing arts. Through the performing arts, the audience can be 'cured'. The use of the word "Analysis" in the naming of subjects is aimed at understanding the audience deeper. In the end, in achieving the goal of glory, the students were able to design an audience journey from the results of the simple research they did.

METHOD

The first step of this research was benchmarking and analyzing curricula and syllabus from other universities who have an Events Management degree program and also Event Management Body of Knowledge to see the strengths and weaknesses.

After the learning goals were set, the next step was designing the content of the course by applying SCAMPER. The syllabi were implemented in 2016 to 32 students in the 3rd semester of Events Management under tourism program study in Universitas Prasetiya Mulya, Indonesia by giving lectures, conducts discussion, written quiz, and examination, idea presentation, inviting guest lectures. Lastly, evaluation from the syllabi design was seen from student's works and inputs.

RESULTS AND DISCUSSION

Twelve Event Management undergraduate program curricula and clustering in EMBOK have been reviewed, it can be concluded that all of the universities emphasize administration and operations in their curricula. Only two universities have geography, and psychology approach. Moreover, none of them state "audience" as a title of the course. From this point, there is still no universal agreement about what should be or not in events management curricula. In addition, MICE (Meetings, Incentives, Conferences and Exhibitions) Program Study Forum in Indonesia, was focusing on competencies standard of vocational graduates.

As the audience is not discussed in EMBOK's domains, processes, core values, and phases, the course syllabus must be designed creatively from scratch. To achieve that, a systematic technique is needed. SCAMPER developed by Eberle (1996) is a procedural program that helps the development of creative thinking through the imagination, using the method of divergent thinking. SCAMPER has been applied for a different field. Hussain & Carignan (2016) using SCAMPER to help the fourth graders to generate creative ideas. While (Mijares & Masten, 1993) applied on creative thinking of

intellectually gifted students. SCAMPER is a unique technique used to design an innovative product because it engages the user to think divergently (Ozyaprak, 2015). Tabby (2011) shared his slides how SCAMPER can apply to Toyota IQ, the world’s smallest 4-seat car. The analogy of applying SCAMPER on the car is used to elaborate it on the syllabus as showed in Table 1.

Table 1. SCAMPER application on syllabi

| SCAMPER Element | Description | Analogy on Car | Applied on Syllabi |
|-----------------|--|--|--|
| Substitute | Think about replacing it with something else | Substitute steel with carbon fiber, create a lighter car | Substitute management perspective with an anthropological perspective (Matthew, 2008). Bowdin et al., (2001, in Tara-Lunga, 2012) argued that the anthropological approach should be involved in special events, such as rituals, offerings, performances, or celebrations |

| | | | |
|---------|---|---|--|
| Combine | Combine some things to create something new | Combine movement and emotion, create a fresh and contemporary design | Combine an anthropological perspective with a philosophical perspective. Both perspectives are known as the human being analysis approach. The Philosophy of Human Nature could be categorized into five studies: metaphysics, epistemology, logic, aesthetics, and ethics (Landauer & Rowlands, 2001) |
| Adapt | Make an adjustment to suit a purpose or condition | Adjust the fuel tank capacity, put it under the front seat, create space and enough | Adjust the syllabus into the Indonesian tourism context. Exposing Indonesian folklore as an intangible cultural heritage. (International |

| | | | |
|-------------------------|---|---|--|
| | | fuel for small car | Round Table UNESCO, 2001) |
| SCAMPER Element | Description | Analogy on Car | Applied on Syllabi |
| Modify, Minify, Magnify | Take the original item and alter it to change the form, enlarge it and make it greater in form or quantity, or make it smaller, lighter, or less frequent | Reduce AC unit size, creates space for leg and knee. Modify dashboard into the asymmetric design, creates more room for front passenger | Modify EMBOK's attendee management that develop admittance credential and control system (Silvers, 2001) into audience journey, that suitable for tourism context. |
| Put to another use | Plan for using the item for purposes beyond those originally intended | Put a mirror, create rear view mirror | Put tourism as participative learning for the tourist (du Cross & Jolliffe, 2014). Using performing arts and dramaturgy concepts to see the audience should be |

| | | | |
|--------------------|---|---|--|
| | | | active (Brown & Ratzkin, 2011). |
| Eliminate | Think about omitting all or part of the quality | Eliminate the thinking car should be big, create the smallest car in the world | Choose only related subjects from philosophy, sociology, anthropology, and psychology, |
| Rearrange, Reverse | Think of a different plan, scheme, or layout | Rearrange the steering gear and connects it to the center of the steering rack, create more cabin space | Arrange the philosophical topic at the beginning, not 'a lighter' topic. By using 'the mother' of many studies, will give the rationale of the audience motivation involved in the event |

The process continued with putting it all together into 16 sessions of the course; by mixing lecturing, discussion, written quiz, and examination, idea presentation, inviting guest lectures, depicted in Table 2. The name of the course was given, which was "Tour Consumer Analysis". The learning

objectives of this course are: (1) Understand the concepts of performing arts, dramaturgy, philosophy human nature, folklore, and ritual, and the relations with events, (2) implement the concepts into event idea, (3) design the travel itinerary as tour consumer journey.

Table 2. "Tour Consumer Analysis" syllabi

| Session | Topic |
|---------|---|
| 1 | Introduction to event & performing arts |
| 2 | Dramaturgy |
| 3 | The philosophy of human nature |
| 4 | Field trip to traditional performing arts |
| 5 | Narrative |
| 6 | Folklore |
| 7 | Ritual |
| 8 | Mid Examination |
| 9 | Event idea presentation |
| 10 | Qualitative Research |
| 11 | Tour consumer journey |
| 12 | Guest Lecture |
| 13 | Independent study |
| 14 | Guest Lecture |
| 15 | Final exam - Presentation 1st batch |
| 16 | Final exam - Presentation 2nd batch |

The syllabus was implemented in one semester to 32 students. For improvement, three kinds of evaluation and feedback were designed. First, the

learning objectives evaluation. The students presented brilliant event ideas and audiences journey. This showed that with this syllabus, learning objectives are achieved. Second, students upload their feedback about their understanding of the topics. From a scale of seven, 27 students gave an overall score of 5.48 to performing arts, dramaturgy, narrative, and philosophy of human nature topics. For qualitative research, audience experience, and workshops the score was 5.61. Lastly, in the next semester, students implemented some concepts on their theatrical performance and art exhibition. They applied epistemology approach to making the audience understand the meaning of installation arts exhibited at the event.

The event audiences were actively uploaded their experience visiting the event, and actively involved in one of the scenes of the story. The liminality concept was applied; with only one person, he could be a narrator, and transformed to be the main actor and back again as a narrator at the end of the story.

CONCLUSION AND IMPLICATIONS FOR EVENT MANAGER

As the first university that offers four-year Events Management program in Indonesia, Universitas Prasetiya Mulya

must design an innovative curriculum that complies with global standards and uniformity and also has own uniqueness. One of the uniqueness is on the learning process and or in the course syllabi. Although this paper only describes one syllabus, it can differentiate from other universities, since EMBOK and other universities that have been reviewed did not put “audience” or “tour consumer” on their curricula.

Understanding the performing arts and the audience has become crucial for event managers in the tourism context. Through Tour Consumer Analysis, managers can design an audience journey based on the human being perspective and not just from a management perspective. Tour Consumer Analysis is a multi-discipline study consisting of philosophy, sociology, anthropology, and psychology as one human being approach.

SCAMPER technique can be used to innovate a syllabus. It helps faculty members creativity to design a syllabus from scratch. The analogy of applying SCAMPER on products also helps in visualization.

This research has limitations. The Tour Consumer Analysis course is a multi-discipline study that should be linked to other courses in the Event Management program. As the output from Tour Consumer Analysis is event ideas and

audience journey, practitioners from industry should be involved in the learning process. Not only students receive valuable feedback from practitioners, but also the industry gets fresh ideas from the students. For further research, it will be interesting this syllabus applied to the exchange students from other countries to see how ‘folklore’ and ‘rituals’ can be used as design materials for innovative consumer journey. Furthermore, collaboration with practitioners from the tourism industry can be built to commercialized the consumer journey design.

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Reading Anomaly of Tourist Satisfaction in Pilgrimage Tourist Destination of Sunan Muria Tomb, Kudus, Central Java

Fahmi Prihantoro¹, Ghifari Yuristiadhi Masyhari Makhasi²,
and Muhammad Rosyid Abdillah³

¹Faculty of Arts and Humanities, Universitas Gadjah Mada

²Vocational School, Universitas Gadjah Mada

³Faculty of Arts and Humanities, Universitas Gadjah Mada

Corresponding author: fahmi_p@ugm.ac.id

ARTICLE INFO

Received
14 January 2019

Accepted
11 February 2019

Available online
18 March 2019

ABSTRACT

Satisfaction of tourists is the key success for tourism destination sustainability because it is a reason for tourists to return to the destination. This research wanted to see the anomaly at Sunan Muria Tomb, Kudus, Central Java related to the satisfaction of tourists on the limited accessibility which is one of the four components that must be owned by a tourist destination according to Cooper, et.al. (1993), in addition to attractions, amenities, and ancillary service. This research uses descriptive qualitative method and phenomenological approach. Methods of data collection with field observation, in-depth interviews and literature study. The results of this study indicate that access to the tomb of Sunan Muria, both with the stairs and motorcycle taxi is still far from feasible. The stairs are not flat because it is made of stone times, quite steep and there is no cover on so if the rain down the stairs become muddy and slippery. Although there is motorcycle taxi service, but the level of security (riding safety) is also low. This destination for tourists still has interesting attractions as pilgrimage destination with adequate amenities (food stalls and lodgings) and ancillary service (from the YM2SM or Sunan Muria foundation and the Tourism Office of Kudus District Government), although accessibility is very problematic. All the visitors complained about this, but that did not dampen interest for a return visit. This is an anomaly in the Sunan Muria pilgrimage destination.

Keywords: anomaly; tourist satisfaction; pilgrimage tour; tomb of Sunan Muria; Kudus Central Java.

INTRODUCTION

Background

Discussing pilgrimage tours in Indonesia is inseparable from the tomb of

wali, kings and relatives of the kingdom and historic mosques that are still associated with the spread of Islam in Indonesia. However, if comparing apple to

apple between the grave and the mosque then the seemingly significant of the socio-economic dynamics is the tomb. It is reasonable because even though almost all the tombs of *wali* are adjacent to the mosque, but more intended by the pilgrims is the tomb of *wali*, and not the mosque. Chambert Loir and Guillot (2010) read there is a factor of public understanding of the teachings of *tarekat* that encourage the wave of pilgrimage on the tombs of *wali* in Indonesia. As an illustration, the results of field observations and interviews note that the number of visits to the tomb of Sunan Giri in Gresik every day an average of 2000-3000 people and the majority of visitors directly to the tomb without visiting the mosque (Prihantoro and Yuristiadhi, 2018).

Sunan Giri tomb is one of the many tomb of *wali*, king, and royal relatives who became pilgrimage tourism destination in Indonesia. But of the many tombs, which are more visited every day are the tombs of Wali Songo spread across the north coast of Java, from Cirebon to Surabaya. Not a few tourist agencies that provide tour packages, two days one night to visit the grave of Wali Songo minus Sunan Gunung Jati and tour package three days and two nights for full version. Tour packages provided by this tour agency sprang up in order to respond to the request of community groups or schools

that conduct the pilgrimage tour (Prihantoro and Yuristiadhi, 2018).

The pilgrimage phenomenon of the tombs of *wali* who are part of religious activities, it can be said that religious beliefs, whether spiritualism, religiosity, or both can encourage a large surge of tourist visits in the tombs of *wali*, even with limited facilities and services. This study focuses on the phenomenon of the waves of tourists visiting the Tomb of Sunan Muria although geographically its location is less accessible for tourists because it must rise to more than 400 steps. Even if using motorcycle taxi, safety reading is less attention. From preliminary research conducted, it is known that tourists who use motorcycles to Muria mount do not get enough safety, ranging from helmets, speed, as well as capacity of passenger.

According to Cooper, et.al. (1993), there are four components that must be owned by a tourist destination, i.e. 1) Attractions, 2) Accessibility 3) Amentias 4) Ancillary Service (institutional and human resources supporters of tourism). Of these four points, Sunan Muria's tomb in the researcher's perspective based on preliminary research has the greatest problem with accessibility. Therefore the formulation of the problem of this research is why accessibility should be a problem for tourists thus lowering the number of their visit to the Tomb of Sunan Muria, but

the opposite happened. Tourists do not see it a problem even considers it part of the attraction of the Tomb of Sunan Muria compared to other *wali* cemeteries. This is an anomaly of the satisfaction of tourists who want to see further in this study.

Prior to this research, specific research on Sunan Muria was conducted by several researchers, including Umar Hasyim (1983) and Widodo et al. (2016) and Wuryono (2014). The writings of Umar Hashim "Sunan Muria between Fact and Legend" published by Menara Kudus is one of the earliest academic works of the Sunan Muria story. Previously published books are still a compilation of the whole story of Wali Songo. This book explains the controversy of the Sunan Muria lineage, the family and descendants of Sunan Muria, the debate over whether Sunan Muria was Chinese, Sunan Muria's position amongst Wali Songo and folklore around Sunan Muria. While the book written Widodo, et al titled "Sunan Muria Today". The book, which is the result of the research of Diponegoro University lecturers, further updated the data that Umar Hasyim had presented earlier, related to the socio-economic development after the tomb of Sunan Muria buried by the management foundation. While Muryono in his book "Napak Jejak Pemikiran Sunan Muria" more review the thoughts and philosophy of Sunan Muria <http://ojs.unud.ac.id/index.php/eot>

teachings.

In addition to the above three researchers, the notes on Sunan Muria are contained in the Wali Songo story that compiled the stories of the guardians who spread Islam in Java in the period of the XVI century, one of them from Salam (1974). One of the controversial books that tells about Wali Songo is Mulyana (1968, republished 2008) which comes from the attachment of Parlindungan book titled Tuanku Rao. Of the writings that exist about Muria, there has been no historical research that describes the research method that can be accepted academically about the figure of Sunan Muria and the journey of his life. Almost all of the outstanding writings use the oral tradition that developed around the people living around the Muria mount, the location of the tomb of Sunan Muria today.

Raj and Griffin (2015) in "Religious Tourism and Pilgrimage Management: An International Prespective" said that pilgrimage tourism is closely related to the religious system which, by its transcendental concept, decreases the activity of visiting holy sites. Raj and Griffin emphasize that what matters in pilgrimage tourism is management because the potential of tourists / pilgrims driven on religious beliefs is enormous. Ritzer, as quoted by Raj and Griffin (2015), said that the

tourism phenomenon that binds pilgrimage activity is very likely to change the concept of a "must-see" destination to a "must see" pilgrimage site. Thus, pilgrimage tourism will very likely be dealing with massive destructive tourism phenomenon over pilgrimage sites.

From the perspective of the impact of pilgrimage tourism, it is undeniable that this pilgrimage tourism will bring promising socio-economic impacts for people living around the pilgrimage sites, such as souvenir shops, travel agents, hotels, and even hospitals (Vijayanand, 2012). While Ashfaq and Parveen (2014) noted changes in the structure of the labor force in Matavashino Devi from the development of pilgrimage tours. For example, the decline in the number of people working as farmers from 1961-2001, also from the household industry sector that tends to fall. Sectors that tend to increase are laborers and services, especially tourism. Libison and Muraleedharan (2008) also reveal the growing economic impact of the growing pilgrimage tour at Pura Sabarimala, Kerala, India. The study presented data that the presence of tourists in the pilgrimage season could bring in an average income of Rs 31,000 (or Rp 6,072,000) and beyond the pilgrimage period of Rs. 25,550 (or Rp 5,055,000) per month.

From the perspective of management science, creating loyal customers is the core of every business (Kotler and Koller, 2008). Therefore, quoting Don Peppers and Martha Rogers, Kotler and Koller convey that "the only value a company can create is the value created by the customer. A business is said to be successful if able to obtain, maintain and increase the number of customers. "If tourism activity in Sunan Muria is also seen as a business activity then the perpetrators of tourism pilgrimage tourism there, including foundation managers and motorcycle taxi drivers should be able to create loyal customers with the satisfaction that is present in them. Citing Oliver as quoted by Tjiptono and Diana (2015) said that customer satisfaction is seen from three things: 1) the extent to which the quality of service impacts the consumption value, 2) the extent to which the work produces added value is better (extended value), 3) where cost-based values shift to value-based satisfaction. These indicators were used to read customer satisfaction is exactly reversed in the pilgrimage destination of Sunan Muria.

This research is a qualitative research with phenomenological approach. The design of this research is descriptive qualitative. Data collection techniques used field observation, in-depth interviews and literature study.

FINDINGS AND DISCUSSION

Pilgrimage Activities at Sunan Muria

As one of the Wali Songo who has contributed to spread Islam in Java in the XVI century, Sunan Muria for most Javanese and even Indonesian in general is a religious and respected figure. After he died, his tomb was visited by many pilgrims who wanted to get blessings from him. In Widodo, et al (2016: 25), Sunan Muria is considered one of *wali* whose prayers are always granted by God. Therefore many pilgrims who come to expect the saints who have died can be a messenger (intermediary) of prayers that they want to pray to God. Actually, visitors to the tomb of Sunan Muria not only come from Indonesia, but also come from Singapore, Malaysia, Brunei Darussalam and others.

There are pilgrims who come in small groups (riding motorcycles or cars), but also some who come in large groups using bus. The road from the city of Kudus to Colo (village where Sunan Muria tomb located) is not too wide and there are at some corners that slightly complicate the driver because of the narrowness of the road, but not dampen the number of pilgrims who come there by bus. Arriving in the parking lot (the bus is at the bottom after the retribution lock, while the car and motorcycle right under the stairs to the

tomb), pilgrims still have to climb 400 more stairs. That too not dampens the steps of the pilgrims to go to the tomb of Sunan Muria. Although there are 391 motorcycle taxis (Widodo, et al, 2016: 127) which are also ready to deliver to the door of the tomb and mosque complex on the Muria mount and bring back down, not a few of the pilgrims who still choose to walk up and down the stairs.

Many pilgrims crowded the tomb of Sunan Muria especially in the month of Sura (Muharram), Mulud (Rabiul Awwal), Rajab and Sha'ban (Widodo, et al, 2016: 26). In addition to these months, almost every weekend the tomb is also packed with pilgrims. Observations conducted by researchers, the pilgrims usually have arrived in the tomb complex around dawn or before dawn. After Fajr Prayer finished, the wave of pilgrims began to enter the tomb. Due to the incoming and outgoing flow of pilgrims already arranged in such a way, then there is no stampede between the pilgrims who will enter and who will come out. However, if visitors want a special purpose in their pilgrimage, for example, they have to report to the foundation's board to be facilitated. Not a few pilgrims who intend *selamatan* so they bring chickens, goats, even buffaloes to be slaughtered there (Widodo, et al, 2016: 26-27).

In addition to regular pilgrimages, there are certain moments that are used as a benchmark by the pilgrims to visit (*sowan*) to the tomb of Sunan Muria, among them during the ceremony *Ganti Luwur* and *Guyang Cekatak*.

Ganti Luwur (changing tomb cover) Ceremony of Sunan Muria tomb was originally performed on 10 Sura (Muharram), but since the 1960s by the caretaker at that time was changed its implementation on 15 Sura due on 10 Sura to coincide with *haul (date of die)* of Sunan Kudus and *haul* of Kiai Mutamakin in Kajen Pati. The picking of the *Ganti Luwur* date does not mean that Sunan Muria died on that date because there is no reliable source and no historical research has been constructed from various sources when Sunan Muria died. Before the term *Ganti Luwur* is known, the more popular earlier term is *Salin Luwur*. The meaning is the same.

Buka Luwur Ceremony of Sunan Muria tomb held in a relatively long series of events, which is about two weeks. As reported by Widodo et al (2016: 30-31), the series of Changes of Luwur in Islamic year 1435 or BC year 2016 started from Monday Pahing (30 Dzulhijjah 1435 H / 5 November 2016 CE) and ended on Tuesday Pahing (15 Muharram 1435 H / 19 November 2016 M). Among these dates there are some events, i.e. the work

of cleaning the springs Nglaren continued by *selamatan*, *manaqib*, *dandan luwur pasareyan*, *istighosah asy-syuro*, orphan donation, buffalo cuts, *khotmil qur'an bil ghoib* (reading qur'an till finish) for sons and daughters, the blessing of public figures and external contributors, public studies, the installation of the eel and the last is the distribution of rice wrap.

While the ceremony *Guyang Cekathak* is a ceremony begging for rain fell. This event is held when the people of Java enter the peak of the dry season. This ceremony is usually held on Friday Wage in September or an important day Jumuah Wage dry season (Widodo, et al 2016: 31). This ceremony begins with a cekathak, or saddle horse relics Sunan Muria from Muria Mosque complex to the eyes of Sendang Rejoso iar. According to oral tradition in the community around Muria, Sendang Rejoso is where Sunan Muria take ablution (*wudlu*). They believe this is because it is this spring is the closest springs from Sunan Muria mosque. Until now Sendang Rejoso still used by the public for bathing is also used to fill the barrel relics Sunan Muria, after being drained every night on 1 Muharram.

The *Guyang Cekathak* tradition according to Widodo, et al (2016: 32) is organized in order to invite people around Muria to preserve the water source located north of the Sunan Muria mosque,

right on the slopes of Muria. In this springs it is washed and washed. Once washed, the water is then sprinkled to the residents. It was done as an expression of happiness that the life of Sunan Muria, the family and society still emit water. After the ritual of horse saddle washing then continued with the conservation and eating together. After the meal, the ritual ended with a holy dawet drink which symbolized the people's expectation to soon rain.

From the data collected by Widodo (2016: 87-107) it is known that there are many motivations that present in the minds of the community so encourage them to attend the pilgrimage at the grave of Sunan Muria. Among the pilgrims wanting healing from the disease or delivering nadzar because healed from the illness. In addition, there are pilgrims who seek the smoothness of their wishes, including the execution of their children's marriages and circumcisions. Pilgrims also have the hope of being instantly rewarded, wanting to express gratitude for being successful in owning a home, solving family problems, paying off debts, and even getting a motorcycle or car. Additionally, many of the major pilgrims from the students who applied for prayer to be facilitated in the test or grateful have passed the final exam and succeeded in ascending class.

Tourists Satisfaction at Pilgrimage Destination Sunan Muria

Customer satisfaction is key in creating customer loyalty. Many benefits received by the company by achieving a high level of customer satisfaction, in addition to improving customer loyalty but also to prevent customer turnover, reduce customer sensitivity to prices, reduce marketing failure costs, reduce operating costs caused by increasing number of customers, increase advertising effectiveness, and enhanced business reputation (Fornell, 1992). Neither with a tourism destination, customer satisfaction should be the main thing that must be achieved by the managers.

Customer satisfaction, in this case tourists, in the world of tourism can only be achieved if they get everything they need and what they want according to their initial expectations. According to Barsky (1992), customer expectations are often accepted as factors that affect customer satisfaction, but there is no convincing evidence that customers directly lead to satisfaction or dissatisfaction. By knowing and understanding what tourists need and want according to their expectations, the manager of a destination will be easier in creating maximum tourist satisfaction.

According to Government Regulation of the Republic of Indonesia Number 50 Year 2011 concerning Master

Plan of National Tourism Development Year 2010-2025, tourism destination area hereinafter referred to tourism destination is geographical area which is in one or more administrative area in which there are tourist attraction, public facilities, tourism facilities, accessibility, and interconnected communities and complete the realization of Tourism. Damanik and Weber (2006) explains, there are at least three main components that must be owned by a tourist destination that is, attractions (attractions and attractions), accessibility (ease to reach objects and attractions), and amenities (tourism facilities and infrastructure). Meanwhile, according to Cooper, et.al. (1993), there are four components that must be owned by a tourist destination, namely: 1) Attractions, 2) Accessibility 3) Amenities (4) Ancillary Service (institutional and human resources supporting tourism).

The condition of each component above must be good and adequate, because it will complement each other in meeting the needs and desires of tourists. If one of the components is not ideal, it will certainly cause bad image for other components, so that will indirectly reduce the satisfaction of tourists in visiting a destination. In order to explore deeper perspective to read the anomaly of tourist satisfaction at pilgrimage tourism destination of Sunan Muria, Kudus, <http://ojs.unud.ac.id/index.php/eot>

Central Java, the author will describe the satisfaction form of each tourism component above.

Attractions

The National Tourism Development Master Plan 2010-2025 defines Attraction is anything that has uniqueness, beauty, and value in the form of diversity of natural wealth, culture, and man-made products that are the target or destination of tourist visits. The tourist attraction found in the pilgrimage tourism destinations Sunan Muria tomb quite diverse. Tourists who come to enjoy some treats other tourist attraction, in addition to the tomb of Sunan Muria which is the main purpose. Some of the tourist attraction is included in the type of cultural tourism, nature and also artificial.

Some of the tourist attraction contained in pilgrimage tourism destinations Sunan Muria tomb include:

Something to See

Tourist attraction on pilgrimage tourism destination Sunan Muria Tomb that can be seen by tourists who visit include:

Montel Waterfalls. This waterfall is one of the waterfalls located on the slopes of Muria mount, Kudus District. It is not far enough from the tomb of Sunan Muria, only about 1.5 km. It can be taken using motorcycle taxi every day or by walking

down the mountain roads up and down. Air plunge with a height of about 25 meters is presenting a quite charming scenery with shaded trees are very lush. The cold water that falls and the cool air that always accompany to provide a sense of comfort for the weary travelers after traveling.

Monthel waterfall is managed by the Office of Culture and Tourism of Kudus Regency. In general, the condition of waterfall is quite interesting for tourists. However, some negative things are still evident from the management of this tourist attraction. Based on observations made, not many waste bins are provided so many tourists throw the garbage carelessly. In addition, there is another path leading to the waterfall, in addition to roads provided by the managers, which are managed by local residents by attracting illegal levies. Around the waterfall, there are also often some traders who "force" visitors to buy their merchandise at a price that is quite higher than the market price. According Aryaguna, it certainly makes him feel less comfortable in enjoying the existing tourist attraction (interview with Aryaguna, 31/8/2016).

Management of a tourist attraction should pay attention to the convenience of visiting tourists. The existence of some negative things as mentioned above certainly can reduce this comfort. So it is

very reasonable if tourists are reluctant to visit back to this place.

Views of Kudus City from Hilltop. Destination pilgrimage tourism tomb of Sunan Muria is located on Mount Muria, precisely in the north of the capital of Kudus District. Geographical location at the top of the mountain, making this tourist destination has a natural scenery of the mountains that can spoil the eyes of visitors. In the sunny afternoon, Kudus City looks like a vast expanse of green fields. When the night, the sight of a small light flickering very charming to be witnessed.

Unfortunately, there is no convenient location that can be used by tourists to enjoy the beauty of this scene. The view can be seen by tourists from some roadside points with very unsafe conditions, because many motorcycle taxi that pass this way. However, there are also some cafeterias that can be used by tourists who want to enjoy the atmosphere of natural coolness of Muria mount, although the location is below so the view was less so visible.

Mosque. There are several mosques that are located around the destinations pilgrimage tourism tomb of Sunan Muria. However, there is a mosque that is believed to be a mosque relic of Sunan Muria. The mosque is located close to the Sunan Muria tomb. According to

Manaf, the current condition of the mosque has changed completely, because it has done a thorough restoration by the previous board (interview with Abdul Manaf, 31/8/2016). Despite the mistakes, but the current board is not able to do much because it has all happened. According to him, they are only able to save some relics that are currently still stored safely. Some relics of the old mosque building are: (1) soko support (pedestal), (2) wooden frames, (3) barrel, (4) wells.

Tomb. In addition to seeing the beauty of the mosque which is located near the tomb of Sunan Muria, tourists can also witness directly the tomb of Sunan Muria located in a Praying or *Tawashul* Room. This room is commonly used by pilgrims in prayers and doing *tawashul* to Sunan Muria. This room was built during the time of President Abdurrahman Wahid (Gus Dur) with architecture dominated by wood raw materials.

Before arriving at the location of the Tomb of Sunan Muria, visitors must pass through the aisle which is the connecting road between the mosque complex with the tomb complex. Inside this hallway, visitors are required to remove their footwear, because it has passed through the sacred area that must be free from unclean. On the way, we can see the security post, YM2SM office and

the guest desk used by pilgrims to report the number of their entourage and hand over the infaq that has been collected. There is an interesting thing when we pass the infaq box guard officer, the officer will knock a stick to a wooden box that makes a noise. This sound is meant to remind pilgrims who have not entered infaq.

Arriving in the middle *tawashul* space, will appear some other graves besides the tomb of Sunan Muria who stands the biggest. The tomb is covered by a white cloth commonly called *Luwur*. Inside the *luwur*, there is a large stone *nisa* that can only be seen in the procession of the show *Luwur*. In the *upacar*, the headstone will be cleaned by the officer and the *luwur* will be replaced with a new cloth.

Traditional ceremonies. There are two traditional events that can be witnessed by tourists by the destination pilgrimage tourism Tomb of Sunan Muria. The event is the *Ganti Luwur* and *Guyang Cekathak*. According Widodo et al. (2016), Replacement Ceremony *Luwur* Sunan Muria was originally held on 10 Sura (Muharram), but because on that date coincides with *haul* of Sunan Kudus and *haul* of Mbah Mutamakim from Kajen, Pati, the ceremony was changed on 15 Sura (Muharram).

Something to Do

Some activities that are usually done by tourists when visiting destinations pilgrimage tourism Sunan Muria Tombs include:

Pilgrims, praying and tawashul.

Tourists who visit destinations pilgrimage tourism Tomb of Sunan Muria complex usually dominated by pilgrims who only visited the tomb. Every day there are pilgrims who visit this tomb. Even the pilgrimage to the sunan's tomb is an annual routine of several community groups. Pilgrims are from various regions in Java, Sumatra, Kalimantan and Sulawesi. Even some pilgrims come from abroad like Malaysia, Singapore and Brunei Darussalam.

There is some time that is believed to be the main time in making a pilgrimage to the Tomb of Sunan Muria, such as Sura (Muharram), Mulud (Rabiul Awwal), Rajab, and Sha'ban. In addition, Thursday *Legi* and Friday *Pahing* also became the main day in making the pilgrimage. The day is believed to be the day of Sunan Muria organizing the study (Widodo et al., 2016). However, today every day this tomb is never deserted from pilgrims. At the end of weekend or long holiday, this Sunan Muria Tomb will be crowded with pilgrims.

There are various motivations that bring tourists to pilgrimage to the Tomb of

Sunan Muria. This motivation arises from the various beliefs that flourished in the community about the sanctity and greatness of Walisongo, one of which is Sunan Muria. Some of the motivations are as follows (Widodo, et al., 2016): efforts to seek recovery from illness, applying for a good wish, hope to have a child, giving thanks after having new house, can solve family or child problems, can pay off debts, get motorcycle or car from *arisan* (regular social gathering which are saving and in turn collected money used to buy a motorcycle or car interchangeably), have passed the final exam or the class increase test.

In addition to some of the motivations mentioned above, there are several other motivations that also lie behind the pilgrims to visit. One of the most common motivations expressed by pilgrims is to pray for Sunan Muria and recite the tahlil and verses of the Qur'an for him. This is as revealed by Hasyim, one member of the pilgrim entourage from Blitar district. He claimed to be the first time following a group of yasinan groups near his home (Interview with Hasyim and Suparman, 30/8/2016).

Other motivations have been excavated by the author as revealed by Aziz and Iqbal. Aziz claimed to be visited by Raden Umar Said or Sunan Muria and asked him to come to visit the Tomb of

Sunan Muria. He claimed to have received the call since 2005, but only had a chance at night that day. Has a strong inner bond with the Walisongo so as to be able to communicate with them. According to this man from Pekalongan regency, he left alone though only first visit to the tomb of Sunan Muria and stay in this mosque for three days (Interview with Aziz, 31/8/2016).

Not unlike the recognition Iqbal, visitors from the District Sukabumi, West Java. He also admitted to getting a call from Sunan Muria through a dream, which asked him to come on a pilgrimage. According to him, he would not dare to come to this grave if not get a call from the owner of tomb. Iqbal said he had been staying for 3 days and just like Aziz, he also came alone by public transportation. (Interview with Iqbal, 31/8/2016)

Drinking Water form Gentong (Barrel). The agenda of pilgrims after completing prayers, *tahlil*, and *tawashul* is out through the exit that has been provided. At the end of the passage, visitors will find a barrel of water commonly drunk by pilgrims. Barrel is one of the remains of Sunan Muria that still original. Currently, the barrel is planted in the ground for the safety of the barrel itself (Widodo et al, 2016). Pilgrims do not have to bother taking water from the barrel, because there are officers who

will pour it into the glasses that have been provided.

Barrel is always filled with water from Sedang Rejoso until the 1980s, because more and more visitors who need water and water supplies from Sendang Rejoso not sufficient, the Sunan Muria Foundation officer took water from Laren spring which supposedly became a place of taking ablution and wash for Sunan Muria and family (Widodo et al, 2016). Water barrel is believed to provide blessing for the drinker, so do not be surprised if many pilgrims who bring jerry to bring home this water.

Following the Ganti Luwur and Guyang Cekathak Ceremonies. As has been explained before, tourists who come also can follow the series of events that are held. Only, this ceremony is held at certain times only so that not every day can be enjoyed by tourists. It is better for tourists who want to follow these ceremonies to prepare themselves from afar, because the complex of the tomb of Sunan Muria will be filled with pilgrims on those days.

Enjoying the view. Tourists who come to visit by walk can enjoy the scenery around Muria hill. But pity, there is no special spot that can be used by tourists to enjoy the beauty. Roads that can be used by tourists to enjoy the beauty of this nature are also quite dangerous, because many motorcycle taxis are milling

about carrying passengers at high speed. As if, the pedestrian should be succumbing to motorcycle taxi rider.

Figure 1. Attention sign for pedestrian



Resource: personal document

Something to Buy

According Widodo et al. (2016), there are three types of merchants who sell around the destination pilgrimage tourism Tomb of Sunan Muria, the traders who sell in stores, stalls and hawkers. The condition of shops and stalls that are in the destination pilgrimage tourism Sunan Muria Tomb has been very representative, comfortable and clean. The shop near the grave site is owned by Yayasan Masjid and Makam Sunan Muria (YM2SM) of Foundation of Sunan Muria, while other shops and stalls are owned by Perhutani (institution which managed owned government forest) and private property.

Merchants who sell at pilgrimage tourism destinations Sunan Muria Tomb incorporated in several groups of merchants in accordance with the location and organization that overshadow.

Merchants selling at the foundation's stores are merged into the YM2SM Merchant Union. Merchants who do not occupy the land belonging to the foundation belong to the PADAMU group, including traders selling around the Tomb of Sunan Muria. While traders which sell in the parking lot (lower terminal) are incorporated in the organization group Kinanti. The entire group of merchants is also incorporated in a large organization P3KW (Union of Merchants Kiosk and Warung). They used to do devotional work every Saturday Legi. (Widodo et al., 2016).

Merchandise sold by traders is very diverse, ranging from knick-knacks inscribed Sunan Muria such as pens, pins and other items. It also sells various accessories such as bracelets, rings, necklaces, agate rings, monel rings, sandals and shoes, as well as empty bottles or jerry cans that pilgrims will use to bring water back to the barrel. There are also traders who sell snacks (snacks) that can be used as souvenirs. There are also some unique items that may be difficult to find in other areas such as Wood Dragon Muria which is believed to drive rats, *parijotho*, *ganyong* and wrinkle.

Tourists who want to relax for a moment enjoys the food can also stop at the stalls that sell food and soft drinks. The price offered is also not much different

from other areas so that tourists will not feel too expensive. Although still often encountered some naughty traders who fix the price is too high, especially to tourists from outside the region.

Based on observations made, generally all the tourist attraction that is in the destination pilgrimage tourism Tomb of Sunan Muria is very interesting to visit tourists. Unfortunately, Sunan Muria's grave and cultural activities that are closely related to the tomb still dominate other tourist attractions, so that some of the supporting tourism resources in this tourist destination lacks the interest of tourists to visit. The reason, tourists who come in general is a group of pilgrims who come just for a pilgrimage course, without any intention to visit other tourist attractions.

There needs to be a study that will formulate strategic steps to increase the length of stay of tourists who visit this destination. Generally, tourists who come is a group of pilgrims who have bought a package tour pilgrimage Walisongo. When the pilgrimage to Sunan Muria has been felt enough, they will soon rush to leave the detection of this tour to continue the journey to the next tourist destination. Increasing the length of stay of tourists certainly can increase the economic income of local communities.

Accessibility

According to the National Tourism Development Master Plan 2010-2025 the accessibility of tourism is all types of transportation facilities and infrastructure that support the movement of tourists from the region of origin of tourists to the Tourism Destination and movement within the area of Destination Tourism in relation to the motivation of tourist visits. Accessibility is a central component in any development of a tourist destination. Accessibility is what will bring tourists to come to visit a tourist destination.

Accessibility to destinations pilgrimage tourism Tomb of Sunan Muria is all forms of transportation modes and supporting facilities used by tourists to this tourist destination. The geographical location of pilgrimage tourism destination Sunan Muria Tomb located at the top of Mount Muria, making the road as the main access road winding and filled incline. These conditions require tourists who visit to be careful in driving their vehicles, especially when the rainy season comes. Road conditions that climb, buy and slippery can pose a danger to its users.

Conditions of accessibility to destinations pilgrimage tourism Tomb of Sunan Muria can be said is sufficient. The road conditions are well paved and wide enough to make it easier for transportation to pass, even though the bus is large. In

addition to using private vehicles and rental, the existence of public transportation to tourist destinations is also quite adequate, although the condition is worrying. This condition of adequate accessibility is not yet supported by adequate parking area. In the peak season of the visit, parking location will not be able to accommodate the number of vehicles to be parked. So to be able to park the vehicle, the carrier vehicle pilgrims should be queuing alternately with pilgrim vehicles that will leave the location.

Accessibility that still needs to get serious attention and be a keen spotlight is access from vehicle parking location to the tourist attraction that is there. There are two ways that can be selected by tourists to get to some existing tourist attraction, namely by walking or using motorcycle taxi services. The thing that needs to be serious attention is, the condition of the road for pedestrians to reach the attraction of the Tomb of Sunan Muria is a ladder with a length of approximately 500 meters. This, it is very exhausting for elderly tourists and children and women. On the other hand, motorcycle taxi services that can be used also very not pay attention to passenger safety and comfort.

According to Manaf, the revitalization plan of stairs and roads used by motorcycle taxi to the Tomb of Sunan Muria has been planned. He targeted at <http://ojs.unud.ac.id/index.php/eot>

2016 should be done, but because there is a delay in submitting proposals to the Provincial Government, the plan should be postponed until 2017. It is considered important to increase the comfort and security of tourists in the destination pilgrimage tourism Tomb of Sunan Muria. (Interview with Abdul Manaf, 31/8/2016)

The steps that can be used by tourists to the Tomb of Sunan Muria numbered hundreds, because it is located at the top of Mount Muria. These stairs are used by tourists who choose to walk, either to go to the grave or down from the tomb. Along the steps, to the right and left, there are many merchants who peddle their wares both in shops, stalls and in halls. The offered merchandise is also diverse as described previously.

For tourists who are reluctant to use stairs, can use the asphalt road commonly used by motorcycle taxi in delivering it's passengers to the Tomb of Sunan Muria. If using this road, tourists should be very careful, because the condition of the road uphill and narrow often filled by motorcycle taxi rider who drive a vehicle at high speed, either to rise or fall from the tomb. This motorcycle taxi carpenter does not seem to care whether there is a passing pedestrian, or passengers who he was dispatched.

As mentioned earlier, tourists who feel heavy to walk, then the choice is to

use motorcycle taxi services. The Sunjite Muria is a member of PASMM (Muria Motorcycle Cohesion Group) which has been established since 1988 (Widodo et al., 2016). The number of its members reaches 391 people which is divided into two shifts: day shift and night shift. The morning shift begins at 05:00 to 17:00, while the night shift begins at 17:00 until 05:00. Motorcycle taxi activity lasts for 24 hours in one day.

It should be known beforehand by tourists who want to use the services of motorcycle taxi of Muria destination. The uphill road conditions forced the motorcycle taxi rider to drive their vehicles at high speed. However, according to Manaf, it is very natural to remember the contours of land that is uphill, if motorcycle taxi builders do not take square from the possibility of the vehicle will not be strong uphill. In addition, safety equipment is also not provided to passengers, such as helmets or protective coats. It is certainly very dangerous for the safety of the passengers themselves, because the narrow road conditions sometimes cause the motorcycle taxi rider almost touched each other. (Interview with Abdul Manaf, 31/8/2016)

Hasyim, a tourist who claimed to be the first time to join the pilgrimage with *Yasinan* group near his house, said that he

came to the Tomb of Sunan Muria by using motorcycle taxi services. The reason, he felt far away if you have to walk down hundreds of stairs. In addition, he felt too old and unable to walk far. According to him, using services motorcycle taxi much better because it will be faster until, just that, he confessed fear when motorcycle taxi rider spur the vehicle with high speed. In addition, the atmosphere of the night was very cold especially after rain. (Interview with Hasyim, 31/8/2016)

Observations show that tourists expect a change in the accessibility side to the Tomb of Sunan Muria. Generally, they complain that the commonly used staircase is tortuous and inhuman, while when using motorcycle taxi services, they have to risk their lives and the safety of their lives. Conditions of accessibility to the tourist attraction Sunan Muria Tomb can be said is still bad, because many get the negative spotlight from tourists who come.

In addition to the condition of stairs and also motorcycle taxi services that many complained of tourists, the condition of parking area also get negative criticism from tourists. Researchers themselves experienced when the car parking tariff that used felt very high. There are no clear rules governing the amount of parking rates, so most parking managers charge fees as they see fit. The

existence of parking locations that occupy private land can indeed be the reason for the irregular parking tariff, but it is good to be held the amount of clear parking tariff so that the tourists will feel more comfortable. During this time, tourists feel cheated and harmed by the large parking rates.

Major changes must be made by the management Foundation of the Tomb of Sunan Muria and Local Government as responsible for the provision of tourism supporting infrastructure. The condition of the rungs should be improved to be more humane to use, while motorcycle taxi service management should also be changed by providing security and safety means such as helmets and protective jackets. In addition, the existence of life insurance for customers will also provide a sense of security for passengers who use the services motorcycle taxi it. Conditions of parking area should also get attention, so there is a clear parking rates so as not to cause harm to tourists.

Amenities

Amenities are any means and infrastructure supporting tourism used by tourists to meet their needs. Public facilities become one of the pillars of amenities that also must exist in a tourist area. According to the National Tourism Development Master Plan 2010 - 2025 <http://ojs.unud.ac.id/index.php/eot>

Tourism Facilities are all types of facilities specifically aimed at supporting the creation of convenience, comfort, safety of tourists in making visits to Tourism Destination.

Some examples of amenities part of them, hotels or inns, restaurants, gas stations, souvenir shops, shopping centers, public toilets and so forth. The availability of such facilities and infrastructure will provide extra comfort for tourists who come. The condition of inadequate amenities will reduce the satisfaction of tourists, because they will have difficulty to meet the needs of his life during a tour.

Based on the results of observations that have been done, the condition of amenities in destinations pilgrimage tourism Sunan Muria Tomb is sufficient, it's just that some components of amenities is not there at all there. There are still many hotels and inns, limited food stalls, souvenir shops, shopping malls, public toilets and vehicle parking locations. Some components of amenities that do not exist in this tourist destination among others, Automated Teller Machine (ATM) and also gas stations, though looks trivial but some tourists will need this facility.

The existence of hotels and inns in the area of destinations pilgrimage tourism Tomb of Sunan Muria the number is still limited. There is only one hotel belonging

to the Government of Kudus Regency, namely Graha Muria Hotel. While the existing lodging, is a house owned by local people who are used for small business lodging. This lodge only greets guests who come in groups, because the calculation of the cost amount is calculated based on the number of buses used by the entourage. According Widodo et al. (2016), the cost of stay is calculated per one big bus Rp. 200.000, - with cost sharing Rp. 100.000, - for realtor giving order and Rp. 100.000, - for homeowners. Usually one bus will be accommodated in two houses, so that every homeowner will get Rp. 50.000, -.

In 2009, the number of listed lodgings was as many as 18 pieces, although the number of unregistered more. Revenue earned from renting a house as a lodging is small, but people earn other income by selling drinks and food and other necessities to their guests, so that income will be more (Widodo et al., 2016).

Has been explained in the previous discussion, that the traders who sell the destination pilgrimage tourism Sunan Muria Tombs there are three types, who sell in stores, stalls or by hawk. It has been described also the types of merchandise sold by the traders. The number of traders who occupy the shop owned by YM2SM amounted to 165 people divided into three groups, namely: (1) Top groups, ranging <http://ojs.unud.ac.id/index.php/eot>

from serial number 1 to 91; (2) middle group, starting sequence number 92 to 146; and (3) Under group, starting sequence number 147 to 165 (Widodo et al., 2016).

Traders who sell at stalls, not YM2SM's, some occupy land owned by Perhutani, and some occupy their own private land or rent to landowners. These traders have been selling for quite a while; some even have been selling for 28 years. They are incorporated in the PADAMU organization, although many traders do not participate in this organization, so the numbers are quite difficult to know (Widodo et al., 2016). While hawkers who sell around the destination pilgrimage tourism Sunan Muria tombs in number is also very fluctuating, adjusting the hectic visit to this tourist destination. For tourists who feel hungry and want to buy food, drinks, or souvenirs for families at home, they can buy from these merchants.

The next amenity facility is public toilets; toilets located around Sunan Muria Tombs belong to YM2SM. The toilets are managed by the foundation and become voluntary economic foundations of the foundation. The toilet is a form of YM2SM service to the coming pilgrims. In addition to toilets belonging to the foundation, there are also private community-owned toilets located on either the street or close to the parking lot of the

vehicle. This toilet becomes the economic income of the surrounding community.

In addition to the above mentioned amenities, the existence of places of worship is also an absolute thing in the availability of tourism infrastructure facilities. As a pilgrimage tourist destination, of course the existence of places of worship can be ascertained. There are several mosques in the destination pilgrimage tourism Tomb of Sunan Muria. The mosque which is near the Tomb of Sunan Muria condition is very representative. Very comfortable and quiet when used to worship and unwind. While some other mosques are located near the settlement society is also very adequate conditions. Many pilgrims use it as a place of rest for a moment before continuing the journey to the tomb.

Ancillary Service

According to the National Tourism Development Master Plan Year 2010 - 2025, Tourism Institution is an integral element and its network is developed in an organized manner, covering the Government, Local Government, private and community, human resources, regulation and operational mechanisms, achievement of objectives in the field of Tourism. While the Tourism Organization is an institution both within the Government and the private sector

<http://ojs.unud.ac.id/index.php/eot>

associate with the conduct of tourism activities.

The organization officially responsible for the management of pilgrimage tourism destinations Sunan Muria Tomb is the Foundation of Masjid and the Tomb of Sunan Muria (YM2SM). In accordance with notarial deed Sulchan Abdul Malik, S.H., Number 30, ladder August 19, 1998, this foundation stands and is based in Kudus. Ratification of the management of Masjid and Tomb of Sunan Muria by YM2SM based on the Decree of the Minister of Law and Human Rights of the Republic of Indonesia, Directorate General of Administration of General Law, Number: S-2218.HT.02.TH.2007 (Widodo et al., 2016).

After the establishment of YM2SM, the management of the Mosque and the Tomb of Sunan Muria became the responsibility of this organization in its entirety. Good environmental management in and around the tomb, as well as cooperating with the Colo villagers in management in the wider environment. In addition, it is also responsible for the management of infaq and shodaqah income distributed by pilgrims. Indirectly, the management of ongoing tourism activities should also be the responsibility of YM2SM.

According Widodo et al. (2016), the role of manager and stakeholder of Tomb Sunan Muria seen in the purpose of the foundation, namely: 1) Securing and preserving the Mosque and Tomb of Sunan Muria as an asset of National Heritage Objects 2) Managing Masjid and Tomb of Sunan Muria in accordance with Islamic law Ahlussunnah wal Jama'ah 3) Facilitate service for pilgrims at all times and times 4) To accommodate the interests of Mosque Management and Sunan Muria Tombs with the government and community of Colo Village and its surroundings 5) Assisting the Government of the Republic of Indonesia in the mental-spiritual development based on the Islamic teachings of Ahlussunnah wal Jama'ah.

In addition to stand alone as an organization responsible for the management of pilgrimage tourism destination Sunan Muria Tomb, YM2SM also involves the cooperation of the people of Colo Village in running all its activities. Quoted from Widodo et al. (2016), such conditions are indicated through the following: 1) Distribution of funds to the community in need. Some operational and Maintenance Funds for Masjid and Makam Sunan Muria are used for social activities such as death benefit, donations for orphans, spiritual activities, development assistance, social and religious education and education. 2) <http://ojs.unud.ac.id/index.php/eot>

Donation of four buffaloes to four villages of Colo Village by the foundation at the time of alms of the earth on the Moon Dzulqo'idah (*Wulan Apit*) 3) Organizing merchants in an organization container called PPYM2SM which incorporates several pre-existing merchant organizations. 4) In cooperation with two motorcycle taxi organizations called Muria Motorcycle Transportation Association (PASMM) and Rural Motorcycle taxi Association (POP). These two organizations have owned and formed their own rules and management, so as not to cause any unrest. 5) Manage the finances used for social, religious and educational support, care and development of YM2SM and operational funds of YM2SM. 6) Development of Mosque environment and Sunan Muria Tomb adapted to the rules of handling Heritage Objects.

In addition to elements of the organization and surrounding communities who are responsible for the management of pilgrimage tourism activities in the destination of tourism pilgrimage Tomb of Sunan Muria directly, Local Government should also have the same responsibility. The role of the Local Government of Kudus Regency in the management of pilgrimage tourism destinations Sunan Muria Tombs include: 1) Provision of facilities and infrastructure to support

tourism activities such as accessibility. This can be seen from the plan of road construction as well as the steps that will be done soon. As Manaf points out, the revitalization plan of stairs and roads used by motorcycle taxi to Sunan Muria Tomb has been planned. This year should be done, but because there is a delay in submitting proposals to the Provincial Government, the plan should be postponed until next year. It is considered important to increase the comfort and security of tourists in the destination pilgrimage tourism Tomb of Sunan Muria (interview with Abdul Manaf, 31/8/2016); 2) Provision of amenities facilities, one of which is the hotel and inn owned by the Local Government of Kudus, Grha Muria Kudus. This hotel is one of the Regional Owned Enterprises (BUMD) Kudus District which is often crowded by tourists when the holiday season arrives. The price offered is very affordable for tourists who want to stay there; 3) Development of Retribution Locket (TPR) used to attract user fees that will enter the destination of tourism pilgrimage Tomb of Sunan Muria. This levy is local revenue (PAD) that will be reused as operational fund of the local government of Kudus Regency.

In general, institutions that already exist and run on the destination pilgrimage tourism Tomb of Sunan Muria can be said to have been very good. This is evident <http://ojs.unud.ac.id/index.php/eot>

from the cooperation established between various stakeholders (stakeholders) who are responsible for the management of tourism activities there. Each stakeholder has understood and knows the extent of their main duties and functions, so there is no overlapping of interests. Any form of mismatch will be discussed until there is agreement between various parties involved.

CONCLUSION

The complex of mosque and tomb of Sunan Muria when viewed from four aspects that become the standard of the feasibility of a destination, i.e. attractions, amenities, accessibility, and ancillary service can be said to have met the standard of destination eligibility. As a pilgrimages site, the tomb of Sunan Muria has a strong appeal because the figure of Sunan Muria is highly respected and even cultured by society because of its religiosity. Thousands of people make pilgrimage to the grave of Sunan Muria mainly on weekends or certain days, such as *haul* and *ganti luwur*, also with the amenities. In the frugal traveler, the facilities provided in the mosque complex and the tomb of Sunan Muria is complete enough that includes bathrooms, lodging, food stalls, souvenir sales, and parking lots to motorcycle taxi services. In

addition, the strong authority of the complex management foundation also strengthens the institutional role in relation to the management of mosque and tomb complexes. However, in the tourist records access to the tomb of Sunan Muria, both with the stairs and motorcycle taxi is still far from feasible because the stairs are not flat because it is made of stone times, quite steep and there is no cover on so if the rain down the stairs to be muddy and slippery. Although there is motorcycle taxi service, but the level of security (riding safety) is also low. This destination for tourists still has interesting attractions with adequate amenities (diner, lodging) and ancillary service (from the YM2SM of Sunan Muria foundation and the Tourism Office of Kudus District Government), although accessibility is very problematic. All the visitors complained about this, but that did not dampen interest for a return visit. This is an anomaly in the Sunan Muria pilgrimage destination.

ACKNOWLEDGEMENT

The researchers expressed gratitude for the Research Grant given by Faculty of Arts and Humanities, Universitas Gadjah Mada for academic year 2016/2017.

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Interviewees

- Abdul Manaf (61), YM2SM (Sunan Muria Foundation) Head
- Abi Aryaguna (22), student, Klaten, pilgrim
- Suparman (49), farmer, Blitar, pilgrim
- Aziz (61) building worker, Pekalongan, pilgrim
- Iqbal (33), entrepreneur, Cirebon, pilgrim
- Hasyim (56), farmer, Lamongan, pilgrim

Does Motivation and Trust Important for Tourists' Loyalties? A Quantitative Perspective from Golf Tourism in Bali of Indonesia

Panudiana Kuhn¹, Komang Gde Bendesa², Agung Suryawan Wiranatha³
and I Gusti Ayu Oka Suryawardani⁴

¹ Doctoral Program of Tourism Studies, Udayana University – Bali

² Professor of Tourism Studies, Udayana University – Bali

³ Head of Center of Excellence in Tourism, Udayana University – Bali

⁴ Centre of Excellence in Tourism Udayana University - Bali

Corresponding author: panudiana.kuhn@gmail.com

ARTICLE INFO

ABSTRACT

Received
20 January 2018

Accepted
15 February 2019

Available online
18 March 2019

Golf is one of several sport tourist attractions that are increasingly demanding by domestic and foreign tourists during their visit to Bali. Unlike the others type of tourist attractions, golf tourism could be classified as a quality attraction. Tourists who play golf spend more money than other sport activities. Refers to this fact, golf tourism could be an alternative to realizing the establishment of quality tourism in Bali. This work aims to study the significance of the determinants of tourists' satisfaction as well as their loyalty in visiting Bali as a destination that offers golf attractions. Intrinsic motivation and extrinsic motivation from golfers are positioned as the antecedent of the level of satisfaction with their trust to the golf providers acts as the mediation of the causal relationship occurred. Using 5-scale Likert questionnaire, the opinions of 113 foreign tourists who played golf in Bali were used to examine the structural equation models that were built. The results of the analysis show that both types of motivation have positive influences on tourist trust in golf operators, and through the trust mediation, these motivations positively influence the level of tourist loyalties. The results of the analysis also showed that tourists' trust to the golf operators had a significant effect on tourist loyalty. The main findings of this research conclude the vital role of tourists' trust to the golf operators in Bali in increasing their loyalty to play golf while visiting Bali.

Keywords : golf, trust, satisfaction, loyalties, motivation, SEM.

INTRODUCTION

Background

Tourism along with the agricultural sector, is the main pillar for the economic growth of Bali Province. In the year 2015 the

number of foreign tourist visited to Bali was recorded 4,001,835 people, in 2016 amounted to 4,927,937 people, and in 2017 increased to 5,697,739 people (Bali Provincial Tourism Office, 2018). Based

on these data, Bali Province has a very strategic position in the development of Indonesian tourism.

The rapid development of Bali tourism is inseparable from the dynamics of the external environment, namely: (a) the increased awareness of quality tourism; (b) the better arrangement of national tourism with the establishment of three categories of tourism products; and (c) the increasing new tourism destinations. These conditions signal Bali to start abandon the tourism development paradigm or strategy that is only focused for increasing the number of tourist tourists alone (mass tourism), but dare to turn to a quality tourism development strategy (quality tourism).

According to International Association of Golf Tour Operators (IAGTO), in the year 2012 the value of worldwide golf business is around USD 20 billions (IAGTO, 2013) and become a driving force for the rapid growth of golf tourism in various countries such as Kazakhstan, Nicaragua, Myanmar, and Afghanistan. In addition, the data also show that the spending of golfers are higher than other tourists. Refers to Mr. George Chandra, CEO of The Royale Jakarta Golf Club, foreign tourists that playing golf while their visit to Indonesia generally spend USD 5,000–6,000; or around 5 to 6 times greater than ‘ordinary’

tourists that were recorded as much as USD 1,190 (Tourism Ministry of Indonesia, 2015). Those facts show the potential of golf tourism to develop and to establish in Bali, to shift the development agenda from mass tourism towards quality tourism.

Research Objectives

Various marketing theories believe motivation is an important antecedent in determining consumer decisions to buy the goods and/or services. In this work, intrinsic and extrinsic motivation are positioned as the antecedents of tourists' interest in playing golf while in Bali. As a consequence, the tourists' loyalty to revisit Bali was examined. The causal relationship is built between antecedent and consequent variables, and tourists' trust on golf operator is placed as the mediator variable. Specifically, this work aims to:

1. Study the effects of intrinsic and extrinsic motivation of tourists playing golf in Bali on their trust in golf operators;
2. Study the direct effects of intrinsic and extrinsic motivation on tourists' loyalty to revisit Bali;
3. Examine the mediation role of the trust in causal relationship between motivation and tourists loyalty; and

4. Elaborate the total effects intrinsic and extrinsic motivation on tourists' loyalty to revisit Bali.

LITERATURE REVIEW

Motivation has a lot of meaning and definition. For example, Ryan & Deci (2000) interpreted motivation as "... to be moved to do something.". This definition implies that one person with no motive to acts for doing something will be categorized as an unmotivated person. Mill & Morrison (1998) argued motivation arise when people wants to satisfy his/her need. In general, according to Moutinho (1987), motivation is a driving force to assure a person get satisfaction based on his/her action. Some literatures, for example Ryan & Deci (2000), Bénabou & Tirole (2003), Reinholdt (2007), Yoo, Han and Huang (2012); differentiate the motivation into two types, i.e. intrinsic motivation, and extrinsic motivation. According to Ryan and Deci (2000), the motivation should be viewed from two perspectives, namely (a) the level of motivation, and (b) the orientation of motivation. The level of motivation refers to 'how much' of motivation arise in doing certain activity, whilst the orientation points to the 'type' of motivation directs one in doing an activity. Both authors, in 1985 introduced

the Self-Determination Theory (SDT) to differentiate type of motivation that responsible for doing an activity based on reasons or goals. They introduced *the intrinsic motivation* which is refers to the enjoyable or attractiveness of an activity to be experienced, and *the extrinsic motivation* which refers to doing activity because the actors hope to get separable outcome (Ryan & Deci, 2000). Regarding the rise of electronic marketing on products/services offered in tourism businesses, the trust amongs participant (producers as well consumers) become an important part of marketing strategies. Refers to Mayer and Davis (1995), trust is "*the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party.*". The keypoint of this definition is *the willingness to take risk that the experience did not conform the expectation*. For golf attraction in Bali, the players take risk that the golf operators as well as the golf course may be not fulfill the advertisement. According to Ratnasingam (2012), the trust can be differentiated into three categories, which are:

1. Competence trusts, refers to the ability of producers to provide products and/or services as well as

to demonstrate their capabilities and/or competencies which are match to the promise they offered;

2. Predictability trust, refers to the consistency of quality of products and/or services that are perceived by the consumers; and
3. Relationship trust, refers to customers' reliance upon the honesty, concern, and care demonstrated by the providers.

The last concept involved on our work is destination loyalty. Marketing literature noted the repeating purchases or a recommendation to third party by consumers referred to consumers' loyalty. By considering tourist destinations as a product and/or service offered, the concept of destination loyalty could be applied. Recently, tourism researchers have included the visitors' loyalty into tourism products/services. Jacoby and Chestnut (1978) cited in Yoon and Uysal (2005; p. 48) argued the measurement of loyalty can be measured in one the following: (a) the behavioral approach; (b) the attitudinal approach; and (c) the composite approach. In our work, we measured golfers' loyalty by applying the behavioral approach, and has been characterized by sequence of purchase, proportion of patronage, or probability of purchase (Yoon & Uysal, 2005).

METHODOLOGY

The data collection of this work was conducted at five golf resorts in Bali, namely Bali National Golf Club - Nusa Dua, Bukit Pandawa Golf & Country Club, Bali Handara Kosaido Country Club, New Kuta Golf, and Bali Beach Golf Course. Applying the quantitative approach, the data was collected by distributing questionnaires to 113 foreign tourists who played golf at above resorts on September 2017. The statements on the questionnaire are closed statements with 5 degrees Likert's scale with 1 represents the most negative assessment or perception, and 5 shows the most positive judgment or perception. Item validity and reliability measurement were carried out prior to data collection by spreading it to 35 tourists who played golf at The Bali Beach Golf Course on July 2017. Items that are not or less valid are repaired or eliminated, before the final data collection is carried out. Structural equation model is used as shown in figure 1:

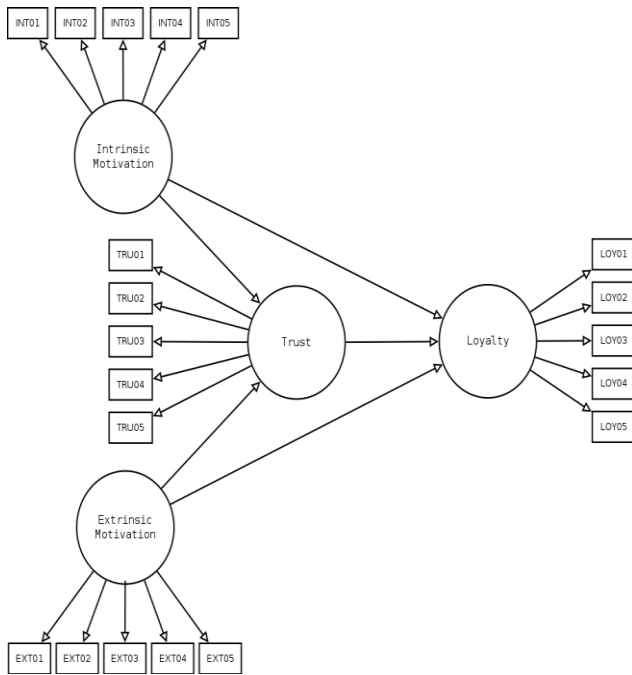


Figure 1. The Operational Model of the Work

To study the effect of intrinsic as well as extrinsic motivation toward the visitors' loyalties to play golf while visiting Bali, the trust of visitors to the golf operators was positioned as the mediator construct. The hypotheses in our work are as follow:

- H1 : The intrinsic motivation of visitors has a positif effect on the their trust to the golf operators. The greater their intrinsic motivation will cause the greater on their trust;
- H2 : The extrinsic motivation of visitors has a positif effect on the their trust to the golf operators. The greater their intrinsic motivation will cause the greater on their trust;

H3 : The intrinsic motivation of visitors has a positif effect on the their loyalties for playing golf while visiting Bali. The greater their intrinsic motivation will increased their loyalties;

H4 : The extrinsic motivation of visitors has a positif effect on the their loyalties for playing golf while visiting Bali. The greater their extrinsic motivation will increased their loyalties;

H5 : Visitors' trust to the golf operators mediates the effects of intrinsic as well extrinsic motivation toward their loyalties for playing golf in Bali.

To validate those hypotheses, we applied partial least squares structural equation modeling (PLS-SEM) and we used SmartPLS (Ringle et al., 2014) as an analytical tool. This technique is used with following considerations:

1. The sample size is relatively small. Categorized as a non-parametrical technique, PLS-SEM is not limited to fulfill the normality distribution assumption likes its counterpart covariance-based SEM (Kencana & Manutami, 2016). In addition, Tenenhaus et al. (2005) showed PLS-SEM did not loose its power test even for very limited sample;

- The application of PLS-SEM among social researchers tend to increase, recently. According to Bollen (2002) and Tenenhaus et al. (2005), PLS-SEM is a powerful tool to study the causal relationship amongst latent variables.

RESULTS AND DISCUSSION

The Quality of Instrument

Prior to data collecting, we tested the quality of questionnaire by distributing it to 35 golfers at The Bali Beach Golf Course on July 2017. For each of four constructs involved in our model, the item validity and construct reliability are measured. According to Churchill (1979), a reflective item is declared valid to measure a construct if its correlation with the total items in respective construct is greater or equal to 0.30; and the construct is said reliable if its Cronbach's alpha (α) at least 0.60 (Hair et al., 1995). Using SPSS 25, we checked the quality of instrument by analyzing 31 questionnaires (4 questionnaires were eliminated because they did not completely fill). The result is showed on Table 1.

The table shows all of the constructs have reliable measurement by noting the alpha (α) coefficients are greater than the threshold value 0.60. In addition, for each

construct, all of its reflective items have the correlation values are greater than 0.30 as suggested. From these viewpoints, we conclude our questionnaire sufficient to use for data collection.

Table 1. The quality assessment of the questionnaire

| Latent Variable | Code | Short Description | Correlation | α if Deleted |
|---|-------|---|-------------|---------------------|
| Intrinsic Motivation α Coef. = 0.684 | INT01 | Play golf gives other experiences | 0.300 | 0.722 |
| | INT02 | Play golf to escape from daily routines | 0.453 | 0.628 |
| | INT03 | To improve golf's skill & knowledge | 0.427 | 0.646 |
| | INT04 | Like playing/participating in golf activities | 0.418 | 0.643 |
| | INT05 | Play golf for relaxation & health | 0.721 | 0.624 |
| Extrinsic Motivation α Coef. = 0.752 | EXT01 | Love to play at new golf resort | 0.609 | 0.682 |
| | EXT02 | Interested to play at famous destination | 0.756 | 0.639 |
| | EXT03 | The resort has good | 0.534 | 0.706 |

| | | | | | | | | |
|--|-------|---|-------|-------|-------|--|-------|-------|
| | | facilities & services | | | LOY02 | Willing to promote Bali as a golf destination | 0.492 | 0.848 |
| | EXT04 | The resort has beautiful sceneries | 0.533 | 0.712 | | | | |
| | EXT05 | Be a member of a community/golf club | 0.404 | 0.820 | LOY03 | Willing to revisit Bali on next holidays | 0.801 | 0.764 |
| Trust to Golf Operators α Coef. = 0.915 | TRU01 | The operators have enough experiences | 0.785 | 0.897 | LOY04 | Willing to recommend to friends or relatives for playing golf in Bali | 0.836 | 0.750 |
| | TRU02 | The operators provide safety & security during playing golf | 0.726 | 0.908 | LOY05 | More likely to choose Bali than the other destination for playing golf | 0.461 | 0.864 |
| | TRU03 | The operators have good reputation | 0.834 | 0.886 | | | | |
| | TRU04 | The operators qualified in managing the golf course | 0.783 | 0.896 | | | | |
| | TRU05 | The operators competent in satisfying the players | 0.806 | 0.892 | | | | |
| Loyalties α Coef. = 0.835 | LOY01 | Willing to say positive things | 0.739 | 0.780 | | | | |

Source: Own analysis (2018)

The Participants' Profile

As aforementioned, a hundred and thirteen tourists who play golf while visiting Bali were participate on our work. However, five data were not eligible to analyze because of incomplete response. The remaining data (a hundred and eight data) were further analyzed. Descriptively, the gender of participant is dominated by male golfers (85 per cent), belong to 26-55 years group (59 per cent), and 31 per cent stated their main job are professional

workers/manager in their own country. Most of them (81 per cent) can be classified as the repeater guests by noting the number of their visit to Bali more than two times, even more than a half of them have been visited Bali at least five times including current visit. From these viewpoints, it can be concluded tourists who enjoyed to play golf while visiting Bali are the loyal tourists, are grouped in the middle ages with middle to upper income level.

In addition, their main motives to visit Bali is for holiday or recreation (57 per cent), than playing golf in the second position (7 per cent). The main reason they come to Bali either for vacation or playing golf is the famous of Balinese arts and culture. The interesting point is the option that visiting Bali because of its (cheap) price takes place at the last reason; it was chosen by 2 participants (1,6 per cent). This fact is a positive indicator to say golf tourism is a proper choice to shift the mass tourism development into quality tourism.

The Measurement Model

Basically, PLS-SEM consists of two sub-models, i.e. (a) the measurement or outer model, and (b) the structural or inner model. Many references regarding SEM recommend to elaborate each of these sub-model, respectively, before

inferences were made (Hair, Hult, Ringle, & Sarstedt, 2014; Kencana & Darmayanti, 2017; Peng & Lai, 2012). On SEM, the measurement or outer model represents the causal relationship between a construct and its indicators/items. This relationship can be classified into two categories, namely reflective or formative relationship. For the reflective relationship, is characterized by all of items is depended on their respective construct, the researcher has to check the average variance extracted (AVE) and the composite reliability (CR) values. Both values represent the internal consistency as well the convergence of a construct. Referring Hair *et al.* (2014), to assure a construct has sufficient internal consistency, the CR have to ≥ 0.708 ; and construct's convergence is achieved when the $AVE \geq 0.50$ (Peng & Lai, 2012). For formative relationship, the researcher has to show the path coefficient(s) from the item(s) to the respective construct is significant. Guiding by the threshold values for the AVE and the CR, we examine the measurement model with the result is showed on Table 2. This table showed intrinsic as well extrinsic motivation has AVE less than the threshold although the CRs are greater than 0.708 as suggested. By carefully inspection of the outer (factor) loading of each items in intrinsic and extrinsic

motivation, we found INT01, INT02, and EXT04 are the items with loading less than 0.60. Despite of its significance values, according to Henseler, Hubona and Ray (2016), the item should be reviewed to become an indicator of a construct if its loading less than 0.60. To do this, we eliminate the item(s) sequently, start from the item with the lowest outer loading value; and the similar inspection was conducted. The final measurement model is listed on Table 3.

Table 2. The result of measurement model

| Latent Variable | Item Code | Factor Loading | Standard Deviation | p-value |
|--|-----------|----------------|--------------------|---------|
| Intrinsic Motivation AVE = 0.405 CR = 0.771 | INT01 | 0.573 | 0.136 | 0.000 |
| | INT02 | 0.587 | 0.130 | 0.000 |
| | INT03 | 0.654 | 0.113 | 0.000 |
| | INT04 | 0.747 | 0.107 | 0.000 |
| | INT05 | 0.604 | 0.137 | 0.000 |
| Extrinsic Motivation AVE = 0.456 CR = 0.806 | EXT01 | 0.761 | 0.156 | 0.000 |
| | EXT02 | 0.724 | 0.161 | 0.000 |
| | EXT03 | 0.672 | 0.112 | 0.000 |
| | EXT04 | 0.560 | 0.162 | 0.000 |
| | EXT05 | 0.643 | 0.146 | 0.000 |
| Trust to Golf Operators AVE = 0.637 CR = | TRU01 | 0.781 | 0.053 | 0.000 |
| | TRU02 | 0.821 | 0.047 | 0.000 |
| | TRU03 | 0.809 | 0.060 | 0.000 |
| | TRU04 | 0.850 | 0.042 | 0.000 |
| | TRU05 | 0.723 | 0.079 | 0.000 |

| 0.897 | | | | |
|---|-------|-------|-------|-------|
| Loyalties AVE = 0.586 CR = 0.875 | LOY01 | 0.642 | 0.125 | 0.000 |
| | LOY02 | 0.839 | 0.123 | 0.000 |
| | LOY03 | 0.810 | 0.137 | 0.000 |
| | LOY04 | 0.856 | 0.141 | 0.000 |
| | LOY05 | 0.654 | 0.141 | 0.000 |

Source: Own analysis (2018)

Table 3 concluded all of the constructs with their respective items have sufficient internal consistency as well convergent validity to represent the measurement model. For intrinsic motivation, the tourists play golf while visiting Bali are mostly driving by motive to play or participating in golf activities. For extrinsic motivation, tourists explain they love to play golf at new golf resort (EXT01) and they are anthusiast to play golf in Bali as a favourite destination around the world (EXT02). Furthermore, their trust to golf operators qualify in managing the golf course (TRU04) and their willingness to recommend to their friends or relatives playing golf in Bali (LOY04) are the items with the greatest outer loading for each of respective construct. Based on the measurement model, we conclude that all of the

constructs or latent variables in the model are worth to analysis their causal relationship in the inner sub-model.

Table 3. The result of final measurement model

| Latent Variable | Item Code | Factor Loading | Standard Deviation | p-value |
|---|-----------|----------------|--------------------|---------|
| Intrinsic Motivation AVE = 0.557 CR = 0.789 | INT03 | 0.723 | 0.118 | 0.000 |
| | INT04 | 0.836 | 0.099 | 0.000 |
| | INT05 | 0.671 | 0.159 | 0.000 |
| Extrinsic Motivation AVE = 0.526 CR = 0.816 | EXT01 | 0.762 | 0.175 | 0.000 |
| | EXT02 | 0.743 | 0.181 | 0.000 |
| | EXT03 | 0.728 | 0.119 | 0.000 |
| Trust to Golf Operators AVE = 0.636 CR = 0.897 | TRU01 | 0.786 | 0.050 | 0.000 |
| | TRU02 | 0.821 | 0.049 | 0.000 |
| | TRU03 | 0.798 | 0.071 | 0.000 |
| | TRU04 | 0.846 | 0.048 | 0.000 |
| Loyalties AVE = 0.587 CR = 0.875 | LOY01 | 0.646 | 0.134 | 0.000 |
| | LOY02 | 0.848 | 0.133 | 0.000 |
| | LOY03 | 0.810 | 0.154 | 0.000 |
| | LOY04 | 0.858 | 0.158 | 0.000 |
| | LOY05 | 0.640 | 0.154 | 0.000 |

Source: Own analysis (2018)

The Inner Model

Contrary to variance-based SEM software such as AMOS or LISREL that uses parametrical techniques in estimating the path coefficients for, SmartPLS utilizes a non-parametrical approach in calculating the coefficients between exogenous and endogenous constructs. For the inner model, we applied bootstrap method with 5000 sub-samples. In examining the inner model, in addition to path coefficients and their significance values, Hair *et al.* (2014) recommend to evaluate the coefficient of determination (R^2) for each of endogenous constructs in the inner model. The threshold values to declare an endogenous construct is weak, moderate, or substantial are 0.19, 0.33, and 0.67 (Kencana & Manutami, 2017; Wiranatha, Suryawardani, Satriawan, Pujaastawa, & Kencana, 2016). The greater the R^2 , the more power of exogenous constructs in describing the endogenous one. Table 4 shows the result of the inner model by applying bootstrapping technique in SmartPLS 3.

Discussion

From table 4, it is clear that both endogenous constructs have been weak described by their exogenous. Despite of this fact, the causal relationship amongst exogenous and endogenous constructs

gives some important points. **First**, both motivations have significant effects on trust. Intrinsic as well extrinsic motivation of tourists to play golf while visiting Bali is significantly affects their trust to the golf operators. The more their motives, the more their trust to the operators. From this finding, we can not reject the hypotheses H1 and H2 that are stated the intrinsic motivation of players (H1) as well their extrinsic motivation (H2) affect positively their trust to golf operators in five golf courses in Bali.

Secondly, the effect from the intrinsic motivation is slightly greater than the extrinsic motivation. This finding is inline with the work by Yoo, Han and Huang (2012) whom studied intrinsic and extrinsic motivators in promoting e-learning. They found intrinsic motivators (effort, attitude, and anxiety) affected the intention to use e-learning more strongly than extrinsic motivators (performance expentancy, social influence, and facilitating condition). Another work that also demonstrated extrinsic motivation did fit to use as an antecedent of trust is conducted by Akhlaq and Ahmed (2013) whom studied the effect of motivation on trust. By setting their work on trust in the acceptance of internet banking in Pakistan, both authors argued only intrinsic motivation is responsible to affect users' acceptance.

Table 4. The result of inner model

| Variabel | | Path Coefficients | | | | | |
|----------------------|------------|-------------------|---------|-----------------|---------|--------------|---------|
| Latents | | Direct Effect | | Indirect Effect | | Total Effect | |
| Exogenous | Endogenous | Coef. | p-value | Coef. | p-value | Coef. | p-value |
| Intrinsic Motivation | Trust | 0.237 | 0.042 | - | - | 0.237 | 0.042 |
| Extrinsic Motivation | Trust | 0.221 | 0.014 | - | - | 0.221 | 0.014 |
| Intrinsic Motivation | Loyalty | 0.177 | 0.020 | 0.055 | 0.031 | 0.232 | 0.045 |
| Extrinsic Motivation | Loyalty | 0.040 | 0.089 | 0.052 | 0.008 | 0.092 | 0.060 |
| Trust | Loyalty | 0.234 | 0.032 | - | - | 0.234 | 0.032 |

Note : R² for Trust = 0.156; R² for Loyalty = 0.116

* significant at 5 percent; ^{ns} not significant

Source : Own analysis (2018)

Third, tourists' trust to golf operators significantly affect their loyalty. The more tourists' trust to the operators, the more their level of loyalties. This loyalty is mostly reflects to the willingness to recommend for playing golf in Bali (LOY04) with path coefficient as much as 0.858, than follows by the willingness to promote Bali as a golf destination (LOY02) with path coefficient equal to 0.848. Similar research conducted by Čater & Čater (2009) also confirmed the effect of trust on customers' loyalty. They found the trust to professional service providers is directly influenced the affective commitment, and in turn will gives positive effect on customer loyalties. Other research that supports our work is conducted by Sarwar, Abbasi, & Pervaiz (2012). The authors studied the effect of customers' trust on customer loyalty as well and customer retention in cellular operators in Pakistan. They found customers' trust to the cellular operators had positive and significant effect on their loyalties to the companies, with the effect is equal to 0.559. Considering these two researches, we argue that the visitors' trust to golf operators in Bali is very important to create their loyalties to revisit Bali.

Finally, both motivations did not show significantly direct influence on tourists' loyalty to play golf while visiting Bali. Both path coefficients from intrinsic

and extrinsic motivation to tourists' loyalty as much as 0.177 and 0.004, respectively, did not prove statistically significant. However, by the mediation effect of their trust to the operators, the total effect of intrinsic motivation become significant with the path value increased to 0.232. Noting the golf resort has beautiful sceneries (INT04) as the dominant reflection of tourists' intrinsic motivation, and their trust that the operators qualified in managing the golf course (TRU04) as the dominant mediator, it can be understood the signicance effect of intrinsic motives to their loyalties.

CONCLUSSION

Conclusion

Regarding this work that aimed to study the causal relationship amongst motivation of foreign tourists playing golf while their visit to Bali, their trust to golf operators, as well their loyalties, several points can be concluded:

1. Descriptively, the primary motive of foreign tourists to visit Bali is for holiday or recreation and their main reason to come is experienced the famous of Balinese arts and culture as well as to play golf. Noting that price is the least consideration for their coming, than golf tourism is a proper choice to shift the mass

tourism development in Bali into quality tourism;

2. The intrinsic motivation of tourists playing golf in Bali is dominated by the desire to enjoy the beautiful sceneries of the golf course, and the extrinsic motivation of tourists playing golf in Bali is dominated their desires to play at new golf resort and the reputation of Bali as a famous tourist destination. In addition, both motivations have direct influence toward tourists' trust to the golf operators. Their trust that the operators qualified in managing the golf course as well as their capabilities to provide safety & security during playing golf is the keys of the trust in golf tourism in Bali; and
3. Noting tourists' trust is the main determinant of the structural equation model developed in this study, the efforts to maintain and increase their trust to the golf operators are vital so that the level of their loyalty to play golf in Bali can be maintained and/or improved.

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Enhancing Cultural Heritage Tourism Experience with Augmented Reality Technology in Bali

Gde Indra Bhaskara and Dian Pramita Sugiarti

Faculty of Tourism Udayana University

Corresponding author: gbhaskara@unud.ac.id

ARTICLE INFO

Received
11 February 2019
Accepted
04 March 2019
Available online
18 March 2019

ABSTRACT

Cultural heritage tourism industry is generally required to continuously be creative in finding new strategies for attracting and engaging tourists actively in enjoying this type of tourism. However, cultural heritage managers generally face challenges in marketing and competitiveness. One of the ways to gain competitive advantage is the implementation of the Augmented Reality technology. This study was conducted in order to recreate an interpretation of tourist attractions with the use of Augmented Reality in Bali with the aim of enhancing cultural heritage tourists experience. The methodology used are documentation, interview, usability study and observation. Researches on usability involves users in testing a prototype. The prototype here is an augmented reality app that present the condition of three tourist attractions in Bali (Kuta, Sanur and Uluwatu), back then to 1970-1980s, to the times before Mass Tourism became a threat like nowadays. The usability study and observation method are widely used to understand how people work with electronic devices such as mobile phones and tablets in recent days. The expected results in this study are to produce an app that is useful to enhance the experience of tourists in Bali and at the end it is expected to create a better appreciation to the culture, history of Bali and its tourism.

Keywords: Augmented Reality, Cultural, Heritage, Tourism, Tourist, Experience, Bali

INTRODUCTION

Background

Augmented Reality, which is further shortened to AR, is one of the most innovative and promising technologies (Attila and Edit, 2012; Jung and Han, 2014), and that AR is believed to encourage added value benefits and

ultimate experience based entirely on recent technology (Neuhofer et al. 2013). Augmented Reality (AR), a visualization technique that superimposes virtual information over real world views in real three-dimensional locations (Kounavis et al. 2012), is a popular method for enhancing a user's cognitive abilities to see

the environment in real time (Azuma et al. 2001). AR provides an opportunity to provide value for benefits and quality of travel experience. According to Yovcheva et al (2013) utilizing AR will maximize the experience and satisfaction of tourists on the assumption that tourists will fully accept the use of this AR. Han et al. (2013) asserted that the use of the Augmented Reality is still a new issue in the world of tourism because this technology has not been refined. In addition, empirical studies of the augmented reality in the tourism sector are rarely found, including why people use the augmented reality or the effect of its use in tourist destinations. There is little research on the relationship between augmented reality and tourists in tourist destinations, even though the tourist-technology relationship has been studied in many contexts both theoretically and practically (Chung et.al., 2015). Integrating the Augmented Reality that is successful in the world of tourism, especially cultural heritage tourism will make an important contribution. The important contribution here is to offer value added for tourists visiting Bali, thus they will not solely gain entertainment, however they will also obtain education about the history of tourist areas in Bali.

Research Objectives

This study aims to help improve the experience of traveling in Bali, especially cultural heritage tourism. From this study, it is also expected that tourists and apps users will be aware of the dangers of mass tourism and tourism exploitation in Bali. This awareness will be created after tourists use this application and obtain a direct comparison of the atmosphere of tourist areas in Bali in the past directly on the scene compared to the recent situation. In addition to entertainment that can be experienced through the nostalgia of tourist areas in the past, this application can also educate tourists. The expected results of this study are the creation of a mobile application that can be patented and downloaded on Android and IOS phones. In the end, the creation of the Augmented Reality application will not merely enhance the tourist experience of tourists in Bali, however also to introduce Balinese history and culture to the world indirectly.

LITERATURE REVIEW

Augmented Reality

The latest developments in mobile and wireless devices have enabled the growth of applications called Augmented Reality on mobile devices (Azuma et al.,

2001). Augmented Reality is a visualization technique that synthesizes a variety of multimedia information both two and three dimensions in the three-dimensional real world (Kounavis et. Al., 2012). Milgram et al. (1994) states that the evolution and development of the Reality of Augmented Reality is closely related to Virtual Reality or what is known as Virtual Reality (VR). However, there is a difference between the two in which Virtual Reality is fully artificial (Figure 1), in Augmented Reality, a "virtual world layering the real world with additional information" (Feiner et al. 1997). The results can be placed along the Reality-Virtuality continuum (Figure 1).

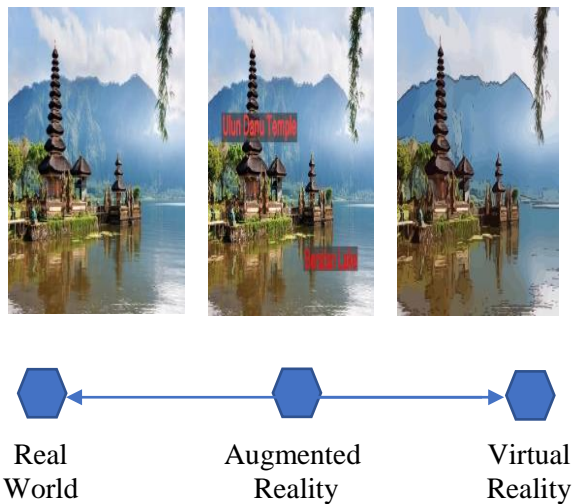


Figure 1: The Reality-Virtuality Continuum

Source: Adaptation from Milgram et.al. (1994)

When virtual information is augmented to the real world, the result is Augmented Reality, whereas on the

contrary, if real objects are augmented to the virtual environment, the result is Augmented Virtuality, (AV). In contrast to Virtual Reality and Augmented Virtuality, Augmented Reality has the potential to enhance reality perception in real-time by superimposing information into a particular place, because of the system of Augmented Reality (Azuma et al., 2001): combining real and virtual objects in a real environment, operated interactively and in real time (now). This widely accepted definition emphasizes the fact that a system can be called an Augmented Reality if this system provides information that is in harmony with the user's environment.

Augmented Reality requires determining the direction and height of the mobile phone when used by the user. The most important thing to be considered is the position of the mobile phone must be in accordance with the object to be projected. Langlotz et al. 2014 refers to the process as registration and alignment (see figure 2).



Figure 2: Tracking and Registration Process

Source:<http://www.yantramstudio.com/augmented-reality.html>

After the process is carried out, the Augmented Reality system will ensure that virtual objects attached to the real world look aligned, this process is called tracking. This process is usually carried out by the registration component of Augmented Reality.

Henrysson and Ollila, 2004 state that in general, approaches to system and tracking can be divided into two categories: marker-based and marker-less. Augmented Reality based on tagging tracking requires a physical marker (such as a QR code). Virtual content is then overlaid on this marker (Möhring et al., 2004) (see figure 3). Although it is very good for indoor use, this marking is not feasible to use outdoors, because: (1) it takes time to make a lot of markers in each room or the object that you want to add

reality increases; (2) limited to the magnitude of marking 3) requires that markers be scaled and adjusted their distance to be recognized by the system (Henrysson and Ollila, 2004).



Figure 3: Augmented Reality with Marker

Source : <https://kcdev.id/>

Marker-less tracking is considered more suitable for users in this case tourists, because in general they travel or roam in the environment they do not familiar with. There are three main things that are important and must exist in the use of Augmented Reality based on marker less, namely: the use of GPS, a computerised system and a combination of GPS and computerisation. Due to the absence of markers as media that contain information to run the Augmented Reality system, mobile phone that use system are augmented using GPS-based tracking. In essence, data from geomagnetic sensors (GPS, accelerometer, magnetometer) inside a mobile phone are combined with incoming data from the camera display to

estimate orientation and the user's field of view (Madden, 2011). Based on these parameters, data is extracted from a central database that contains geo-tagged (location-based) and above that database, virtual information is embedded (see figure 4).



Figure 4: Marker less Augmented Reality

Source : <https://www.itfirms.co/top-5->

Augmented Reality and Cultural Heritage

The use of Augmented Reality to historical sites at this time is very common. Generally used to provide information about the history of a place, or reconstruct historical events. One example of the use of the Augmented Reality can be seen in the use of the method of tracking the Augmented Reality in buildings in the Gyeongbokgung palace in South Korea (Seo et al. 2010). In some rooms and courtyards, technology can bring the three-dimensional character / royal army in the past through a mobile phone or tablet screen (ibid). this certainly

enhance tourist experience of tourists visiting the palace because they are able to witness first-hand the daily activities of the members of the palace in the 14th century (ibid).

The similar concept is found on historical sites in Venaria Palace, in northern Italy. In this palace, augmented reality is used to present paintings from this place in the past (Stricker et al. 2010). The media used is a portable laptop to present the past paintings. Visitors stand in front of the building in a row, and they can hear audio about the history of the place. Then, the 17th and 18th century paintings will appear when the portable laptop is directed to that particular building or point.

Similar research can be seen in Chang et al (2015), where researchers present a sense of place through this technology of augmented reality. Chang et al (2015) brings back the atmosphere of the past through this technology. The way they use is based on the principles of interpretation, among others: ensuring there is a bond and connectivity between visitors and historical places based on visitors' personal experience; increase visitor interest and ensure visitors understand the place visited; show the uniqueness of the place; invite visitors to be more active to explore historic sites and inspire and educate visitors through the

places visited. The media used and the style of delivery are through the technology of Augmented Reality which contains films, photos, songs, sounds related to ancient times (Chang et al. 2015).

Augmented Reality is also used to reconstruct buildings that have been damaged. This can be seen in a study by Girbacia et al. (2013) who restored virtually the damaged parts of Black Church, a church in Brasov, southeast of Transylvania, Romania. Parts were damaged by great fire are virtually displayed through augmented reality technology, thus visitors can view the church building as a whole (ibid). Augmented Reality Technology allows users to directly witness the stage of development and history of certain buildings and sites. The combination of additional information virtually and real scenes will enhance the feeling and experience of visitors at the scene. This technology can also present damaged artifacts by making them intact artefacts through mobile phone and tablet screens. Therefore, visitors can learn directly at the site.

Augmented Reality in Indonesia

In Indonesia, research and application of augmented reality have been carried out in many sectors. In the sector

of education, augmented reality are used as a learning medium in Natural Sciences (Khotimah and Ardian 2017); interactive learning Basic Chemistry courses (Kamelia 2015); learning of the human blood circulation system (Tambayong et al 2016) ; human respiratory system (Novitasari and Arianto 2017; human digestive system (Saputro and Saputra 2015); educational character of early childhood (Senduk and Karouw 2016) ; numeracy recognition in Kindergarten (Abdullah 2014) letter and number recognition (Huda and Purwaningtias 2017); design of dinosaur encyclopaedia (Putra 2013) and solar and lunar eclipse study (Putra 2013) and easy ways to learn Islam's prayers (Adrianti et al 2016).In the trade and marketing sector, augmented reality can be found in research on housing marketing and sales (Hidayat 2015; Gonydjaja and Pratomo 2016); Furniture product display (Muhammad 2014). In navigation and exploration, the augmented reality are implemented in showing the directions of the Stimata Campus (Pratama and Anwar 2013); Searching for Post Office in East Jakarta (Rachman 2013); searching for places of worship in Bekasi and Solo (Triyanti and Marleen 2014; Novitasari and Sulistyanto 2017) and geographic information systems for location of campuses in Bali (Atmojo and Paramartha 2014). In food and beverages,

the use of Augmented Reality can be found in work by Setiawan and Haryanto (2012) which makes the detector application for traditional food expiration dates. In the same field, Fuad et al. (2017) utilise Augmented Reality as a medium for information on the nutritional content of Durian Fruit.

In Indonesia, Augmented Reality is used for the promotion historical buildings in Semarang City (Setiawan et al 2013) and the augmented reality-based quiz application is augmented to the museum (Yudiantika et al 2014). In the field of culture and cultural preservation, the augmented reality are found in the use of the introduction of Indonesian traditional houses (Prabowo et al 2015); South Sulawesi traditional house learning media (Johan and Syarif 2015); Central Java traditional musical instruments (Setyawan and Dzikri 2016) and adventure games about Rama and Rahwana (Lubis et al 2016). The use of Augmented Reality to the sectors associated with printing, can be found in Interactive brochures (Lengkey et al 2014; Meta 2015) and in the Radar Banyumas newspaper (Saputra et al 2015)

Augmented Reality and Tourism

Self-service technologies have been introduced as part of smart tourism by various tourism organisations. The

latest and easily accessible self-service technologies in order to implement smart tourism is mobile technology. The active and dynamic nature of tourists have made mobile technology is naturally appropriate to accommodate the nature of tourists. Currently, mobile technology is used actively as a new form of service in the world of tourism (Gretzel et.al. 2015).

The use of Augmented in the tourism industry will be very practical, because Augmented Reality is used to help tourists to understand better the life and environment of the places where they are located. The main advantage is that tourists can view the information about interesting objects that are placed directly in a three-dimensional environment (Yovcheva et.al., 2013).

Various examples of the use of Augmented Reality can be found in tourism area in Indonesia. Examples of applications can be seen in catalogues of tourist attractions in Yogyakarta (Dewi and Waryanto 2016); website design based on Augmented Reality (Dharmawan and Lubis 2017) as well as tourism promotion activities in Lampung (Zaini and Endah 2015) and in Purbalingga (Tahyudin and Saputra 2017). In particular, in Bali, the use of Augmented Reality in tourism sector, still limited to the use of using markers (in general the printed media) and not using location based positioning

(markerless). This use can be found in the introduction of the layout of the Ulun Danu Batur Temple (Darmawiguna et al 2014); Pura Luhur Batukaru (Anindya et al 2014) and Pura Lempuyang (Cahyani et al 2014). These three studies are still limited by how to design and more technical, rather than asking users' opinions about the use of this technology.

Interpretation of Cultural Heritage (Heritage Interpretation)

According to ICOMOS (2008), interpretation refers to the overall activities intended to increase public awareness and increase understanding of cultural heritage sites. Interpretation enriches the way we view life by engaging emotions, enriching experiences and deepening understanding of people, places, events and things from the past and present. The definition of ICOMOS and the Association for Heritage Interpretation refers to the interpretation concept presented by Tilden in his book *Interpreting our heritage* (1957). For more than 50 years, the principle principles contained in this book remain a reference for managers of museums and cultural heritage sites. Here are six basic principles from Tilden about Interpretation:

Table 1: Tilden's Six Basic Principles

| No | |
|----|---|
| 1 | Any interpretation that does not somehow relate what is being displayed or described to something within the personality or experience of the visitor will be sterile. |
| 2 | Information, as such, is not Interpretation. Interpretation is revelation based upon information. But they are entirely different things. However, all interpretation includes information. |
| 3 | Interpretation is an art, which combines many arts, whether the materials presented are scientific, historical or architectural. Any art is in some degree teachable. |
| 4 | The chief aim of Interpretation is not instruction, but provocation. |
| 5 | Interpretation should aim to present a whole rather than a part, and must address itself to the whole man rather than any phase. |
| 6 | Interpretation addressed to children (say up to the age of twelve) should not be a dilution of the presentation to adults, but should follow a fundamentally different approach. To be at its best it will require a separate program |
| | |

Source: Tilden (1957)

The relevance of the basic principles of interpretation of this version of the research conducted by researchers is the content of the application. Interpretation of cultural heritage also includes various ways to communicate history and cultural heritage to tourists or visitors. This way of communicating either directly or known as live interpretation or through the media. Live interpretation is generally done by a guide or someone who is dressed or plays a character in a century / past. Whereas interpretations using media (slideshows, movie headsets, sound systems, music, mannequins), can generally be found in museums or historical sites (Howard 2003). A similar statement was stated by ICOMOS (2008) that the scope of communication of interpretations can be done through print and electronic media, public lectures, education programs, community activities, and research, training (ICOMOS 2008)

The link between the concept of Heritage interpretation and this research is to offer new media for interpreting cultural heritage through the Augmented Reality. Augmented Reality Applications have advantages over the existing guidance tools, which are generally only limited to sound in an outdoor area or photos and videos in an indoor. The Augmented Reality Application can be accessed in an open space with audio visuals.

Communicating the history of cultural heritage through Augmented Reality Will be very interactive because users can carry media anywhere that contains audio-visual content.

METHODS

This research has been at the stage of prototyping of the application. Therefore, in the first year the data collection method was focused on documentation, interview and making a prototype.

Documentation Study

This method was used in order to seek for old photos to be used as a database on the application. These old photos will be used as virtual data layering a real situation. This is in accordance with the concept of Augmented Reality. Searching for old photos is not merely limited to the world wide web or the internet, but also searches for old books, newspapers, magazines and all print media that allows researchers to find old photos located in Sanur, Kuta and Uluwatu. The first location that the researcher is the Bali Post Office on Jalan Kepundung number 67, because researchers believe that the Bali Post which was established in 1948 certainly has an old archive they have stored and contains photos of Bali in the

past. But apparently, the Bali Post Office did not keep old newspapers published in the 1970s and 1980s, in their libraries only newspaper clippings were available in the early 2000s to date. It applies also to Nusa Daily, a competitor of Bali Post. Through a visit to the office in the two newspapers, the researcher gain the information that the regional archive and library office located in Renon, keeping archives of old Bali Post and Nusa newspapers from the early 1970s to the 1980s.

The search for these old photos even reach to Singapore, precisely at the Kinokuniya Bookstore, the most complete and largest bookstore in Southeast Asia. Finally the researchers asked for help from several friends who are studying in Europe, especially the Netherlands, to find books about Bali in the 1970s and 1980s. Researchers focused on the Lonely Planet travel guide book published in the 1070s and 1980s

Interview

Some interviews were conducted in order to obtain the information about Kuta, Sanur and Uluwatu... From these interviews, information obtained is about the history of these places. The interviews were conducted with the aim of making a narrative which later included in prototype. Hence, when tourists use this

application, tourists not merely see pictures or photos on the application however also listening to narrative stories about areas, this is where there is a collaboration between Digital Tourism and Tourism Heritage occurred.

Observation

One of the most common types of observation is usability study observation. Usability research involves users who try to use a prototype. This method in this era is widely used to understand how people work with mobile equipment such as mobile phones. The purpose of testing is directed at finding deficiencies that cause problems for users and the challenges they experience when using the mobile device. Recently, a number of writers have adopted and contributed to the development of usability testing methods for mobile devices (Oulasvirta, 2012; Kjeldskov and Skov, 2014). In line with the purpose of the research conducted, the study of the usefulness of mobile devices is felt appropriate, because it allows getting more data and information about problems that may be experienced by users of Reality.

The application prototype produced

Making this application was time consuming because it was fairly complex. In the early stages of making this prototype there were many errors and also the inability of programmer to understand the researchers' ideas. The most obvious complexity is when determining the ordinate position of a tourist attraction where old photos appeared and layering the situation or real space. Then, the second problem that arises was the addition of the slider button. This button is very significant for this application prototype because through it, old photos can be made modified. The photos must be able to be displayed through the degree of transparency (translucent, transparent and opaque). Certainly, the foremost purpose of this application is be able to display a comparison between present and past condition of tourist attractions through the degree of transparency of old photos.

Figure 5 shows the opening page when this prototype is opened. A green circle logo represents a time tunnel. This logo had been through many changes since the researchers wanted to ensure the logo will attract potential users to download the application available on Android and IOS. The use of the Lempuyang temple at the beginning of the page is to represent

Heritage tourism and Balinese culture , Lempuyang is also known as one of the favourite tourist attractions in Bali.

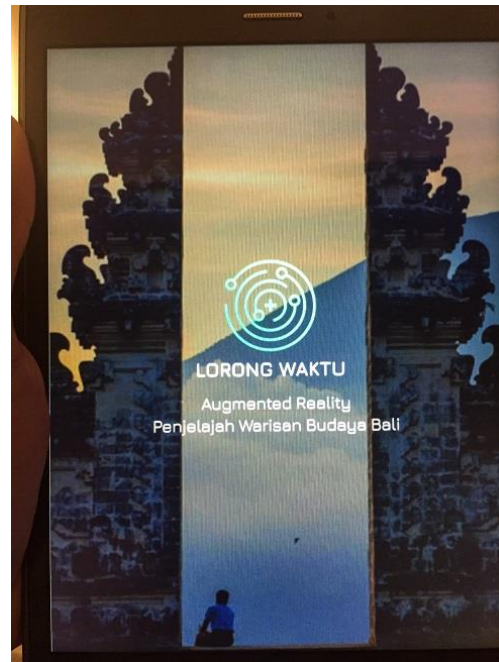


Figure 5: Opening page of Application Prototype

Source : Lorong Waktu app

Figure 6 shows about the information of this application where it can be seen offering a new experience of traveling in exploring cultural heritage in Bali. In this application is also informed to choose the desired menu and then directing the camera on mobile phone or tablets, thus information of Bali cultural heritage will be appeared according to the selected location. This information is available, both in photos and audios.



Figure 6: Information page of application prototype

Source : Lorong Waktu App

Figure 7 depicts the main menu of this application prototype. In this menu, there are three options such as play, info, exit. Firstly, Play tab displays location at three areas, namely Uluwatu, Sanur and Kuta. Then from there tourists can be directed to the desired tourist attractions, the old photos will appear along with the slider and audio in the form of narration. Secondly, the info menu explains about this application, the usage and finally, the exit menu is when user want to leaves the apps.

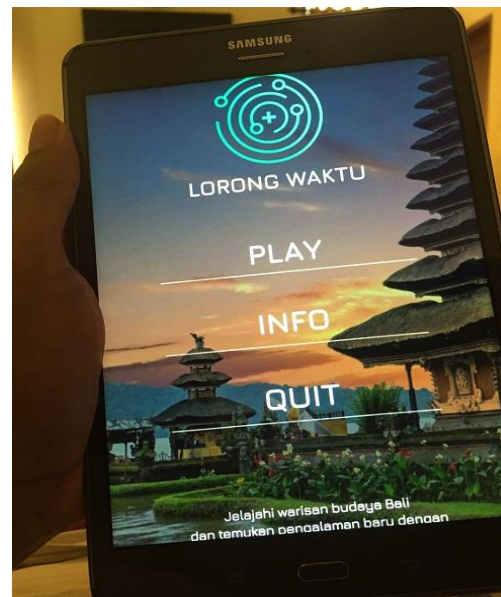


Figure 7: Main Menu of the Application Prototype

Source : Lorong Waktu App

This a three-year research will continue in the second year by compiling more old photo photos in Uluwatu, Sanur and Kuta area. In addition, the narrative is not solely available Indonesian language where only domestic tourists are targeted, however there will also be narratives in Mandarin and English. Mandarin narrative will be conducted by students from China who studies at Tourism Faculty of Udayana University. It is hoped that with Mandarin language option, there is an opportunity to promote this product to Chinese tourists who visit Bali. Narrative will also employ a narrator who has English as mother tongue. This will be attained by researchers from their Australian colleague or if it is not likely

obtained it will be done through someone who is a mixed or descendant using English in everyday life. This is an extraordinary discovery and breakthrough since it is able to increase the selling power of cultural heritage-based tourism to tourists visiting Bali, both local and foreign tourists, in this case those who speak English and Mandarin.

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The Role of Local Government in Fostering the Economic of Community: A Lesson from Tourism Development at Nusa Penida Islands of Bali

Eka N. Kencana

Center of Excellence in Tourism Udayana University

Corresponding author: i.putu.enk@unud.ac.id

ARTICLE INFO

Received
25 February 2019
Accepted
04 March 2019
Available online
18 March 2019

ABSTRACT

For Bali and its administrative territories, tourism and the related sectors are very important for their development agendas. Referring to Bali Statistic Office, the agricultural sector and food and beverages services, contribute more than one-third of Bali's gross regional domestic product (PDRB) for the year 2017. It is not surprising, then, tourism and the related industries have been positioned as the important pillars for the economic development of Bali. Consisting of nine regencies or city, Klungkung, after Denpasar city as the capital of Bali, is the second smallest region with its area is 315 km square or approximately 5.59 percent of Bali area as much as 5,366.66 km square. In the last five years, the local government of Klungkung is intensively developing Nusa Penida district as a marine tourists destination. The aim of this essay is to study the causal relationship between government roles and the economic benefit of tourism for the local people. A hundred and thirteen people of Nusa Penida were questioning their perception regarding the benefits of tourism for their families. Applying variance-based SEM, this work found the roles did not directly affect the economy of local people. However, by the mediation of tourists' behavior as well as the tourism industries at Nusa Penida, the role of Klungkung's government is significantly influence the economy of Nusa Penida people.

Keywords: coastal tourism, economic benefits, Klungkung, PLSc, roles.

INTRODUCTION

Background

Klungkung is the smallest regency amongst nine regencies/city in Bali Province. Its area covers about 5.58 percent of Bali area which is as much as

5,366.66 km squares. Refers to Klungkung Statistic Office, the economic of Klungkung in the year 2017 is dominated by the agricultural sector (BPS, 2018) with its contribution as much as 22.43 percent, then is followed by accommodation services and food and

beverage supplies around 14.44 percent. Comparing to the economic growth of Bali Province, the growth of Klungkung in the year 2017 is slightly less than Bali, i.e. 5.59 percent and 5.34 percent, respectively (BPS, 2018)(BPS Provinsi Bali, 2018). Despite these figures, tourism at Klungkung grows very fast. The number of domestic and foreign tourists visit the destinations at Klungkung increase 41.7 percent for period 2013-2017. In the year 2013, the number of domestic and foreign visitors to Klungkung was recorded 298,979; increase to 423,626 visitors in the year 2017 (BPS, 2018).

Nusa Penida islands of Klungkung is located at the southern part of this regency, is very popular for its beach panorama. In the year 2017, this district contributes almost 70 percent to the total visitors of Klungkung. Besides the beach, Nusa Penida island is well-known for the natural dolphin attraction as well as for other coastal attraction. Based on the three favorite destinations or villages on this island, i.e. Toyapakeh, Lembongan, and Jungutbatu village, tourism at Nusa Penida can generate 1.025 billion rupiahs in 2016 (BPS, 2017).

From the macroeconomic angle, no one doubts the importance of tourism development at Nusa Penida for fostering the economies of the local community.

However, to the best of our knowledge, no research has been conducted to study the influences of tourism at the microeconomic level. In addition, if the effects exist, the mechanism of tourism could give benefits to the economies of local people is still unclear. Noting these facts, our work aims to reveal the role of Klungkung's government in fostering the economies of local people at Nusa Penida islands.

A recent study regarding the effect of local regulation on business behavior showed the local government of Badung, the center of Bali tourism, has been successfully regulated the hospitality businesses at Kuta and Nusa Dua areas. According to the leaders in both areas, tourism industries in Badung have been successful in implementing the philosophy of sustainable tourism development. Through the combination of the community needs and government development goals, by hearing the community voice and as well as in getting the local bodies to involve in local tourism development; the active participation of local people in the development process has been built and promoted (Kencana, 2016).

In accordance with the economic impacts of tourism, many researchers argued, despite the positive influences to increase people income at the destination,

tourism also triggers unfair competition among small-scale businesses and the increasing of consumable prices, as the two dominant negative impacts of tourism from economic views. Okazaki in his research at Palawan, the Philippines, believed the importance of community participation in tourism activities is essential for the community to get more benefits than the burden costs of it (Okazaki, 2008). The community participation as an effect of local government roles and businesses behavior has been proved significantly influence the positive as well as negative impacts the economies of host people (Chiang and Huang, 2012)(Tosun, 2002), with proper and active participation, these positive impacts would increase whilst the negative effects would reduce (Kencana, 2017)(Sanchez, 2009).

Research Objectives

Referring to the paper by Sanchez (Sanchez, 2009), there are four important elements in determining the successfulness of the development process of tourism, namely the communities' attitudes, participation mechanism, tourism benefits, and the challenges in realizing participation. In general, there are exist some push as well as pull factors to make people want to participate and/or barrier

<http://ojs.unud.ac.id/index.php/eot>

their participation. In short, economic benefits are argued as the primary motive for positive participation.

Based on those arguments, this work aims to study the roles of local Klungkung government in fostering the economic benefits for people at Nusa Penida islands regarding tourism development at this destination. The primary hypothesis in this work is the roles of local government has impacts on the economy of local people, and two secondary hypotheses are the behavior of tourists' industries and visitors' attitudes contribute to the people income, significantly.

METHODOLOGY

To study the influence of local government roles to the economic benefits for the local community, a hundred and fifteen people of Nusa Penida were selected as the respondents. A tested questionnaire with 5-scaled Likert's items is administered to collect people perception regarding the proposed model which is involved 4 constructs, i.e. (1) the government's role, (2) the businesses' behavior, (3) visitors' attitude, and (4) the economic benefits for the local community. Prior to the distribution, the instrument was tested on a pilot study conducted at Pantai Berawa in the

121 e-ISSN: 2407-392X. p-ISSN: 2541-0857

southern of Badung regency. This area is relatively homogenous with the beach and people of Nusa Penida. The pilot study is aimed to elaborate on the items' validity and the instrument's reliability.

The data for this work were collected on July 2018 at Nusa Penida by questioning the respondents about the perception regarding the government roles, the attitudes of visitors as well as the businesses' behavior on tourism activities at this destination. They were also asked either tourism gives benefits or not for them and their family as well. The data were analyzed by implementing variance-based structural equation modeling (VB-SEM) technique in SmartPLS 3.2.4 from Ringle et al. (Ringle, Wende and Will, 2017). The structural model for this work that involves four constructs is depicted on fig. 1 with the hypotheses as follows:

- H₁: the local government role in developing Nusa Penida tourism successfully increase the economic benefits for the community;
- H₂: the local government role in developing Nusa Penida tourism is significantly affecting industries' behavior;
- H₃: the local government role in developing Nusa Penida tourism is significantly influencing visitors' attitude;
- H₄: the behavior of hospitality industries or businesses that are operating at Nusa Penida island is significantly contributing to the economic benefit of tourism; and
- H₅: visitors' attitude is significantly contributing to the economic benefit of tourism at Nusa Penida.

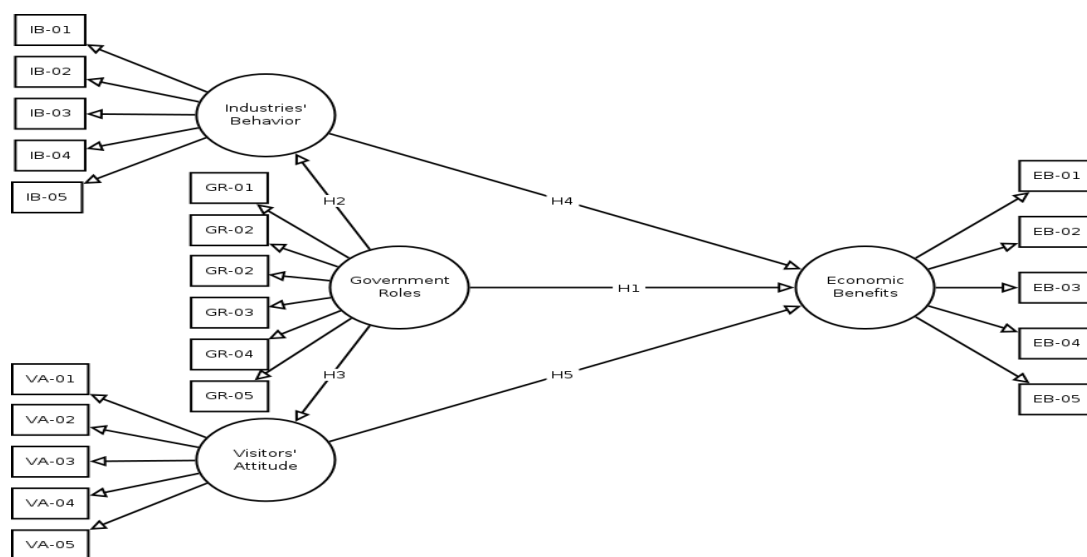


Figure 1. The Operational Model of the Research

RESULTS AND DISCUSSION

Characteristics of Respondents

After careful inspection, two of the 115 questionnaires that are filled were not eligible to be included in the analysis because of incomplete responses. The average age of the respondents is 40 years with the smallest and largest age recorded are 20 and 70 years, respectively. Judging from the length of life at Nusa Penida, on the average the respondents have lived in their village for 37 years, with a standard deviation of 14 years. In addition, most of the respondents have completed a high school or higher education level, and most of them support their families by working on the agricultural sector (7.5 per cent), micro/small industries (12.7 per cent), transportation (10.0 per cent), as well as general trade, hotels and restaurants industries (17.3 percent).

The Structural Equation Model (SEM)

Basically, the SEM consists of two sub-models, the outer or measurement model, and the inner or structural model. Referring to Hair et al. [11], both models must be checked before the inferential

were made. On SEM, the outer model will represent the relationship between a construct with its indicators, and the inner or structural model outlines the causality amongst constructs. For the outer model, the mathematical representation of the relationship between construct and its reflective indicators as follows:

$$x_i = \gamma_{0j} + \gamma_{1j} \xi_j + \delta_i; i = 1, \dots, p; j = 1, \dots, q \quad (1)$$

In equation (1), p and q represent the numbers of indicators of respective latent and the number of constructs on the developed SEM, respectively. At the analysis stage, x_i and ξ_j are stated in the standardized form so that the γ_{0j} is eliminated from equation (1). The summary of the analysis for the measurement model by utilizing SmartPLS 3 (Ringle, Wende and Will, 2017) is shown in Table 1. This analysis is doing by applying the consistent partial least square technique (PLSc) from (Dijkstra and Henseler, 2015) that was proven more powerful than the traditional PLS.

Table 1. The Summary of Measurement Model Analysis

| Latent Variable | Code and Item Description | Outer Loading | p-Value |
|--|---|---------------|---------|
| Government Role α Value = 0.809 ρ_A Value = 0.860 CR = 0.805 AVE = 0.432 | GR-01 High and clearly commitment | 0.741 | 0.000 |
| | GR-02 Combining top-down and bottom-up approaches | 0.547 | 0.000 |
| | GR-03 Develop effective regulation in sustainable tourism | 0.784 | 0.000 |
| | GR-04 Consistent law enforcement | 0.735 | 0.000 |
| | GR-05 Actively in fostering the local participation | 0.588 | 0.000 |
| | GR-06 Actively in fostering the involvement of local bodies | 0.499 | 0.000 |
| Industries' Behavior α Value = 0.774 ρ_A Value = 0.808 CR = 0.781 AVE = 0.426 | IB-01 Prioritizing the local workforce | 0.521 | 0.000 |
| | IB-02 Manage waste properly | 0.716 | 0.000 |
| | IB-03 Respect the local values and traditions | 0.820 | 0.000 |
| | IB-04 Actively in maintaining destination security | 0.820 | 0.000 |
| | IB-05 Contributes financially to traditional activities and rituals held by local communities | 0.454 | 0.000 |
| Visitors' Attitude α Value = 0.820 ρ_A Value = 0.839 CR = 0.820 AVE = 0.484 | VA-01 Visitors easily mingle with the local community | 0.609 | 0.000 |
| | VA-02 Visitors are able to communicate with the host | 0.698 | 0.000 |
| | VA-03 Visitors appreciate the traditions and culture of local people | 0.852 | 0.000 |
| | VA-04 Visitors respect the holy areas in the destination | 0.756 | 0.000 |
| | VA-05 Contribute financially to traditional activities | 0.515 | 0.000 |
| Host Perception of Economic Benefit α Value = 0.758 ρ_A Value = 0.881 CR = 0.789 AVE = 0.466 | EB-01 Increasing employment opportunities | 0.791 | 0.000 |
| | EB-02 Increasing business opportunities | 0.973 | 0.000 |
| | EB-03 Increasing the income of family members | 0.727 | 0.000 |
| | EB-04 Increasing the quality of public facilities | 0.375 | 0.002 |
| | EB-05 Increasing the number of public facilities | 0.297 | 0.002 |

Note:

α value = Alpha (Cronbach) coefficient

ρ_A Value = Rho (Dijkstra) coefficient

CR = Composite Reliability

AVE = Average Variance Extracted

The highlighted numbers are below the threshold

Table 1 shows all of the constructs have some invalid items (the outer loading values is less than 0.70 as the lowest threshold (Hair *et al.*, 2014)) and the average variance extracted (AVE's) of all constructs less than suggested as much as 0.50 (Peng and Lai, 2012). Referring to

this finding, the indicator with the smallest outer loading for each respective construct is eliminated, and then the outer model is re-analyze sequentially until the remaining items have values fall within desirable criteria. At the final stage, one indicator of visitors' attitude, two indicators of

industries' behavior and the economic benefit constructs, and three indicators of government roles were eliminated. The

final measurement (after the invalid indicators were eliminated) quality of each construct is depicted in Fig. 2:

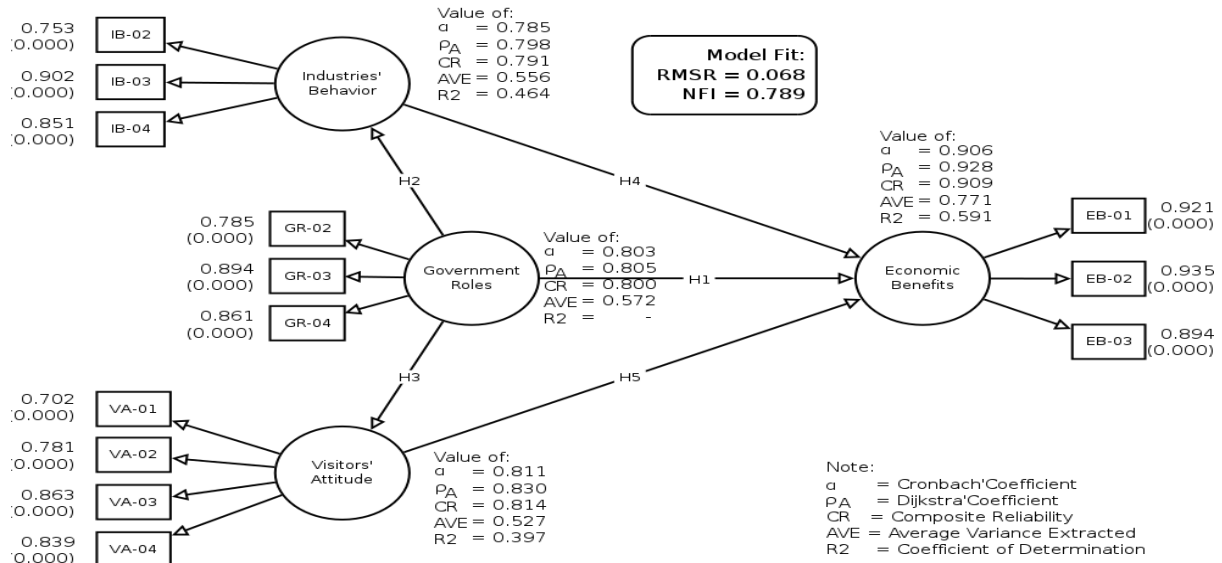


Figure 2. The Measurement Quality of Constructs

For a latent variable or construct with reflective indicators, besides the loading values and the AVE's, the researcher has to validate the composite reliability (CR), the ρ_A or Dijkstra's coefficient, and the discriminant validity of a construct. The lower bound of the CR and ρ_A are 0.70 (Park, 2009) and 0.70 (Dijkstra, Ringle and Henseler, 2015), respectively. As depicted in Fig. 2, all the remaining indicators have outer values above 0.70 and four constructs have the AVE's, the α 's, the ρ_A 's, and the CR's are greater than the thresholds were suggested. From this finding, the inner or structural model is valid to be analyzed.

Utilizing the bootstrap procedure

on SmartPLS that was set to run for 5,000 sub-samples, we checked our structural model. This model represents the significance of the causal relationship between exogenous and endogenous construct, directly or indirectly through mediation or moderation of another construct. The results are listed in Table 2. Referring to Fig. 1 and Fig. 2, there are five hypotheses about the direct effects of an exogenous to its respective endogenous one. Table 2 showed two out of these hypotheses could not be accepted at 5 percent of significance level, namely the direct effect of government roles and industries' behavior on the economic benefits perceived by the local community.

The other three paths demonstrate the significance of exogenous' effect on its respective endogenous construct.

To infer the determination coefficient of an endogenous construct (R^2), we follow the criterion suggested by Chin (1998) in Kencana and Manutami (2017). According to Chin, the threshold values to declare an endogenous construct is weak, moderate, or substantial are 0.19, 0.33, and 0.67. Noting the R^2 s of three endogenous constructs are greater than 0.33 but less than 0.67, we argued all of them have been moderately explained by its exogenous one.

The last step in conducting SEM is assessing the model fit. Some criterion has been proposed to approximate the fitted model. According to Henseler, Hubona and Ray (2016), currently, the only available model criterion fit is the standardized root mean square residual (RMSR) with the cut-off value of 0.08 is accepted for stating the PLS model has an adequate power to explain the causal relationship amongst constructs. For the final model, we got the RMSR of 0.068, is less than the cut-off value. This finding assures us to go further in establishing the interpretation of the hypotheses.

Table 2. The Summary of Structural Model Analysis

| Type of Effect | The Constructs | | | Hypothesis | Path value | p-value |
|------------------|----------------------|--|----------------------|------------|------------|---------|
| | Exogenous | Mediation | Endogenous | | | |
| Direct Effects | Visitors' attitude | – | Economic benefits | H5 | 0.529 | 0.000 |
| | Industries' behavior | – | Economic benefits | H4 | 0.192 | 0.141 |
| | Government roles | – | Visitors' attitude | H3 | 0.515 | 0.000 |
| | Government roles | – | Industries' behavior | H2 | 0.546 | 0.000 |
| | Government roles | – | Economic benefits | H1 | 0.023 | 0.855 |
| Indirect Effects | Government roles | Industries' behavior | Economic benefits | – | 0.105 | 0.149 |
| | Government roles | Visitors' attitude | Economic benefits | – | 0.272 | 0.008 |
| Total Effects | Visitors' attitude | – | Economic benefits | – | 0.529 | 0.000 |
| | Industries' behavior | – | Economic benefits | – | 0.192 | 0.141 |
| | Government roles | – | Visitors' attitude | – | 0.515 | 0.000 |
| | Government roles | – | Industries' behavior | – | 0.546 | 0.000 |
| | Government roles | Industries' Behavior <i>and</i> Visitors' Attitude | Economic benefits | – | 0.400 | 0.000 |

Source : own calculation (2018)

Note : the highlighted numbers showed an insignificant effect

Discussion

Our work revealed the direct effects of the government roles and industries' behavior did not significantly contribute to the economic benefits of tourism at Nusa Penida islands, as perceived by the local communities (H_1 and H_4 could not be accepted). However, contrary to these findings, the local people perceived the visitors of Nusa Penida brought some positive effects on their economic (H_5 is accepted).

Fig. 2 showed, from the economic perspective, the local people perceived tourism activities at their villages increase the business as well as job opportunities as the dominant impacts. The outer values for both indicators (EB-02 and EB-01) are 0.935 and 0.921, respectively.

However, by looking at the dominant reflective indicator of the industries' behavior with the biggest outer loading is the industries respect the local values and traditions (IB-03), it is clear that local people did not perceive the significant effect of the tourism industries' existence. An analogous explanation can also be made to reveal the insignificant effect of government roles in enhancing the local economies. The greatest value for the outer loading of three reflective indicators of the roles is found in developing effective regulation to assure tourism at Nusa Penida sustain (GR-03).

The insignificant effect of the local government roles in enhancing the economies of local people, directly, can not be separated from the characteristic of this research is conducted in a short time manner. Referring to Mansuri and Rao (2004), to develop community-based driven tourism, a long time horizon is needed so that the local people get the economic benefits as well as socio-cultural and environmental benefits. Meanwhile, the regulations in the short run, directly and significantly, affect industries' behavior and visitors' attitude. Through the power 'to control and manage' the tourism resources, the local government has been perceived successful in building sustainable tourism of Nusa Penida islands by developing effective business regulations and law enforcement. However, our work showed the direct (significant) effect of visitors' attitude on the local economies. The appreciation of visitors to local traditions and/or culture in the 'entrance fee' as well as donation, people feel the tourists have made a direct contribution to their economies.

Despite the insignificant effect of government roles to enhance the economies of local people directly, the roles are effectively regulated the industries' behavior as well as visitors' attitudes in tourism activities at Nusa Penida islands. Noting these facts, H_2 and

H₃ cannot be rejected. Furthermore, through the roles were developed to regulate industries' behavior and visitors of Nusa Penida, the roles of Klungkung government in fostering the economies of people at Nusa Penida have a significant effect.

In addition, by combining top-down and bottom-up philosophies to the development of the destination, the people of Nusa Penida believe their voices will be recognized and be considered in tourism planning. Leksakundilok in his research stated that combining the power of local government, tourism industries, and the capacity of local people is necessary to improve the positive impacts of tourism for the community (Leksakundilok, 2004). By the mediation of tourists' attitudes and industries' behavior, the effect of local government roles on the economic benefits of tourism become significant with the path value of 0.400.

CONCLUSIONS AND FURTHER RESEARCH

This work reveals the insignificant effect of business' behavior and government' roles, directly, in improving the economic benefits of people at Nusa Penida islands regarding the tourists' activities in their own yards. The immediate effects of tourism at this

destination especially for the improvement of economic benefits have come from visitors' activities. However, to make it sustainable, the local people must also empower their capacity as well as their competencies in providing qualified tourism products/services. The collaboration works amongst industries, government, the local bodies, and the other stakeholders are important to realize Nusa Penida as a community-based sustainable destination. In addition, another important finding of this work is the ability of local government roles to foster the economic benefits of tourism for people of Nusa Penida islands, in the short-run, only by the mediation of visitors' attitude and tourism-related businesses' behavior.

The limitation of this work is the assumption about people's perception of villages with massively tourist's activity is indifference from the villages that are newly developed as tourism destinations. Future researches should consider this assumption by differentiating the people according to the development phase at their village. In addition, future research is also suggested to categorize the respondents according to their status in the community. Community leaders might have a different opinion regarding the impact of tourism when it is compared to the opinion from community members.

ACKNOWLEDGMENT

This work is funded by the Faculty of Mathematics and Natural Sciences – the Udayana University of Indonesia, based on contract No. 2034/UN14.2.8.II/LT/2018, dated March 26, 2018.

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The Effects of "Search Engine Optimization" on Marketing of Diving Companies in Bali

Iola Astried Karisma¹, I Nyoman Darma Putra², and Agung Suryawan Wiranatha²

¹Master Student in Tourism Program, Udayana University - Bali

²Centre of Excellent in Tourism, Udayana University - Bali

Corresponding author: iola.karism@gmail.com

ARTICLE INFO

Received
28 February 2019

Accepted
18 March 2019

Available online
31 March 2019

ABSTRACT

The strategic location of the island of Bali which is surrounded by sea has a great potential for people in Bali to establish a diving company. Some diving companies in Bali have made various strategies to compete offering diving tour packages. Marketing through the internet is the best way that most diving companies in Bali have recently taken. However, to be able to compete with other similar companies on the internet, the website must be easily accessible to internet users, i.e. by appearing on the first page of the Google search engine. SEO or search engine optimization is an internet marketing strategy that serves to increase website visibility by targeting certain keywords. The use of SEO can have a positive impact on increasing online sales, increasing website visibility and brand awareness on the internet. This study aims to analyze the extent to which SEO techniques have a positive impact on the marketing of diving tourism in Bali through the internet, using quantitative descriptive methods. The research was conducted in three selected companies, namely Bali Diving, Atlantis Dune, and Scuba Adventure. The results of the study showed that diving companies in Bali have obtained all the positive impacts of SEO. These impacts were increasing website visibility, brand awareness, and sales.

Keywords: Diving in Bali, Internet Marketing, SEO, Bali Tourism.

INTRODUCTION

Background

The beauty of the beach of Bali Island has great potential for developing business in the field of marine tourism,

especially diving operator. Each diving spot in Bali presents its own uniqueness to explore, such as the Manta ray center in Nusa Penida, underwater garden in Pemuteran, and ship wreck spots in Amed and Tulamben (Asia Web Direct, 2018).

The potential of diving tourism in Bali Island can actually be developed in almost all regencies. The big contribution is also given by the island of Bali in an effort to increase Indonesia's foreign exchange, with most of its income coming from the marine tourism sector, especially diving and snorkeling activities (Hidayah, Sunarti and Hakim, 2017). According to Wiranatha, Suryawardani, Bendesa, & Antara (2016), the level of satisfaction of foreign tourists in diving activities in Bali were mostly satisfied, ranging between 78.5% and 95.6%. The highest level of satisfaction was dive guides (95.6%) and the lowest was accessibility to the diving sites (78.5%).

The magnitude of the diving business potential in Bali raises several foreign and local companies that compete to offer diving tour packages in Bali. Internet marketing is the most effective way chosen by several diving companies in Bali to compete in marketing diving tourism packages. SEO or search engine optimization is one of the internet marketing strategies that recently began to be popular in the community, as well as in the field of diving tourism. SEO strategies are able to help several websites of diving companies in Bali appear on the first page of the Google search engine, so as to be able to compete offering diving packages via the internet. SEO is a website <http://ojs.unud.ac.id/index.php/eot>

optimization strategy by the creation of content and using certain keywords so that websites can be easily found on search engine pages (Rahman, 2015). The use of SEO can have a positive impact on the company, especially in increasing website visibility, brand awareness, and sales of company products.

According to the ranking of the diving websites on the Google page, there are three diving companies that always succeed in occupying the first page of the Google search engine, with keywords 'dive in Bali' and 'diving in Bali'. The three companies are Adventure Scuba Diving, Atlantis Dune, and Bali Diving. Through these companies, samples were taken to prove the positive impact of SEO utilization on the diving tourism business competition in Bali through the internet and to find out which of the most influential impacts for each diving company. Currently there is still little research on the impact of SEO utilization on the diving business so that this research is expected to be able to add references to research on SEO in the tourism sector.

METHODOLOGY

Theories

The theory of internet marketing was used in this research. According to Wong (2010), internet marketing is a series of activities carried out by a

company to market a product or service using the internet. Internet marketing provides convenience both in terms of time efficiency, costs, and geographical boundaries of a region. The growth of internet users in each country is also the basis for the formation of internet marketing ideas in various fields, including diving businesses in Bali. One of internet marketing strategy that is used by the diving companies is SEO strategy. SEO stands for search engine optimization, which is one of the internet marketing strategies by optimizing the quality of the website, so that the website can be easily found by information seekers on the search engine pages (Rahman, 2015).

According to Hakim (2011) SEO strategies can be divided into 2, namely on-page optimization and off-page optimization. On-page technique is a technique used to optimize website elements, namely title tags, description tags, urls, and page content. On-page techniques differ from off-page optimization techniques, namely optimization techniques outside the website elements. Off-page techniques are usually in the form of spreading links in the form of social media publications, blogs, and threads in online forums.

SEO strategies can provide several positive effects, namely increasing website visibility on the internet, increasing brand awareness, and selling products (Alam, 2015 in Satibi, Suharyono, & Abdillah, 2017). The three positive effects of SEO are then used as variables in this study, where each variable consists of 2 to 4 indicators. Brand awareness variable according to Homburg, Klarmann, & Schmitt (2010) can be divided into 4 parts, namely top of mind, brand recall, brand recognition, and brand knowledge. Furthermore, according to Joubert, Garg, & Pellissier (2004), an increase in sales can be seen from the company's financial profitability. Variables for increasing website visibility can be measured from global rank and ranking on SERP. Indicators of increasing website visibility can be checked online and periodically using the SEO checking tool, namely alexa.com

Research Methods

The research uses descriptive quantitative method, by conducting a survey directly into the field using documentation studies, questionnaires and interview guidelines. Questionnaires were distributed to consumers of the diving companies and made to measure the brand awareness level variables. The interview guide was used to interview the companies

to measure the success of product sales. Checking the quality of the website was also carried out every day for a month to determine the development of the websites' visibility after using SEO.

All variables were measured in order to answer research questions, namely what are the effects of SEO utilization on the competition of diving businesses in Bali, as well as the most influential effects for each diving company. The data obtained were then described descriptively, presented in the form of graphs and tables, and tested for its validity and reliability so that it is feasible to be used as research data.

RESULTS AND DISCUSSION

All diving companies, namely Adventure Scuba Diving, Atlantis Dune, and Bali Diving have used on-page SEO and off-page optimization strategies. Off-page optimization techniques are shown through the number of backlinks or the dissemination of website information through social media, blogs, and online forums. Bali Diving has around 52 backlinks, Atlantis Dune 107 backlinks, and Adventure Scuba Diving has the smallest number of backlinks, as many as 7 backlinks every month. Furthermore, the on-page SEO technique is demonstrated through the creation of website elements

that match the keywords of diving company products, namely the keywords 'diving in Bali' and 'dive in Bali'. The use of keywords in website elements can be elaborated as follows:

Table 1. Use of Keywords on Website Elements of the Diving Companies

| Domain | www.atlantis-bali-diving.com | www.balidiving.com | www.adventure-scuba-diving.com |
|------------------|---|--|--|
| Meta Title | Full Pack Bali Dive Trip Scuba Dive Bali Atlantis Bali Diving | Bali Diving; PADI Diving courses, Scuba Diving Bali | Adventure Scuba Diving Bali |
| Meta Description | Diving in Bali with total ease to enjoy sighting of exotic marine life. Explore best scuba dive Bali spot with Atlantis International Bali, PADI certified, TripAdvisor 5 starred. Take our Bali diving holiday package for all level of divers from 1.620K/pax. Full equipment. FREE pickup. Multilingual guide. BOOK NOW. | Bali Diving is one of Bali's longest established , internationally accredited Dive Centers located in Sanur, Bali. Try dive, Courses, Fun Diving, Snorkeling . | A small company with a big personality! Adventure Scuba Diving Bali is a PADI dive centre based in Seminyak, Bali. |
| Body Content | Scuba Dive Bali is An Unforgettable Experience And Dune | Welcome To Bali Diving – Bali Diving is | Beginner or First Time – Not sure about scuba diving but |

| | | | |
|--|--|--|---|
| | Atlantis International Bali Invites You To Discover The Incredible Marine Life of Indonesia..... | one of Bali's longest established , internationally accredited PADI Dive Center..... | want to try? How about the PADI discover scuba diving program, come blow some bubbles with a professional instructor..... .. |
|--|--|--|---|

Source: moz.com (2018)

The table above shows that Atlantis Dune, Bali Diving and Adventure Scuba Diving have arranged the content and elements of their websites in such a way by using words that are relevant to the keywords "Diving in Bali" and "Dive in Bali". The frequency of repetition of the words "dive", "diving" and "Bali" on page content, URL, meta title and description can have a positive effect on the ranking of the website on the google search engine page which automatically increases the number of visitors. From Table 1, Bali Diving looks most detailed in arranging keywords in website elements. Conversely, Scuba Diving Adventure seems to be at the least that optimizing the elements of its website by using the keywords "dive in Bali" and "diving in Bali".

Increasing Website Visibility

The use of the keywords "diving in Bali" and "dive in Bali" on the website can signal to Google that the Atlantis Dune

website, Bali Diving, and Adventure Scuba Diving have the right website content to be recommended to internet users who are looking for website content information. Spreading links through social media, articles, blogs and online forums on topics and the use of the right keywords can attract the attention of internet users. The use of SEO to compile the website content of Atlantis Dune, Bali Diving, and Adventure Scuba Diving is the right way to attract prospective customers who use google.com as a tool to search for information about diving in Bali.

Information about diving in Bali; the higher the ranking of the company's website, the greater the possibility of a website to be visited by prospective buyers. To find out the effect of SEO on increasing the ranking of websites on the google page, it was checked every day for a month, from the 1st to the 30th of August 2018. The checking of the ranking of websites was performed manually, namely by searching for information about diving in Bali on the google.com page, use the keyword "diving in Bali". The ranking of the websites of Atlantis Dune, Bali Diving, and Scuba Diving Adventure on the Google search engine can be presented as follows:

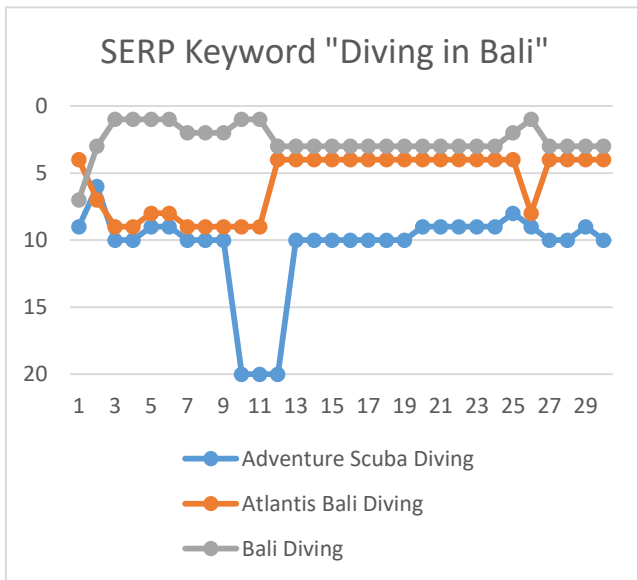


Figure 1. Ranking of Websites of Adventure Scuba Diving, Atlantis Dune, and Bali Diving on Google pages with the keyword "Diving in Bali"

Source: smallseotools.com (2018)

Figure 1 shows that Atlantis Dune and Bali Diving have been ranked quite well on the Google search engine page. Both had static graphics until the end of August 2018. Unlike the two competitors, Adventure Scuba Diving experienced the most obvious ups and downs, until it declined to the second page. If it is viewed from the use of on-page and off-page optimization techniques, Adventure Scuba Diving was indeed still far behind when compared to Atlantis Dune and Bali Diving.

Nevertheless, the global ranking of the three diving companies based on the number of visitors to each website is not too much different. The highest number of visitors is obtained by Atlantis Dune. This is estimated to be caused by the number of

backlinks that are disseminated through blog posts, social media, online forums, and others. Atlantis Dune is known to be balanced in using on-page and off-page SEO techniques. Although the ranking on the Bali Diving search engine page is superior because it has good website content, Atlantis Dune has more visitors than Bali Diving, because it spreads more links on blogs, articles, online forums, and social media. This then relates to the strong increase in brand awareness resulting from the spread of links on the internet.

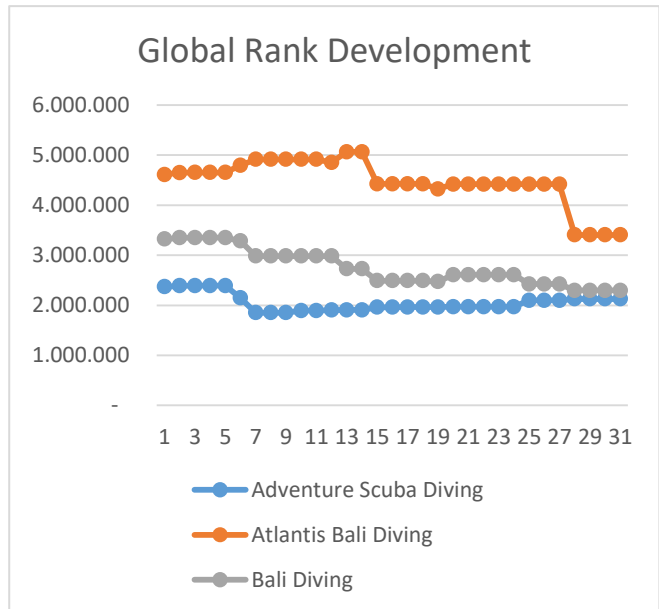


Figure 2. Website Global Ranking of Adventure Scuba Diving, Atlantis Dune, and Bali Diving on Google pages with keywords "Dive in Bali"

Source: alexa.com (2018)

Increasing Brand Awareness

Each respondent of Bali Diving, Adventure Scuba Diving, and Atlantis

Dune was given questionnaires regarding brand awareness that was measured using a Likert scale. The questionnaire was distributed to a total of 90 respondents, where the total respondents were divided equally to the 3 diving companies studied. Thus, each company allowed us to distribute questionnaires to 30 of their consumers who have purchased diving packages. The following is a summary of the results of a total assessment of 90 consumers of Bali Diving, Adventure Scuba Diving, and Atlantis Dune.

Table 2. Results of the Brand Awareness Questionnaires

| Company | Indicator | 1 | 2 | 3 | 4 | 5 | Total score | Index value | Category |
|-----------------|--------------------|---|---|----|----|---|-------------|-------------|-----------|
| Bali Diving | <i>Top of Mind</i> | 1 | 2 | 11 | 14 | 2 | 104 | 69.3 % | High |
| Adventure Scuba | <i>Top of Mind</i> | 2 | 3 | 12 | 9 | 4 | 100 | 66.6 % | High |
| Atlantis Dune | <i>Top of Mind</i> | 0 | 1 | 6 | 14 | 9 | 121 | 80.6 % | Very high |

Table 2 shows that Atlantis Dune has a brand awareness level with the highest value category. The use of Atlantis Dune off-page SEO techniques is so powerful that it influences brand awareness on the internet. Bali Diving, which is ranked the highest one on the Google page, is also fairly high in brand

awareness on the internet. Likewise with Adventure Scuba Diving, although the Adventure Scuba Diving website occupies the lowest position on Google pages compared to others. This is because the three companies are still on the first page of Google, so the level of brand awareness among the three companies is not much different.

Increasing Product Sales

The use of SEO not only has an impact on increasing website visibility and brand awareness, but also increasing online sales. From the results of interviews with each company, it was obtained the estimated data of the number of online consumers in 2017. The data is explained in Table 3.

Table 3. Average Number of Consumers of Bali Diving, Atlantis Dune, and Adventure Scuba Diving in 2017

| Year 2017 | Bali Diving | Adventure Scuba Diving | Atlantis Dune |
|---|-------------|------------------------|---------------|
| Average Number of Consumers Per Month | 100 | 77 | 99 |
| Increased Number of Consumers Per Month | 5.2% | 4.0% | 4.5% |

Each diving company has experienced an increase in sales in accordance with the intensity of the use of SEO techniques. Bali Diving consumers increased by 5.2% per month, Adventure Scuba Diving increased by 4.0% per month, and Atlantis Dune consumers increased by 4.5% per month. It can be concluded that Bali Diving, Adventure Scuba Diving and Atlantis Dune have experienced the increase of the number of consumers who buy the company's diving packages every month during period 2017. The average number of consumers per month of the three companies is quite high, namely 100 persons for Bali Diving, 77 persons for Adventure Scuba Diving, and 99 persons for Atlantis Dune. An increase in the number of consumers per month can automatically affect the level of corporate income from previous months.

CONCLUSIONS AND SUGGESTION

From the results above, it can be concluded that the use of SEO has a positive impact on Bali Diving, Atlantis Dune, and Adventure Scuba Diving, as examples of diving companies that use SEO. With maximum application of SEO techniques, the three diving companies have always managed to appear on the

first page of Google and compete to introduce brands and to sell diving packages through the internet. Thus the maximum utilization of SEO techniques has a positive effect on increasing website visibility on Google pages, increasing brand awareness, and increasing sales. All positive impacts are related to each other. The higher the website's visibility, i.e. the ranking of the website on the google pages, the higher the brand awareness. The more brand awareness on the internet, the more influential the increase in the number of consumers and online sales. The use of SEO can be concluded as one of the internet marketing strategies that can help companies to grow rapidly through the internet.

The research also recommends that: (1) academic researchers should do further studies about SEO by taking examples of other types of companies in the field of tourism, such as hotels, restaurants and etc. This example can later be used as another reference regarding the use of SEO techniques as an online marketing strategy in the field of tourism. (2) Local people who want to develop business in the field of tourism, in order to be able to compete with foreign companies, it is better to use SEO techniques in offering their services through the internet.

ACKNOWLEDGMENT

The author would like to thank Prof. Dr. I Nyoman Darma Putra, M. Litt. as the first supervisor and Dr. Ir. A.A.P. Agung Suryawan Wiranatha, M.Sc. as the second supervisor for their guidance and time given during the research process. The author is also grateful to the three examiners, namely Prof. Dr. I Made Antara, MS., Gde Indra Bhaskara, M.Sc., Ph.D., and Dr. I Wayan Suardana, SST.Par., M. Par for the input and guidance given.

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Relationship between Marketing Mix and Consumers' Loyalty of Hatten Wines Products

Ida Ayu Putu Citra Dewi¹ and I Gusti Ayu Oka Suryawardani²

¹Student at Agribusiness Study Program, Faculty of Agriculture,
Udayana University - Bali

²Centre of Excellence in Tourism Udayana University - Bali

Corresponding author: iaputucitradewi@gmail.com

ARTICLE INFO

ABSTRACT

Received
04 March 2019

Accepted
21 March 2019

Available online
31 March 2019

Hatten Wines is one of the alcoholic beverage products produced in Bali and owned by Balinese. Its role is very important as a substitute product for imported alcoholic beverage products. The research objectives are: (i) identifying the marketing mix variables that determine the purchasing decisions and loyalty to Hatten Wines products and their forming indicators, and (ii) investigating the roles of marketing mix on the customers' purchasing decisions and loyalty to Hatten Wines products. The study was conducted in Sanur, Kuta and Nusa Dua by distributing questionnaires to 100 foreign tourists. The data was analyzed based on the factor analysis by using SPSS program. The results of the study indicate that; (i) Marketing Mix variables that determine the purchasing decisions and product loyalty to Hatten Wines consist of products, prices, promotions, places and distribution. Product variables are formed from five indicators, namely brand, taste, packaging, aroma, and product variety. Price variables are formed from three indicators, namely affordability of prices, value for money, and price competitiveness. Promotion variables are formed from four indicators, namely promotion services, media promotion, promotion quality, and promotion quantity. Place and distribution variables are formed from three indicators, namely place of sale, product availability, and ease of access. (ii) Hatten Wines Marketing Mix plays a positive role and is significantly related to the consumers' purchasing decisions and loyalty in consuming Hatten Wines, which is 60.946%. The remaining 39.054% is influenced by other variables not included in the model.

Keywords: marketing mix, consumers' loyalty, Hatten Wines, Bali.

INTRODUCTION

Background

The development of the tourism industry in Bali is beneficial in increasing income, employment opportunities and exchange rates. But not all the benefits of tourism are enjoyed by the Balinese people, some of these benefits are leak out of Bali's economic system in the form of tourism leakage. The results of the Suryawardani *et al.* (2016) regarding the calculation of Bali tourism leakage found that the average size of Bali tourism leakage from the sector of tourism was 20% and the highest leakage was in 4-star and 5-star hotel chains (55.3%). The research also found that the source of leakage was the use of imported beverages (64.1%), imported foods (20%) and foreign workers (2.1%). To minimize the leakage, the use of local beverage products is very important as a substitute product. One of the local beverage products that is currently developing is Hatten Wines. Bali as one of the tourist destinations both domestic and foreign, is very dependent on agricultural products, one of which is related to the provision of beverage products, namely wine for tourists. The latest data from the company Hatten Wines shows that since 2008 there has been a decrease in sales volume, one of the causes of which is a change in consumer behavior

which has implications in the development of marketing strategies which are related to the marketing mix, namely product, price, promotion, as well as place and distribution. Consumers have diverse perceptions in relation to purchasing decisions and loyalty to a product. Positive consumer perceptions of aspects of the marketing mix, can guarantee satisfaction in using the product so that it will continue to rebuy, and then trigger loyalty. Therefore, research on the role of the marketing mix on the consumers' purchasing decisions and loyalty to Hatten Wines products is very important in order to form a marketing strategy to increase the role of Hatten Wines products in the tourist market, especially foreign tourists.

Research Objectives

Based on the background already described, the objectives of this study are:

1. Identify marketing mix variables that determine the consumers' purchasing decisions and loyalty to Hatten Wines products and their forming indicators.
2. Finding out the importance of the perception of the marketing mix on the consumers' purchasing decisions and loyalty to products of Hatten Wines.

RESEARCH METHOD

Location and Time of Research

The research was conducted in Sanur, Kuta and Nusa Dua. Location selection was determined purposively and conducted in January and February 2017.

Data and Collection Methods

The types of data used in this study were qualitative data (general description of PT Hatten Bali and Hatten Wines products) and quantitative data (the results of the questionnaires). The primary data were obtained from respondents through questionnaires. Secondary data were obtained from books, websites, data from PT Hatten Bali, and the results of previous studies as references. Data collection was done through observation, interviews, questionnaires, and library research. Sampling was based on purposive sampling method. The samples studied were 100 foreign tourists who have consumed Hatten Wines. The distribution of sampling was carried out proportionally in the three research locations, namely 33.33 percent, then the number of samples in each study location were as follows: 33 samples in Nusa Dua, 33 samples in Kuta, and 34 samples in Sanur.

Research Variables and Indicators

Research variables and indicators are explained in Table 1.

Table 1. Research Variables and Indicators

| No | Variables | Indicators (Perception) |
|----|-----------|-------------------------|
| 1. | Product | Brand |
| | | Taste |
| | | Packaging |
| | | Aroma |
| | | Product variations |
| 2. | Price | Affordability of prices |
| | | Value for money |
| | | Price competitiveness |
| 3. | Location | Points of sale |
| | | Product availability |
| | | Ease of access |
| 4. | Promotion | Promotional services |
| | | Promotion media |
| | | Quality of promotion |
| | | Promotion quantity |
| | | Repurchasing |
| 5. | Loyalty | Promoting |
| | | Recommending |

Measurement with a Likert scale

The indicators measured have five levels of preference answers with details as follows: very not good /strongly disagree (score 1), not good / disagree

(score 2), doubtful (score 3), good / agree (score 4), very good / strongly agree (score 5). Respondents' perceptions of the marketing mix, as well as consumers' purchasing decisions and loyalty to Hatten Wines' products were described quantitatively using class intervals by integrating the average score according to the assessment categories. These categories can be seen in Table 2.

Table 2. Scores Category of Consumer Perceptions on Hatten Wines Products

| Score | Interval of Score | Category |
|-------|-------------------|-----------|
| 1 | 1 to <1,8 | Very poor |
| 2 | 1,81 to <2,6 | not good |
| 3 | 2,61 to <3,4 | fair |
| 4 | 3,41 to <4,2 | good |
| 5 | 4,21 < 5 | very good |

Source: Usman, in Henrques (2014)

Data analysis

Data from questionnaires were processed by factor analysis using the SPSS 19 application, but the normality must be tested by the Kolmogorov-Smirnov test.

RESULTS AND DISCUSSION

Company Overview of Hatten Wines

PT Hatten Bali is one of the wine producers located in Bali. First established

in 1994 by Ida Bagus Rai Budarsa. PT Hatten Bali Plantation is located in Buleleng Regency. The factory and head office are located in Sanur. Hatten Wines consists of several products including Rose, Aga White, Aga Red, Alexandria, Tunjung, Jepun, and Pino de Bali, and other brands namely Two Islands, Dragonfly Moscato, and Dewi Sri. Grape varieties grown in Bali are local Blue Probolinggo, local black grapes of Alphonse-Lavallée, French Table Grapes, and local Belgian white grapes.

Characteristics of Respondents

Characteristics based on citizenship

Most respondents are Australian citizens (20%). Followed by the Netherlands (10%), Norway (10%), France (7%), United States (6%), New Zealand (6%), Canada (5%), Belgium (4%), United Kingdom (4%), Italy (4%), Germany (4%), Poland (4%), Austria (3%), Switzerland (3%), Denmark (2%), Finland (2%), Hong Kong, (2%), Singapore (2%), and Sweden (2%).

Characteristics based on Place to Stay

Most respondents live in starred hotels (57%). Followed by villas (15%), lodging (14%), non-star hotels (11%), and others (3%).

Characteristics by gender

Most of the percentage of respondents are female by 55% while men are 45%.

Characteristics based on age

Most respondents aged between 26-55 years old (48%). Followed by respondents aged 17-25 years old (45%), more than 56 years old (7%), and no respondents who were less than 17 years old.

Characteristics based on arrival to Bali

Most of the respondents came to Bali with friends (38%). Followed by respondents who came with the group (29%), family (27%), and individual (6%).

Characteristics by occupation

Most of the respondents are students (35%). Followed by entrepreneurs (15%), professionals / managers / executives (13%), private employees (12%), housewives (10%), government employees (7%), retirees (5%), others (3%), and no respondent is a police or a soldier.

Characteristics based on the period of visit

Most respondents visited Bali more than 5 times (31%). Followed by a second visit (18%), first time (14%), fourth time

(14%), fifth time (10%), and third time (13%).

Research Instrument Test Results

Data Normality Test

Normality test using the Kolmogorov-Smirnov test. The results of the study indicate that all indicators have a Sig. > 0.05 means fulfilling the assumption of normality.

Validity test

The results of the study show that all questions have r count values > r table means valid and can be used in research.

Reliability Test

The results of the study show that all items of the research question have Cronbach's Alpha coefficient values > 0.60 which means reliable and can be used in research.

Consumers' perceptions of Hatten Wines Products

Respondents have good perceptions of product components consisting of five indicators, namely brand, taste, packaging, aroma, and product variation with a score of 4.1 means that respondents like the Hatten Wines product components.

Consumers' perceptions of the price of Hatten Wines products

Respondents have a good perception of the price component which consists of three indicators, namely affordability of price, value for money, and price competitiveness with a score of 3.9 means that respondents like the price components of the Hatten Wines product.

Consumers' perceptions of the promotion of Hatten Wines products

Respondents have a good perception of the promotion component which consists of four indicators, namely promotional services, media promotion, quality promotion, and quantity of promotion with a score of 4.0 means that respondents like the promotion component of the Hatten Wines product.

Consumer perceptions of the location and distribution of Hatten Wines products

Respondents have a good perception of the place and distribution components which consist of three indicators, namely the place of sale, product availability, and ease of access with a score of 3.7 means that respondents like the place component and distribution of the Hatten Wines product.

Consumers' purchasing decisions and consumer loyalty to Hatten Wines products

Purchasing decisions and consumer loyalty are classified as high with a score of 3.9, where each indicator, namely rebuy, promoting, and recommending to others has a score that is in the high category too. This means that respondents have a high tendency to make decisions to buy and are loyal to Hatten Wines products. Most respondents said they would rebuy (59%), followed by promoting (26%), and recommending (15%). Chien-Hsiung (2011) classifies consumer loyalty into three categories, namely rebuy, promote and recommend products. The results showed that the highest stages of consumer loyalty to Hatten Wines products were at the initial stage of rebuying.

The Roles of Marketing Mix Variables in Purchasing Decisions, and Consumers' Loyalty to Hatten Wines Products

Variable determination test

KMO MSA values $0.806 > 0.5$ and Sig. (p) $0,000 < 0,05$ and the value of MSA per indicator all has a value > 0.5 which can be concluded that all indicators are feasible to be analyzed further.

The value of eigenvalues as forming variables

Based on the results of the study four variables have been formed (because it has an initial eigenvalues in total ≥ 1). Variation of eigenvalues for each variable formed, namely variable 1 has initial eigenvalues in total of 4.816, variable 2 of 1.645, variable 3 of 1.472, and variable 4 of 1.209. The results showed that variable 1 was the biggest determinant of the four marketing mix variables with a percentage of variance of 32.110%, followed by variable 2 (10.968%), variable 3 (9.810%), and variable 4 (8.058%). Based on the total variance value it can be seen that the total variance value is 60.946%, which means variables 1, 2, 3 and 4 can explain its role in determining the consumers' purchasing decisions and

loyalty to Hatten Wines products, while the remaining 39,054% are influenced by other variables not included in the model.

The role of each indicator in forming variables

The limiting number so that an indicator can be clearly included in a variable is 0.5 (Santoso, 2015). Based on the rotation results all indicators have a factor loading value of more than 0.5 which indicates that all indicators have a strong relationship with the variables formed. Variable 1 is called a product variable that is formed from 5 indicators, variable 2 is called a price variable formed from 3 indicators, variable 3 is called a promotion variable formed from 4 indicators, then variable 4 is called a place and distribution variable which is formed from 3 indicators. Based on the previous explanation, a model can be made as shown in Figure 1.

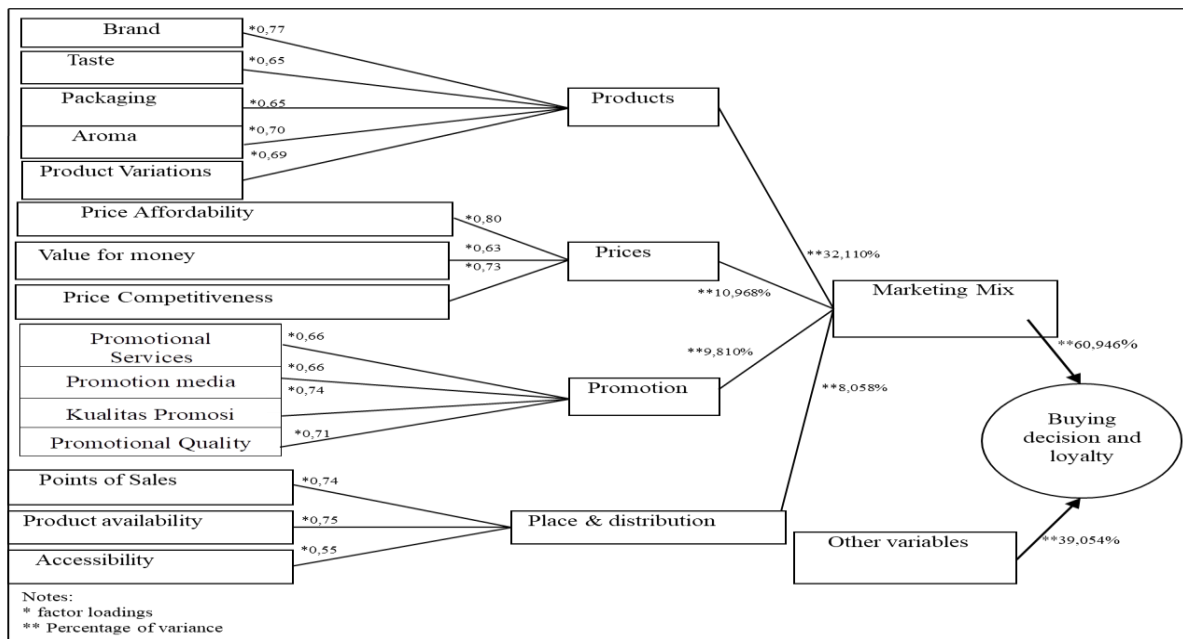


Figure 1. The Roles of Marketing Mix in Consumers' Purchasing Decisions and Loyalty to Products of Hatten Wines

Based on Figure 1, it can be seen that of the four variables formed, the variables that have the greatest role level are products (32,110%), followed by prices (10.968%), promotions (9.810%), and place and distribution (8.058%). The total role of these variables is shown by the total variance value of 60.946%, which means that the marketing mix perception variables that determine the consumers' purchasing decisions and loyalty to Hatten Wines products can be explained by 60.946% by product variables, price variables, promotion variables, and variables of place and distribution. The rest is influenced by other variables that have not been included in the model at 39,054%.

CONCLUSIONS

1. The Marketing Mix variables that determine the purchasing decisions and product loyalty of Hatten Wines consist of products, prices, promotions, and places and distribution. Product variables are formed from five indicators, namely brand, taste, packaging, aroma, and product variety. Price variables are formed from three indicators, namely affordability, value for money, and price competitiveness. Promotion variables are formed from four indicators, namely promotion services, media promotion, promotion quality, and promotion quantity. Place and distribution variables are formed from three indicators, namely the

points of sale, product availability, and ease of access.

2. Marketing Mix of Hatten Wines contributes positively and significantly related to the consumers' purchase decision and loyalty to consuming Hatten Wines, amounting to 60.946%. The remaining amount of (39.054%) is influenced by other variables not included in the model.

SUGGESTION

PT Hatten Bali should increase the roles of Marketing Mix in marketing its products by adding variety of products in order to increase market segmentation.

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