https://ojs.stimihandayani.ac.id/index.php/PROSIDING
ISBN : 978-602-204-419-2
e-ISSN : 2599-1299

SEMINAR NASIONAL HASIL PENELITIAN

PROSIDING

OPTIMIZING THE ROLE OF MANAGEMENT SCIENCE IN THE ERA OF UNCERTAINTY AND AMBIGUITY

DENPASAR - BALI
01 November 2024

Diterbitkan Oleh :
UNIT PENELITIAN DAN PENGABDIAN MASYARAKAT
SEKOLAH TINGGI ILMU MANAJEMEN INDONESIA
STIMI HANDAYANI

Alamat :
Sekolah Tinggi Ilmu Manajemen Indonesia STIMI HANDAYANI
Jl.Tukad Banyusari No. 17 Denpasar, Telp/Fax : (0361)222291,(0361)255655,/(0361)222291
http://www.stimidenpasar.ac.id., E-mail : info@stimidenpasar.ac.id, http://stimidenpasar-jurnal.com

SEMINAR NASIONAL HASIL PENELITIAN

PROSIDING

OPTIMIZING THE ROLE OF MANAGEMENT SCIENCE IN THE ERA OF UNCERTAINTY AND AMBIGUITY

Diterbitkan Oleh :
UNIT PENELITIAN DAN PENGABDIAN MASYARAKAT
SEKOLAH TINGGI ILMU MANAJEMEN INDONESIA
STIMI HANDAYANI

TIM PROSIDING STIMI HANDAYANI

Pelindung Dan Penasihat :

Dr. Dra. Ni Ketut Karwini, M.M. (Ketua STIMI)
Dra. Ni Ketut Laswitarni, M.M. (Wakil Ketua I)

Narasumber :

Prof. Dr. Ida Bagus Gede Udiyana, S.E., M.Si., Ak. (STIMI HANDAYANI)
Prof.Dr.Made Wardana, S.E., M.P. (UNUD)
Prof.Dr.Ida Bagus Raka Suardana, S.E., M.Si., Ak. (UNDIKNAS)
Prof.Dr.I Ketut Yadnyana, S.E., M.Si., Ak. (UNUD)
Dr. Ida Bagus Radendra Suastama, S.H., M.H. (STIMI HANDAYANI)

Penyunting :

Koordinator : Dr. I Wayan Tantra, S.E., M.M.
Anggota : Wayan Arya Paramarta, S.E., M.M.
Dr. Dra. Nyoman Seri Astini, M.Hum.
Ida Ayu Trisna Wijayanti, S.E., M.M.

ISBN 978-602-204-419-2

Alamat :
Sekolah Tinggi Ilmu Manajemen Indonesia STIMI HANDAYANI
Jl.Tukad Banyusari No. 17 Denpasar
Telp/Fax : (0361)222291,(0361)255655,/(0361)222291
http://www.stimidenpasar.ac.id., E-mail : info@stimidenpasar.ac.id
http://ojs.stimihandayani.ac.id/index.php/PROSIDING

FOREWORD

We express our gratitude to *Ida Sang Hyang Widi Wasa*, The Almighty God for his *Asung Kertha Wara Nugraha* to the activities for holding the 2024 International Conference and Call for Papers which its results is recorded in the Proceedings that will be held on Friday, November 1, 2024 can take place well and smoothly.

The implementation of the 2024 International Conference and Call for Papers is a form of implementation of the Tri Dharma of higher education which can be used as a benchmark for its performance. It is a form of scientific publication to present the research results of a higher education institution which can later be applied in activities to improve the quality of teaching and community development, besides that it can also provide a deeper understanding to academics and professionals in certain fields of science. The International Conference results of the research examines and analyzes the field of Management including the following concentration such as Financial Management, Human Resources Management, Marketing Management, and Tourism Business Management. Furthermore, the results of the research at this conference and call for papers is recorded in the form of Proceedings. This year's Proceedings publication presents 13 research papers held by STIMI HANDAYANI Denpasar.

We would like to express our sincere thanks to all parties who have helped organize the 2024 International Conference and Call for papers. We hope that this Proceedings will be useful for all parties who wish to deepen their knowledge of management.

Denpasar, 1 November 2024

Proceedings Team

ACKNOWLEDGMENT

We express our thanks to *Ida Sang Hyang Widi Wasa* / God Almighty, for his *Asung Kertha Wara Nugraha*, so that the International Conference and Call for Papers activities on research results in year of 2024 which will be carried out online and recorded in the form of proceedings can run smoothly as expected. It is appropriate that we take this opportunity to express our thanks to the entire proceedings team for working hard to make this activity possible.

Higher Education as an Educational Institution demands that the Academic Community, especially lecturers, be able to deepen their knowledge well and be able to develop it through research carried out, so that it is hoped that it will have an impact on improving the quality of Higher Education itself. International Conference and Call for papers activities regarding research results published in the form of proceedings are a form of implementation of the Tri Dharma of Higher Education, especially in efforts to increase students' academic insight and awareness, especially lecturers in the field of research, as well as the implementation of independent campuses and independent learning.

The purposes for the International Conference and Call for Papers on research results in year of 2024 are: (1) to increase motivation, sensitivity and academic awareness of students and lecturers. (2) to be able to increase the participation of STIMI HANDAYANI Denpasar in providing a forum for students and lecturers to publish their research results. (3) to be able increase synergy and interaction between students and university lecturers in an effort to increase the quality and quantity of research results and publish them in the form of proceedings. (4) to be able improve lecturers' careers and performance in SKP and BKD reporting. The accumulation of all international conference activities resulting from research would be able to increase public confidence in higher education, especially in STIMI HANDAYANI Denpasar.

Denpasar, 1 November 2024

Chairman of STIMI HANDAYANI

Dr. Dra. Ni Ketut Karwini, M.M.

NIDN. 0801026201

TABLE OF CONTENT

INTERNATIONAL CONFERENCE
ON
"OPTIMIZING THE ROLE OF MANAGEMENT SCIENCE
IN THE ERA OF UNCERTAINTY AND AMBIGUITY"

By:
Dr. Ida Bagus Radendra Suastama, S.H., M.H.
Chairman of *YAYASAN PENDIDIKAN HANDAYANI DENPASAR*
(HANDAYANI FOUNDATION)
The Governing Body of STIMI HANDAYANI
(HANDAYANI MANAGEMENT SCHOOL)
Presented in Denpasar, Bali, on 1 November 2024

INTRODUCTION

Our current business world has changed dramatically in the last few decades, where the change is so rapid, massive, and unpredictable. Such rapid advances in information technology also create a business environment that is unstable, uncertain, complex, and ambiguous. These changes have replaced business environments with a sense of security, stability, certainty, and familiarity with ones that are difficult to predict. To answer the challenges of changes in the business environment which continues to change very quickly, STIMI HANDAYANI organizes international conferences by presenting national and international speakers to convey views and looking for solutions in overcoming uncertainty to optimize the role of management science in the era of uncertainty and ambiguity.

The speakers presented at this international conference included management experts from various scientific disciplines and universities from various different countries. Speaker from the Dili Institute of Technology, Timor Leste was represented by Carla Alexandra J. Da Costa. Bukhara State University, Uzbekistan, represented by Arbor Juraev and Delhi University, New Delhi, represented by Kumar Ashutosh and STIMI HANDAYANI, represented by Ida Bagus Radendra Suastama. They expressed their views on finding the best solutions to overcome the challenges of a rapidly changing business environment that is full of uncertainty and ambiguity.

Carla Alexandra J. Da Costa stated that the business world needs to accommodate changes in the business environment by increasing the application of technology in implementing management, as well as information in making effective business decisions. The business world needs to adapt to developments in technology and information to increase better company value by adopting automation and robotics technology approaches. In particular, Kumar Ashutosh highlighted the importance of the business world starting to accommodate the development of artificial intelligence to maintain the survival of companies, especially in managing the tourism industry. On the other hand, Arbor Juraev emphasizes the importance of the international cooperation aspect of universities to improve the quality of human resources as an important factor in increasing company competitiveness. In addition to that, it was stated that the business world needs to continuously improve quality, increase transparency and allocate resources to maintain company survival.

DEFINITIONS OF MANAGEMENT

- "*Management is a distinct process consisting of planning, organising, actuating and controlling; utilising in each both science and art, and followed in order to accomplish pre-determined objectives*" (George R Terry; 1877 - 1955).
- *"Management is the art of getting things done through others and with formally organised groups"* (Harold Koontz**;** 1909 -1984).
- *"Management may be defined as the process by means of which the purpose and objectives of a particular human group are determined, clarified and effectuated"*
- *"Management is a multipurpose organ that manage a business and manages Managers and manages Workers and work"* Peter Ferdinand Drucker (November 19, 1909 – November 11, 2005).
- *"Management is the art of knowing what you want to do and then seeing that they do it in the best and the cheapest may"* Frederick Winslow Taylor (March 20, 1856 – March 21, 1915).
- One popular definition is by Mary Parker Follett**.** Management, she says, is the *"art of getting things done through people"* Mary Parker Follett (3 September 1868 – 18 December 1933).

SCOPE OF MANAGEMENT

- Management science is one of the broadest spectrum sciences that exist nowadays
- It could be applied and / or employed in any field, or in almost all, of human activities in the society.

- It includes, but not limited to: planning, arranging, directing, commanding, regulating, actuating, motivating, performing, implementing, supervising, monitoring, evaluating, correcting, criticizing, controlling, and so on
- Therefore, based on the facts above, it could be said that, Management Science is one of most important and multifunction science ever, especially in facing and overcoming various problems arising in human's and societies' life nowadays, in the era that usually mentioned as era of uncertainty and ambiguity.

FIELDS OF MANAGEMENT SCIENCES

Usually, and officially, the Management Science is classified in some major subs, they are consisted of:

- Financial Management
- Human Resources Management
- Marketing Management
- Office Management
- Some people also includes "Strategic Management" , "Operation Management", as the subs of Management Science

At STIMI HANDAYANI, the first "Management (Private Owned) Higher School" in Bali, since 1979 (45 years ago), we also have a sub/concentration "Tourism Business Management" as one of sub to be chosen by our students

- This "Tourism Business Management" study on the matters, among others: Tourism Businesses, Tour Destination Planning, Transportation Management, etc.
- In general, it studies the same subjects as Management Sciences do, but to be accentuated to and in context with Tourism Businesses.

PURPOSE OF THIS INTERNATIONAL CONFERENCE

- Based on all the things that have been mentioned above, and the facts that there are some specific conditions we are facing today, which some of them are broadly known as VUCA and TUNA (Volatility Uncertainty Complexity Ambiguity; and Turbulence Uncertainty Novelty Ambiguity).
- Now, therefore, it is presumably that The Management Science is indeed, surely, possessing an ability and capability to solve and overcome such unexpected

- This conference is aiming to searching, inventorising, and even formulating all possible roles that Management Science can do, in overcoming or even contrastly, utilizing, such uncertainties and ambiguities in order to help the mankind on earth, to prevent these situations become worse, and hopefully, could assist human being in developing themselves and making the world a better place for all.

URGENCY OF THIS DISCUSSION ISSUES

This International Conference is covering and discussing some important issues, which include but not limited to:

- Optimization of management science's role in facing the uncertainties and ambiguities in our life today;
- Strategy of wealth management for either profit or non-profit entities;
- Management of tourism;
- Customer satisfaction in relation with digital marketing;
- The using of Information Technology (IT) in management activities;
- Green economy and customer satisfaction;

The abovementioned issues are some of the urgent issues deemed necessary to be discussed in this International Conference. Perhaps, subsequently there will be some questions arise in our minds, such as: Why are they (those topics) deemed urgent to be discussed? What is the criterion of an issue to be regarded as important and urgent? Certain criterions are deemed suitable and applicable here, among others:

- Uncertainty, demands all of us to make a quick response upon any disruption that occurs continuously and even intensely massive.
- Ambiguity, requires all of us to have well preparation and anticipation in facing and overcoming this situations.

HOPES TOWARD THE MANAGEMENT SCIENCE

Based on all the backgrounds and abovementioned facts, it is logical and making sense to expect that:

- The Management Science, as one of the sciences which has very broad spectrum and dimension, will be optimally able to do favours in managing and overcoming all the problematics that arisen in this era of uncertainty and ambiguity, for the sake of the societies, or even for the sake of mankind on this our beloved and only "Earth".

- The Management Science, as one branch of modern sciences which is having multifunctions character, will be able to prove its function and usefulness in assisting all human beings in overcoming all the problematics that exist nowadays and even in the future, and therefore the Management Science will hopefully be more recognized and proven as a multifunction and multipurpose science.

CLOSING STATEMENT

Finally, we, HANDAYANI Management School of Indonesia (Sekolah Tinggi Ilmu Manajemen Indonesia HANDAYANI (STIMI HANDAYANI) as the organizer of this International Conference would like to congratulate all participants of this conference, we hope that all the materials/papers presented in this event, which will later be published in the form of international proceedings, will provide optimal benefits and contributions for all the conference audiences and also all the readers of the proceedings. Which, in turn, will lead to the strengthened image of the management science as a science which is very contributive in assisting and guiding people in facing the future, that full of uncertainty and ambiguity.

We, from HANDAYANI Management School of Indonesia (Sekolah Tinggi Ilmu Manajemen Indonesia HANDAYANI (STIMI HANDAYANI), as the first private campus in Bali which had been devoting and focusing on the developing and teaching of management science, strive to remain our campus that is continously trusted by the community, as it has so far gained great trust from the public, as a Campus which is Expert in Management Science.

ACADEMIC LEADERSHIP IN THE TUNA ERA: NAVIGATING TURBULENCE, UNCERTAINTY, NOVELTY, AND AMBIGUITY IN HIGHER EDUCATION

Wayan Arya Paramarta
Doctoral Program of Management Science, Faculty of Economic and Business, Universitas Udayana, Indonesia
Correspondence author email: aryaajus@gmail.com
Wayan Gede Supartha
Faculty of Economic and Business, Universitas Udayana, Indonesia
I Gusti Ayu Manuati Dewi
Faculty of Economic and Business, Universitas Udayana, Indonesia
Ida Bagus Ketut Surya
Faculty of Economic and Business, Universitas Udayana, Indonesia

ABSTRACT

The TUNA era (Turbulence, Uncertainty, Novelty, and Ambiguity) signifies a paradigm shift in higher education, characterized by heightened uncertainty, novelty, and ambiguity. This study explores the challenges and opportunities faced by academic leaders amidst these transformations, emphasizing the strategic skills required, including emotional intelligence, innovation, and adaptability. It identifies that effective academic leadership necessitates an inclusive, holistic, and value-based approach to address external pressures such as technological advancements, globalization, and shifting societal expectations. By fostering resilient leadership capacities, higher education institutions can proactively and strategically respond to complexities, ensuring academic sustainability in an ever-evolving landscape.

Keywords: TUNA era, academic leadership, higher education, uncertainty, innovation, strategic adaptability.

A. INTRODUCTION

Some ten years ago, these four categories of classification of the accelerating pace of change and the non-linearity of change represented a critical necessity for understanding how leaders could excel in the face of increasing organizational turbulence, uncertainty, novelty, and ambiguity (Naveed *et al.*, 2022; Southworth *et al.*, 2023; Hanelt *et al.*, 2021). In short, to survive and thrive in times of turbulence—the T in TUNA—academic leaders need to understand and adopt strategies that maintain excellence and build momentum in a context rife with uncertainty, novelty, and ambiguity (Beauchamp *et al.*, 2021; Tran *et al.*, 2020).

The objective of this paper is to explore what each of the TUNA concepts means, particularly as it pertains to the reality of academic leadership in institutions of higher education. What does it mean to operate in a space characterized by increasing turbulence, as well as challenges that stem from the interplay among uncertainty, novelty, and ambiguity? Today's academic leader is often viewed as a responder in those moments, but if academic institutions are to develop the resiliency needed to navigate life in the TUNA era, one curious set of skills and mindsets of leaders must evolve to meet the challenges that TUNA implies. Only now is it becoming clearer, through a systematic and growing body of respective research, the contexts in which these four sub-disciplines of change are manifesting themselves in the TUNA era and the adaptive leadership capacity that will be necessary to thrive in turbulent, uncertain, novel, and ambiguous higher education institutions. The pace and the types of change that are, or will be, required are monumental (Salun & Zaslavska, 2024; Enayati *et al*., 2024).

1. Background and Rationale

Over the past two decades, academia has entered into a new period characterized by turbulence, uncertainty, novelty, and ambiguity, often referred to as TUNA. This era is powered by the disruptive and transformative potentials of technology, shifting political landscapes across the globe, world events impacting every level of our society, and accelerating shifts in worldwide wealth and influence. The dynamic compositions of "knowledges" and their applications in university contexts are evolving as these engines drive the settings within which academic institutions operate. These contexts increasingly require academic leaders to have a fine-grained appreciation of how transitory disruptions and sustained agonistic strategies shape the practice of those they work with and those they lead (Gilead & Dishon, 2022; Griffin & Grote, 2020; Arar *et al*., 2024). While revisiting significant influences framing this study, this sub-section provides a longer view of this potently irreversible stage our institutions, our staff, and our research and learning practices are tussling within.

While it might be supposed that such developments are only hugely impacting elite institutions, creating even more complicated positioning constraints on the non-elite higher education institutions, it is crucial to consider the constant transformations of the terms of accreditation and assessment and the possible appetite of students and sponsors for qualifications at world-leading institutions that might or might not seem to deliver excellence in their particular areas. Alternatively, such interested stakeholders might expect other kinds of value from engaging with the learning and research opportunities at world-leading universities (Kumar *et al*., 2020; Fernandes & Singh, 2022; Romanowski, 2022). In any event, the TUNA era confronts the academic leaders of higher education of nearly all sizes both internationally and domestically. That leaders do not already lead within such contexts of turbulence is evidenced by the emerging focus on professional development and capabilities education being delivered to new embarking higher education leaders to develop the dispositions and sensitivities necessary to practice discerning judgment, leadership, and published scholarship.

2. Scope and Objectives

Although this essay is reflective, it is also written with a practical purpose. For practitioners, it looks at some of the challenges that confront academic leaders and discusses some of the strategies and drivers available to them for managing both the turbulence and the underlying felt intensities that are associated with it. Its object is to provide insights that are related to the role of the academic leader in the TUNA era. In particular, the essay outlines some of the changes that characterize the new era – or the mega-externalities – for those who work and lead in contemporary academic settings. It also addresses the skills and leadership repertoire needed for managing academic delivery while establishing an analytical terrain for a critical approach to academic leadership. The era of TUNA indicates a turbulent sea on which we currently all sail. The era suggests that we work in environments that are challenging and highly unpredictable, and that we regularly face multiple forms of crisis, change, intensification, complexity, and uncertainty. As well as the occasional calm, the turbulence of the TUNA era means that we should expect significant waves with crests and troughs of negative, positive, and shared consequences (Ramaditya *et al*., 2022; Tuna & Avci, 2023; Fülöp *et al*., 2023).

Whereas the turbulence of the TUNA era is external to academia, there is depth to some of its drivers and felt intensities. It is these felt intensities that are the concern of the paper. It suggests that the said era represents a coalescence and a synergy of various forces that have profound implications for the way we lead and manage academic systems. Academic institutions can be differently and unpredictably impacted by these forces, and the mechanisms through which they are sensed, interpreted, mediated via policy, and experienced through practice may also differ. To put it differently, the TUNA era represents highly uncertain iterative webs of drivers that eventually become integrated in our ways of being and acting. The paper sets out our stall with a number of key themes and objectives. First, it focuses on a brief exploration of the definition of the "TUNA era". Here it discusses a range of contributing drivers that animate the era of course intensities, and it terms this period accordingly as one of turbulence, uncertainty, novelty, and ambiguity. Despite its common origins in contemporary organizational studies, the TUNA concept finds particular resonance within higher education.

B. Understanding the TUNA Era

The TUNA era stands for "turbulent, uncertain, novel, and ambiguous" and signifies a radical departure from the past for all kinds of social systems, including higher education. These constituents are all connected. Turbulence can heighten uncertainty, ambiguity, and novelty. Uncertainty can result in greater ambiguity and novelty; ambiguity can spawn uncertainty and novelty, and embracing the innovative or inventing the new can heighten turbulence, uncertainty, and ambiguity or create related conditions for those around us (Means & Slater, 2022; Abdullah *et al*., 2022)

Turbulence outlines the pace, pressure, and psychological upheavals typical of some kinds of change, such as that described above in relation to organizational "turbulence". System-wide turbulence in a given region or for specific reasons, such as societal change, can arise from political shifts or from natural disasters. The exploration of new forms of leadership within higher education also emphasized the tremendous sense of ambiguity and chaos that can accompany such profound change, whether brought on intentionally by a college or university or engendered by a variety of forces outside the campus. This tendency of change to "disconcert" is notable. For instance, anticipating outcomes from broad banding is quite unlike anticipating what will occur during a strategic planning project, in which the dynamics of human interaction shape the "results"—or lack thereof. A strategic planning project underway at a university was described as making strategic planning dreaded by mid-level administrators. Because the anticipated outcomes of the effort were not what they had previously experienced during similar activities in the university, they were not seeking to be involved. Many who did become involved would criticize the process as lacking in vision or depth ultimately—a reaction no one involved in the project had anticipated or intended. This does not mean, however, that some general theories of change or leadership could not help those involved in a bandwidthing process anticipate or pull up other instances that may have some overlap (Țiclău *et al*., 2020; Trondal *et al*., 2022; Scoones, 2024).

1. Defining TUNA: Turbulence, Uncertainty, Novelty, and Ambiguity

Academic leadership operates within an environment affectionately described as TUNA: one that is characterized by turbulence, uncertainty, novelty, and ambiguity. As such, academic leadership may not be everyone's idea of fun, but it's where the smart people go.

a. Turbulence

Turbulence is characterized by its speed and volatility, the result of both sudden disruptive events and artifacts of increasing interconnectedness. Rapid change occurs at an unprecedented scale and is often experienced across markets, societies, and political systems. Many such changes are the result of external pressures, changes, and demands, while others emerge from within higher education itself, caused by disruptions from technology and pressures from without. Within turbulence, the pressure to keep up is persistent, stressful, and often drains intellectual, emotional, and psychological resources (del *et al*., 2024; John & Thakur, 2024; Ansell *et al*., 2021).

b. Uncertainty

Uncertainty is a risk factor that arises from the lack of predictability. Such unpredictable actions may emerge from any scale, and academic leaders and managers may find both long- and short-term decision-making and strategy a challenging task. This unpredictability can lead to a pragmatic survival and pessimism orientation and set the scene for entrapment in a cost-down, workforce-reducing strategy, reduced investments in teaching and research infrastructures, and reduced maintenance of buildings and assets, ultimately impacting the mission of higher education provision and the academic staff that are integral to this context. In some cases, the management strategies and corporate communications may traverse into a culture of fear and insecurity within higher education, which ultimately puts pressure on the statistical well-being and emotional health of staff, who may then choose to leave. Essentially, uncertainty is linked to the strategic anxiety of “what is going to hit us next?” and many hold their breath for the next big disruptive event, such as an unexpected competitor or funder withdrawing support without an alternative (Packard & Clark, 2020; Gu *et al*., 2020).

c. Novelty

Novelty is the quality of being new, original, and different from anything that has been done or seen before. It encompasses an element of surprise, novelty, and uniqueness that captures attention and stands out from the familiar. In a world saturated with information and content, novelty plays a pivotal role in attracting and engaging audiences. Its ability to inspire curiosity and excitement pushes boundaries, encourages exploration, and stimulates innovation. Novelty sparks creativity, drives progress, and keeps us constantly intrigued and eager to discover what lies beyond the known. It invites us to embrace change, accept challenges, and seek fresh perspectives. Novelty breathes life into our experiences, injecting freshness and vitality into our mundane routines. It urges us to embrace the unexpected, to deviate from the ordinary, and to find beauty and inspiration in the unexplored corners of our world. With its power to awaken our senses, stir our imaginations, and ignite our passions, novelty empowers us to redefine possibilities and shape a future where creativity knows no bounds (Vashisht, 2021; Falchetti *et al.*, 2022).

d. Ambiguity

Ambiguity refers to the state or condition of being open to more than one interpretation, and it can exist in various forms such as language, situations, or relationships. The presence of ambiguity often leads to confusion and uncertainty, as it challenges our ability to clearly comprehend or communicate information. Furthermore, ambiguity can arise due to a lack of specificity or precision in our expressions or the existence of multiple possible meanings. It can be found in literature, art, conversations, and many other aspects of our daily lives. Embracing ambiguity can be both challenging and liberating, as it allows for creativity, flexibility, and diverse perspectives. However, it also necessitates careful consideration and effective communication to minimize misunderstandings and ensure a shared understanding (Levine, 2022; Herjanto *et al*., 2021).

2. Drivers and Implications in Higher Education

The sections in the first part of the paper recognize the external factors that are commonly observed to cause TUNA in nominally secular, liberal institutions of higher education. What are the stimuli or 'drivers' that are said to lead to TUNA? Responses to this question usually group the power of institutional life into three broad, intersecting domains: technological advancements, globalization, and the changing expectations and shape of civil society. We might enumerate the drivers in the following order: technological advancements, shifts in the geopolitical, macroeconomic, and ideological milieu, and the end-userism paradigm resulting from an increasingly diverse and intercultural student body.

The key implication of these environmental drivers is that these factors are mostly external and completely beyond the control of institutional leaders, and thus possible solutions must either live with that fact or construct changes to counter them. What these drivers have in common is a capacity to generate impacts that will jar, disrupt, and dislodge established patterns of institutional functioning. For higher education leaders who are alert to these drivers, the alternative to being caught unprepared by the turbulence these drivers will generate is to adapt daily practices and processes so that they find a coherent way to respond. Otherwise, they will find themselves presiding over declines in student inflows and the intellectual capital that is essential to a university's performance on global academic league rankings. For the kind of university or higher education leader who couldn't care less about league tables, the consequences for aggregate institutional performance will still be negative over time, as internal cross-subsidies that protect a surplus of research over teaching erode and key researchers move as easy movement across the sector is encouraged for both seasoned and new academics.

C. Challenges and Opportunities for Academic Leadership

Leadership in the Era of TUNA introduces academic leaders to relentless change, turbulence, uncertainty, novelty, and ambiguity in the environments in which they navigate. This section showcases a range of challenges that leaders are likely to encounter in the TUNA era. Leaders pursuing change on behalf of their institutions counter traditional vested interests, cultivate effective stakeholders, and keep an eye on the bottom lines. Academic leaders may feel they operate in a no-win situation as they continually make unpopular decisions, try to please too many people with divergent interests, and strike balances between struggling departments. Universities continually press against the limits of held resources (be these financial, human, material, time, or attention). Many universities find themselves in an excruciating position of significant funds expended in modernizing aging technological infrastructures, some of which are then dragged rapidly toward obsolescence—a version of competing imperatives in a time of rising TUNA.

On the other hand, cultivating networks of collaborators inside and outside the university, adapting to resource uncertainties and scarcities, and grappling with seemingly unbounded problems may yield a range of opportunities. Many of these revolve around the theme of transforming and launching highly desirable impacting scholarship and education that defines and advances their broader intellectual communities and makes these programs and ideas sought after by students, funders, and employers. The enormous challenges and speeds of transforming communities of change are forcing institutions to evolve quickly and to foster a denser set of partnerships, both on and off campuses. Deans report joining forces across the university to discover and roll out new educational technologies, refocus curricula on jobs that do not exist yet, and reimagine their institutions in the 21st century. Thus, one possible opportunity of the rise of the TUNA turn is the breakdown of silos. If other faculties, units, and departments, not to mention the students, do not understand what it is you do and cannot easily explain or market what you do—the consequence is missing out on both talent and resources. Many predict that, over the course of the next several decades, researchers, tools, and technologies presently existing in the fields of computing, engineering, and physical sciences will coalesce into a perfect knowledge of everything that will exert a cooling influence on the pace of innovation, supplying humanity with answers to big questions of life and existence and reducing opportunities for indeterminacy (Salmi, 2020; Akour *et al*., 2020).

Educators will shift focus from current practices and paradigms to the new landscape, adopting transcendent, interdisciplinary perspectives that afford students new literacies, skills, and knowledge sets. Until then, these endemic swings and churns of innovation and adaptation require that academic leaders develop strategic and creative responses to the unceasing fury of today. Even now, there can be a few disenchanting aspects of the TUNA literature. If so much is unpredictable and uncertain, what could leadership possibly effect? We respond to this limit by explicating the future anticipatory and resilience-building dimensions in the next section. Such a response turns a TUNA challenge into a leadership opportunity. Characterizing academic leadership in the TUNA era in this way fosters hope and an agenda for strategic, incremental change—critical elements in instigating momentum repeatedly and moving our universities forward in the TUNA. To date, curves do not vanish from the landscape of transformation given time, attention, and leadership.

D. Key Skills and Competencies for Academic Leaders in the TUNA Era

The following competencies were identified as important for academic deans to demonstrate in order to effectively navigate related changes and strategic efforts: - Adaptability: The learning approach coupled with the ability to create a learning organization (Malik & Garg, 2020; Do *et al*., 2022). - Strategic thinking: The ability to make decisions that are informed by dynamic change (Partidário, 2021; Magistretti *et al*., 2021). - Emotional intelligence: The ability to manage oneself in the face of change (Goleman, 2021; Zheng *et al*., 2021). - Interpersonal and collaborative relationships: The ability to get groups to work together effectively (Afsar *et al*., 2021; Presbitero, 2021). - Engaging diverse stakeholders: The ability to elicit and garner support from varied constituents (Gibson *et al*., 2021). - Innovation. - Embracing change as a continuous process (Gibson *et al*., 2021; Journeault *et al*., 2021).

Frameworks in higher education were recommended. Both participants responses and the model suggest that academic leaders need to be multi-talented, not multi-tasked. Academic leaders in the current era are required to demonstrate the following competencies: using widely, but retaining innovation in certain areas; the ability to manage complexity and demonstrate resilience; the ability to think about strategic leadership; the ability to develop, maintain, and encourage collaborative relationships; the ability to have a values orientation and internal motivation based on shared values; the ability to anticipate change; although recruiting for positions that do not yet exist, and living today as a professional and person.

In addition, academic leaders must also be able to maintain emotional intelligence connected to themselves and their values, developing it above all through continuous learning, supported by the selection of internal and external levers necessary to the thesis. In this sense, lifelong learning could mean transforming the traditional professional development of academic leaders into a new trajectory capable of making these subjects feel more at ease with change and, at the same time, making this evolutionary pathway more effective.

E. Strategies for Effective Academic Leadership in Times of Turbulence, Uncertainty, Novelty, and Ambiguity

Despite an environment characterized by turbulence, uncertainty, novelty, and ambiguity, academic leaders cannot afford crises to drip. As students and community members expect action, committed academic leaders implement a strategy early. Strategy questions include these topics: 1) Use strategic thinking and planning; 2) Communicate; 3) Cultivate a culture of innovation; 4) Manage risks; and 5) Commit to the continuous improvement cycle. Consistent with the themes of this text, participants repeatedly emphasize the need for practical and proactive strategies to catalyze the direction in TUNA conditions in higher education.

This fundamental formulation is the same in practice, though its truth is one of the most difficult choices if we become academic leaders. At that time, we need to adapt our strategies throughout the year to reflect the changing fundamental conditions. This text explores systemic thinking, strategic planning, and communication processes. More than just stating the process, we have provided concrete examples of what academic leaders can do to address these challenges in higher education. In addition, we explain the need to develop new risk prevention factors that point to a new environment from TUNA, and models for the established fair, complaint, quality, reflection cycle rather than cycling. The model reintroduced here requires, especially taking into account the TUNA environment, that the challenge of resistance, focused on the institution's vision and target, and the established collaboration become the norm. What was completed by feedback was to renew the level of duty itself?

F. CONCLUSION AND FUTURE DIRECTIONS

The increasing complexity of the higher education landscape is calling forth new processes, methods, and approaches to navigate the TUNA world. Leading in the TUNA era is an ever-changing and ongoing professional development, not a destination. In this essay, we have asserted that the leadership emphasis might not reflect the true nature of turbulence, that of dealing with novelty and ambiguity. Furthermore, we propose that leaders require key leadership orientation approaches, grounded in emotional intelligence and inclusivity, in order to manage the TUNA landscape in higher education. In conclusion, we believe that the TUNA leadership identity is, and will continue to be, a blend of learned core competencies and hybrid strategic approaches. We proceed to understand academic leadership as an emergent practice, which is best supported by a tactical leadership focus that is both inclusive and holistic.

Overall, effective academic leadership in the TUNA era requires the ongoing development of a leadership identity at an individual, cultural, and structural level. The realization of leadership work is not a disparate set of individual tools or solutions, but rather a leadership process woven into and informed by a commitment to the values of the academic work of teaching, research, and work-integrated learning. We hope that our discussion provides a lens for all those engaged with academic leadership, be it in policy and governance roles, intersecting services, or within faculty or academic teams, to reflect on the complexity of the TUNA era and the vital, never-finished journey of becoming a leader navigating the academic landscape. Future research we encourage might explore the leadership perspectives of non-academic staff navigating TUNA, as well as broadening the discussion to examine the challenges TUNA leadership presents to academics and individual teachers. Given the evolution of resistance strategies for coping with TUNA leadership, resilience in the context of leading might also offer fertile grounds for exploration. While the challenges, ambiguities, and uncertainties remain the same in TUNA leadership, so too does the possibility for leaders to carry and engage with hope in their leadership endeavors.

REFERENCES

Abdullah, N. S. S., Majid, M. Z. A., & Hussin, M. (2022). Systematic literature review of higher education and unemployment in Asian countries. *International Journal of Academic Reserach in Economics and Management Sciences*, 11(1), 63-81. http://dx.doi.org/10.6007/IJAREMS/v11-i1/12141

Afsar, B., Al-Ghazali, B. M., Cheema, S., & Javed, F. (2021). Cultural intelligence and innovative work behavior: the role of work engagement and interpersonal trust. *European Journal of Innovation Management*, 24(4), 1082-1109. https://doi.org/10.1108/EJIM-01-2020-0008

Akour, A., Ala'a, B., Barakat, M., Kanj, R., Fakhouri, H. N., Malkawi, A., & Musleh, G. (2020). The impact of the COVID-19 pandemic and emergency distance teaching on the psychological status of university teachers: a cross-sectional study in Jordan. *The American journal of tropical medicine and hygiene*, 103(6), 2391-2399. https://doi.org/10.4269/ajtmh.20-0877

Ansell, C., Sørensen, E., & Torfing, J. (2020). The COVID-19 pandemic as a game changer for public administration and leadership? The need for robust governance responses to turbulent problems. *Public Management Review*, 23(7), 949–960. https://doi.org/10.1080/14719037.2020.1820272

Arar, K., Zohri, A. A., Zohri, A. A., Alhouti, I., Chaaban, Y., Sawalhi, R., & Salha, S. (2024). A critical analysis of education policy in turbulent times: A comparative study. *Power and Education*, 16(2), 117-138.

Beauchamp, G., Hulme, M., Clarke, L., Hamilton, L., & Harvey, J. A. (2021). People miss people: A study of school leadership and management in the four nations of the United Kingdom in the early stage of the COVID-19 pandemic. *Educational Management Administration & Leadership*, 49(3), 375-392.

del Pilar Barrera-Ortegon, A., Medina-Ricaurte, G. F., & Jimenez-Hernandez, P. R. (2024). *Organizational Elements to Confront Turbulent and Fragile VUCA to BANI Scenarios*. In Organizational Management Sustainability in VUCA Contexts (pp. 20-43). IGI Global. https://www.igi-global.com/chapter/organizational-elements-to-confront-turbulent-and-fragile-vuca-to-bani-scenarios/340910

Do, H., Budhwar, P., Shipton, H., Nguyen, H. D., & Nguyen, B. (2022). Building organizational resilience, innovation through resource-based management initiatives, organizational learning and environmental dynamism. *Journal of business research*, 141, 808-821.

Enayati, M., Lukambagire, I., Manianga, A., Attah-Otu, B., Baudouin-van Os, A. C., SN, S., & Ramesh, M. V. (2024). Navigating sustainability and resilience: a collective case study of four indian communities. Environment, *Development and Sustainability*, 1-47.

Falchetti, D., Cattani, G., & Ferriani, S. (2022). Start with "Why," but only if you have to: The strategic framing of novel ideas across different audiences. *Strategic Management Journal*, 43(1), 130-159.

Fernandes, J.O. and Singh, B. (2022), Accreditation and ranking of higher education institutions (HEIs): review, observations and recommendations for the Indian higher education system, *The TQM Journal*, Vol. 34 No. 5, pp. 1013-1038. https://doi.org/10.1108/TQM-04-2021-0115

Fülöp MT, Breaz TO, Topor ID, Ionescu CA and Dragolea L-L. (2023). Challenges and perceptions of e-learning for educational sustainability in the “new normality era. *Front. Psychol*. 14:1104633. https://doi.org/10.3389/fpsyg.2023.1104633

Gibson, C. B., Gibson, S. C., & Webster, Q. (2021). Expanding our resources: Including community in the resource-based view of the firm. *Journal of Management*, 47(7), 1878–1898. https://doi.org/10.1177/0149206320987289

Gilead, T., & Dishon, G. (2021). Rethinking future uncertainty in the shadow of COVID 19: Education, change, complexity and adaptability. *Educational Philosophy and Theory*, 54(6), 822–833. https://doi.org/10.1080/00131857.2021.1920395

Goleman, D. (2021). *Leadership: The power of emotional intelligence*. Published by More Than Sound LLC

Griffin, M. A., & Grote, G. (2020). When is more uncertainty better? A model of uncertainty regulation and effectiveness. The Academy of Management Review, 45(4), 745–765. https://doi.org/10.5465/amr.2018.0271

Gu, Y., Gu, S., Lei, Y., & Li, H. (2020). From uncertainty to anxiety: How uncertainty fuels anxiety in a process mediated by intolerance of uncertainty. *Neural Plasticity*. 2020(1), 1-8, https://doi.org/10.1155/2020/8866386

Hanelt, A., Bohnsack, R., Marz, D., & Antunes Marante, C. (2021). A systematic review of the literature on digital transformation: Insights and implications for strategy and organizational change. *Journal of management studies*, 58(5), 1159-1197.

Herjanto, H., Amin, M., & Purington, E. F. (2021). Panic buying: The effect of thinking style and situational ambiguity. *Journal of Retailing and Consumer Services*, 60, 102455. https://doi.org/10.1016/j.jretconser.2021.102455

John, J. & Thakur, R. (2024). Reconceptualizing the organizational environment: a fluid dynamics perspective for turbulence. *International Journal of Organizational Analysis*. 32(1). https://doi.org/10.1108/IJOA-01-2023-3590

Journeault, M., Perron, A., & Vallières, L. (2021). The collaborative roles of stakeholders in supporting the adoption of sustainability in SMEs. *Journal of environmental management*. 287(112349). https://doi.org/10.1016/j.jenvman.2021.112349

Kumar, P., Shukla, B., & Passey, D. (2020). Impact of accreditation on quality and excellence of higher education institutions. *Investigación Operacional*, 41(2), 151-167.

Levine, D. N. (2022). *The flight from ambiguity: Essays in social and cultural theory*. Publisher: University of Chicago Press/

Magistretti, S., Pham, C. T. A., & Dell'Era, C. (2021). Enlightening the dynamic capabilities of design thinking in fostering digital transformation. *Industrial Marketing Management*. 97(2021). 59-70.

Malik, P., & Garg, P. (2020). Learning organization and work engagement: The mediating role of employee resilience. *The International Journal of Human Resource Management*, 31(8), 1071-1094.

Means, A. J. & Slater, G. B. (2022). Collective disorientation and catastrophic precarity in the hypermodern era. *Cultural Politics an International Journal*. 18(2). 227-246. https://doi.org/10.1215/17432197-9716282

Naveed, R. T., Alhaidan, H., Al Halbusi, H., & Al-Swidi, A. K. (2022). Do organizations really evolve? The critical link between organizational culture and organizational innovation toward organizational effectiveness: Pivotal role of organizational resistance. *Journal of Innovation & Knowledge*, 7(2), 100178.

Packard, M. D., Clark, B. B. (2020). On the mitigability of uncertainty and the choice between predictive and non-predictive strategy. *Academy of Management Review*, 45: 766-786. https://doi.org/10.5465/amr.2018.0198

Partidário, M. R. (2021). *Strategic thinking for sustainability (ST4S) in strategic environmental assessment*. Handbook on strategic environmental assessment.

Presbitero, A. (2021). Communication accommodation within global virtual team: The influence of cultural intelligence and the impact on interpersonal process effectiveness. *Journal of International Management*. 27(1). https://doi.org/10.1016/j.intman.2020.100809

Ramaditya, M., Maarif, M. S., Affandi, J., & Sukmawati, A. (2022). How private university navigates and survive: insights from Indonesia. *MIMBAR Jurnal Sosial dan Pembangangan* 10, 122-131.

Romanowski, M. H. (2022). The idolatry of accreditation in higher education: Enhancing our understanding. *Quality in Higher Education*. 28(5). https://doi.org/10.1080/13538322.2021.1948460

Salmi, J. (2020). *COVID's Lessons for Global Higher Education: Coping with the Present While Building a More Equitable Future*. https://www.imf.org/external/pubs/ft/ar/2020/eng/downloads/imf-annual-report-2020.pdf

Salun, M. & Zaslavska, K. (2024). Strategies for resilience in a dynamic world: from VUCA to BANI. 10, 185-189. https://doi.org/10.55295/PSL.2024.I23

Scoones, I. (2024). *Navigating uncertainty: Radical rethinking for a turbulent world*. Wiley Ltd.

Southworth, J., Migliaccio, K., Glover, J., Reed, D., McCarty, C., Brendemuhl, J., & Thomas, A. (2023). Developing a model for AI Across the curriculum: Transforming the higher education landscape via innovation in AI literacy. *Computers and Education: Artificial Intelligence*, 4, 100127.

Țiclău, T., Hințea, C., & Andrianu, B. (2020). Adaptive and turbulent governance. Ways of governing that foster resilience. The case of the covid-19 pandemic. *Transylvanian Review of Administrative Sciences*, 16(SI), 167-182.

Tran, H., Hardie, S., & Cunningham, K. M. (2020). Leading with empathy and humanity: Why talent-centred education leadership is especially critical amidst the pandemic crisis. *International Studies in Educational Administration (Commonwealth Council for Educational Administration & Management* (CCEAM)), 48(1), 39-45.

Trondal, J., Pinheiro, R., Keast, R., & Noble, D. (2022). *Complexity, resilience and public governance in times of turbulence*. In Governing Complexity in Times of Turbulence (pp. 13-31). Edward Elgar Publishing.

Tuna, B., Avci, O.H. Qualitative analysis of university counselors' online counseling experiences during the COVID-19 pandemic. *Current Psychology*. 42, 8489–8503 (2023). https://doi.org/10.1007/s12144-023-04358-x

Vashisht, D. (2021). The effect of novelty in in-game advertising: examining the moderating role of interactivity and congruency. *Journal of Research in Interactive Marketing*. 4(1). 769-786. https://doi.org/10.1108/jrim-07-2019-0101

Zheng, Y., Cai, D., Zhao, J. L., Yang, C., Xia, T., & Xu, Z. (2021). Bidirectional relationship between emotional intelligence and perceptions of resilience in young adolescents: A twenty-month longitudinal study. *Child & Youth Care Forum*. 50(2). 1-15. https://doi.org/10.1007/s10566-020-09578-x

THE EFFECT OF WORKLOAD, WORK DISCIPLINE, AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE: A STUDY AT CV. DEWI LAUNDRY

Ni Nyoman Menuh[1)], Wiryawan Suputra Gumi [2)] I Kadek Yoga Dwi Permana[3)], Ida Bagus Ngurah Wimpascima[4)]

[1,2,3,4]STIMI Handayani

Email: nyomanmenuh61@gmail.com

ABSTRACT

This research aims to determine the simultaneous and partial influence of workload, work discipline and work motivation on employee performance. The type of research used is explanatory research with a quantitative approach. Data collection methods use questionnaires and documentation studies. This method is used to explain the relationship between the variables studied and each other. The analysis technique uses descriptive analysis, multiple linear regression analysis, F test and t test. Based on the results of the analysis, it shows that workload, work discipline and work motivation simultaneously influence employee performance by 58.4%. Workload has a partial effect with a significant value of 0.011 which is smaller than 0.05. Work discipline has a partial effect with a value of 0.009 which is smaller than 0.05. Meanwhile, work motivation has no partial influence with a significant value of 0.641, greater than 0.05. So it is expected that CV. Dewi Laundry to always improve work discipline and work motivation so that employee performance is more satisfying.

Keywords: Workload, Work Discipline, Work Motivation, Employee Performance

INTRODUCTION

Human resources are an important component in a company because human resources are the main role of all the resources in the company. Companies need to create a good work environment for employees so that it becomes motivation to improve employee performance in achieving company goals. Every company employee is required to have discipline, motivation and work enthusiasm in addition to being required to have the ability, skills and knowledge.

The success of a company can be judged from the success of achieving company goals because employee performance is the key to the company's success. Providing motivation to employees is an important thing that must be done in an organization because motivation is part of the activities of coaching, developing and directing employees at work. In a company, apart from motivation, discipline also influences employee performance. One of them is discipline in employee attendance at work. Apart from motivation and work discipline factors, another factor that influences employee performance is workload. CV. Dewi Laundry is a company that operates in the laundry service sector to meet the needs of hotels and villas. CV. Dewi Laundry was founded in 2011, located on Jalan Pura Masuka Banjar Dinas Wijaya Kusuma, Village. Ungasan, Regency. Badung, Province. Bali. Previous research by Jeky et al (2018), stated that workload has a negative and significant effect on employee performance. Maintaining business partners or customers must be the highest priority. Good employee performance in creating customer satisfaction can provide many benefits, including creating consumer loyalty. Based on this background, the research objectives are: (1) To determine and analyze workload on employee performance of CV. Dewi Laundry; (2) To find out and analyze work discipline on employee performance of CV. Dewi Laundry; (3) To find out and analyze work motivation on employee performance of CV. Dewi Laundry.

METHODOLOGY

The objects of this research are workload, work discipline, work motivation and employee performance. The subjects of this research are employees who are actively registered with the employee performance. The target population of this research is active employees who work at CV. Dewi Laundry. So the sample size was determined using a saturated sample with a population = 35. In this research there were two data sources used, namely primary data and secondary data. The primary data source was obtained from the results of distributing questionnaires to respondents. Secondary data sources in this research were obtained from primary data that had been processed and from reports that had been prepared by other parties.

To collect data regarding research objects, the following data collection methods are used: Documentation, documentation techniques are used to obtain data in the form of employee attendance, employee lists and documents on the history of the company's founding; Questionnaire, in this research a questionnaire was given to all active employees on CV. Dewi Laundry. Researchers tested the instrument using the Validity and Reliability Test. The analysis techniques used are classical assumption testing, instrument testing, multiple linear regression analysis and hypothesis testing.

FINDINGS AND DISCUSSION

The results of the validity test show that the four variables, namely work (X1), work discipline (X2), work motivation (X3) and employee performance (Y) are valid. This is because the r-count value > r-table, where r-table is 0.2826. The results of the reliability test show that the four variables produce reliable data with Cronbach's alpha X1, namely 0.742 > 0.60. Variable X2 produces Cronbach's alpha 0.677 > 0.60. Variable X3 produces Cronbach's alpha 0.621 > 0.60 and variable Y produces Cronbach's alpha 0.628 > 0.60. The normality test results show that the data has a normal distribution, because the significant level of Asymp. Sig. (2-tailed) 0.631 over 0.05. From the results of the multicollinearity test, it can be seen that all variables have a tolerance value above 0.1 and a variance inflation factor (VIF) value below 10, so it can be concluded that the regression model in this study does not have multicollinearity, this shows that the independent variables do not interact with each other. correlated so they can be used in this research. Meanwhile, the significance value of the three independent variables is more than 0.05. Thus, it can be concluded that there is no heteroscedasticity problem in the regression model.

Table. 1. Linear Regression Analysis

Variable	Coefficient	*Standard Error*	t	p-value
X1	0,356	0,132	2,703	0,011
X2	0,361	0,130	2,788	0,009
X 3	0,074	0157	0,471	0,641
Constanta	: 3,792			
Coefficient of determination (R^2) :	0,544			

Source: Processed by SPSS version 25.0, 2023

Based on Table 1, the regression equation Y = 3.792 + 0.356X1 + 0.361X2 + 0.074X3 is obtained. The X1 coefficient value of 0.356 indicates that every one unit increase in X1, assuming the other variables are constant, will increase the Y value by 0.356 units. The X2 coefficient of 0.361 indicates that every one unit increase in X2, with other variables constant, will increase Y by 0.361 units. Meanwhile, the coefficient X3) of 0.074 shows a relatively small increase in Y of 0.074 units for every one unit increase in The variables X1 and The coefficient of determination R2 value of 0.544 indicates that 54.4% of the variation in variable Y can be explained by the three independent variables in the model, while the remaining 45.6% is explained by other factors outside the model. This shows that the model has moderate ability in explaining the dependent variable.

1. The effect of workload on employee performance

Based on the research results, it was found that partially there is a significant influence between workload on the performance of CV. Dewi Laundry. This is proven by the workload regression coefficient value of 0.356 and the significance value which is below 0.05, namely 0.011. Similarly, in previous research (Jeky et al. 2018; Juru & Wellem, 2022) it was found that workload variables had an effect on employee performance variables. Workload has an influence on employee performance. Based on all respondents' responses, all employees agree that workload affects employee performance. Workload adjustments must be made by the manager or owner to suit the physical and psychological abilities of each employee. Excessive workload will cause both physical and psychological impacts, emotional reactions, such as headaches and irritability.

2. The influence of work discipline on employee performance

Based on the research results, it was found that in particular there is a significant influence between work discipline on the performance of CV. Dewi Laundry. This is proven by the work discipline regression coefficient value of 0.361 and the significant value which is below 0.05, namely 0.009. Similar to previous research (Hadi Purnomo, et al. 2017; Esthi & Savhira, 2019; Araffat et al, 2020), work discipline also has a partial effect. Discipline has an influence on employee performance. Based on all respondents' responses, all employees strongly agree that work discipline affects employee performance. The higher the employee's work discipline which includes employee attendance on time, working at times according to the work schedule, having a neat appearance and carrying out tasks with full responsibility, the greater the employee's performance will be.

3. The influence of work motivation on employee performance

Based on the research results, it was found that personally there was no significant influence between work motivation on the performance of CV. Dewi Laundry. This is proven by the work motivation regression coefficient value of 0.074 and a significant value above 0.05, namely 0.641. Different from previous research (Hadi Purnomo, et al. 2017), work motivation has a partial effect with a significant value of 0.011, which is smaller than 0.05.

Work motivation has no influence on employee performance, although based on the results of the responses all employees strongly agree that work motivation influences employee performance. In an organization, the motivational aspect should receive serious attention from leaders because it can have an influence on generating, directing and maintaining behavior related to the work environment. Motivation can make a big contribution to the success of an organization in achieving its goals.

CONCLUSIONS AND SUGGESTIONS

Based on the results of the analysis, it can be concluded that there is a significant influence between workload and work discipline on employee performance at CV. Dewi Laundry. Workload has a positive influence with a regression coefficient value of 0.356 and is significant at a significance level of 0.011, so the first hypothesis (H1) is accepted. Likewise, work discipline shows a significant positive influence on employee performance with a regression coefficient value of 0.361 and a significance level of 0.009, so the second hypothesis (H2) is also accepted. However, work motivation does not have a significant influence on employee performance, with a regression coefficient value of 0.074 and a significance level of 0.641, so the third hypothesis (H3) is rejected. This shows that workload and work discipline are the main factors that influence employee performance, while work motivation does not have a significant impact. CV. Dewi Laundry is advised to manage workload fairly and realistically, increase discipline through clear rules, training and rewards, and create a supportive work environment to motivate employees. Future research could add variables such as job satisfaction or leadership style and use a longitudinal approach to understand the dynamics of the influence of these factors on employee performance over time.

BIBLIOGRAPHY

Araffat, M. Y., Ali, H., Bangsawan, M. I., Diarti, D. K., & Budiono, A. (2020). The influence of leadership style and work discipline on employee performance in the department of transportation Dompu District. *International Journal of Multicultural and Multireligious Understanding*, *7*(8), 758-767.

Esthi, R. B., & Savhira, I. (2019). The influence of work training, competence and discipline of work on employee performance in PT. Lestarindo Perkasa. *Journal of Research in Business, Economics, and Education*, *1*(2).

Hadi Purnomo, Chandra Andika, Mochammad Djudi, Yuniadi Mayowan . 2017. Pengaruh Motivasi Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan. *Jurnal Administrasi Bisnis S1 Universitas Brawijaya*, Volume 4 No. 1.

Jeky K R Rolos, Sofia A P Sambul, Wehelmina Rumawas. 2018. Pengaruh Beban Kerja Terhadap Kinerja Karyawan Pada PT. Asuransi Jiwasraya Cabang Manado Kota. *Jurnal Administrasi Bisnis*. Volume 6 No. 4 ISSN : 2338-9605

Juru, P., & Wellem, I. W. (2022, March). The Effect Of Workload On Employee Performance With Job Stress As Intervening Variable In The Land Agency Office Of Sikka Regency. In *International Conference of Business and Social Sciences* (pp. 623-633).

FORMULATION OF BUSINESS STRATEGY AND ITS IMPLICATION ON MARKETING STRATEGY OF GLAGALINGGAH PINE FOREST TOURISM KINTAMANI

1Meliya Hady
Faculty of Economics and Business, Udayana University
meliyahady@gmail.com

ABSTRACT

Ecological tourism has attracted much interest from tourists, this is due to a shift in the tourism paradigm from mass tourism to special interest tourism, namely ecotourism. The Kintamani Glagalinggah Pine Forest Tourism Wana is an ecotourism located in a protected forest area that was built using the concept of The Cultural Forest, namely tourism that prioritizes forest preservation and local culture. The Glagalinggah Pine Forest Tourism Area as ecotourism in the Kintamani-Bali area must be able to reach a wider market. This research aims to design a business strategy by analyzing the internal and external environmental conditions of the Glagalinggah Pine Forest Tourism Wana business. The analysis technique used is the IFAS-EFAS Matrix. The research results show that currently the Glagalinggah Pine Forest Tourism Area is in quadrant V, "hold & maintain" and is predicted to be in quadrant I, in the position of "growth & build in the future. The right business strategy to apply at this time is market penetration and product development. In the future, market development strategies must be added.

Keywords: Ecotourism, Marketing Strategy, Internal-External Matrix Analysis

INTRODUCTION

Ecological tourism is in great demand by tourists, this is due to a paradigm shift in international tourism from mass tourism to special interest tourism, namely ecotourism (Nugroho, 2015). Ecotourism is one of the subsectors of the tourism industry and is one of the main pillars of sustainable tourism development for social, environmental and economic sustainability (Chan, 2018). Ecotourism is a rapidly growing form of tourism today, because it not only benefits the Earth by preserving it, but also provides cultural and economic benefits (Wang and Zhang, 2018). According to Abdoellah *et al.* (2019), there has been a shift in the concept of world tourism to the ecotourism model due to the saturation of tourists to visit artificial attractions. Therefore, this opportunity should be maximally utilized to attract tourists to visit nature-based objects and local culture. Bali is one of the tourist destinations for tourists to Indonesia. Bali has tourism assets in the form of its unspoiled natural beauty, unique cultural heritage, and the hospitality of the local community. The existence of tourism objects and attractions in Bali is expected to bring benefits, especially for the surrounding community in generating new jobs (Suryanti and Indrayasa, 2021).

Glagalinggah Pine Forest is one of the ecotourism destinations in the pine forest area, which was built by local Balinese people. This ecotourism destination was built in 2021 and inaugurated in 2022.Based on data from the Bali Provincial Forestry and Environment Service (2023) Glagalinggah Pine Forest Tourism is one of the ecotourism destinations in Bali which is located in a protected forest area, to be precise the Kintamani Writing protected forest, which is located in RTK (Forest Land Register) 20, with the dominant plant species being Pinus (Pinus merkusii).This tourism was developed by the Forest Farmer Group (KTH) Glagalinggah Lestari after obtaining a forest management permit through Social Forestry, based on Decree 3634/MENLHK-PSKL/PKPS/PSL.0/5/2018 concerning Recognition and Protection of Forestry Partnership between KTH Glagalinggah Lestari and KPH Bali Timur in Kintamani Village, Kintamani District, Bangli Regency.Based on the decree, the forestry partnership area managed by KTH Glagalinggah Lestari is 51 hectare

In line with the objectives of the Social Forestry Program, namely to improve community welfare and preserve the forest, forest management in Glagalinggah is directed towards a tourism area based on forest and cultural preservation. The vision of the Glagalinggah Pine Forest Tourism Area is to make the Glagalinggah Pine Forest a world-class nature tourism with tourism experiences and flavors that are remembered for all time. According to Asy'ari *et al*. (2021), community-based tourism development can benefit local residents, improve living standards and quality of life. In addition, tourism development is expected to contribute to the receipt of Regional Original Revenue and create jobs in the region (Rusyidi and Fedriansyah, 2018).

However, since opening in 2022 the number of visitors has remained relatively low and the overall level of visitation is relatively low. This can be due to the limitations of marketing and management of this tour. Palimbunga (2017) states that community-based tourism development has limitations, namely the lack of human resources with potential in tourism, lack of community knowledge about tourism and the lack of financial capacity and community expertise to manage tourism. Therefore, to face increasingly competitive business competition, companies need to make a breakthrough or formulate the right marketing strategy so as to maintain their business position (Kyana *et al.*, 2023). Companies will need a strategy in running a business to achieve and maintain optimal company performance (Hidayatulloh *et al*., 2021). Companies need the right marketing strategy to anticipate internal and external problems in business development (Ardiansyah *et al.*, 2024).

The external environment and internal environment have a significant role in decision-making efforts to realize the company's vision and mission. Interactions between internal and external environments will greatly affect the ability and important strategies for decision makers (Susanthi, 2017). This research aims to identify internal and external factors as key factors and has been categorized into two levels, namely internal environmental analysis (IFAS) and external environmental analysis (EFAS). Internal-External (IE) Matrix analysis is an important tool in strategic planning used to evaluate the company's strategic position and potential (David and David, 2017). According to Rangkuti (2015: 95), the Internal-External Matrix is a model from General Electric (GE-Model). The parameters used include parameters of the company's internal strengths and external influences facing the company. In the context of Glagalinggah Pine Forest Tourism management, the purpose of using this model is to obtain a more detailed business strategy.

Based on the above background, this research needs to be carried out to formulate the Glagalinggah Pine Forest Tourism Business Strategy and its Implications for Marketing Strategy.

METHODOLOGY

This type of research is descriptive qualitative research. The object of this research is the marketing strategy of Glagalinggah Pine Forest Tourism with the research location in Glagalinggah Hamlet, Kintamani Village, Kintamani District, Bangli Regency, Bali Province. The data collection technique was carried out by interviewing the destination manager, to understand the business profile, strengths, weaknesses, opportunities, and threats of the company.

The analysis used is descriptive analysis to obtain an overall picture of the company, the condition of the internal environment, and the external environment and formulate relevant marketing strategies to be implemented. The decision to choose the best strategy is based on the results of the IE matrix analysis as shown in Table 1.

Table 1: IE Matriks Table
[Source : David *et al*., (2020:207)]

		IFE		
		Strong 3,0-4,0	Medium 2,0 – 2,99	Weak 1,0 – 1,99
EFE	High 3,0 – 4,0	I *Growth & Build*	II *Growth & Build*	III *Hold & Maintain*
	Medium 2,0 – 2,99	IV *Growth & Build*	V *Hold & Maintain*	VI *Harvest or Divest*
	Low 1,0 – 1,99	VII *Hold & Maintain*	VIII *Harvest or Divest*	IX *Harvest or Divest*

FINDINGS AND DECISION

The analysis conducted in the internal environment examines the factors that exist in Glagalinggah Pine Forest Tourism, namely the strengths and weaknesses presented in Table1.

Table 1. Internal Factors Analysis Summary/IFAS)

Internal Factors Analysis Summary (IFAS)	Currently (2024)			The Future (2025-2029)		
	Weight	Ratings	Score	Weight	Ratings	Score
Strengths						
Strategic location, its placed in Kintamani, Bali	0.14	4	0.56	0.14	4	0.56
Coffee shop in the middle of the forest with the Pino Coffee brand which sells authentic Kintamani coffee	0.12	3	0.36	0.15	4	0.6
Natural beauty of the pine forest	0.11	4	0.44	0.12	4	0.48
Tree adoption program as a program to support environmental conservation	0.08	3	0.24	0.11	4	0.44
Amphitheater as a venue for local cultural performances	0.1	3	0.3	0.13	3	0.39
Has a Camping Ground as a camping location	0.09	3	0.27	0.09	3	0.27

Sub Total	**0.64**		**2.17**	**0.74**		**2.74**
Weaknesses						
Promotion is not yet optimal	0.13	1	0.13	0.06	2	0.12
Limited management human resources	0.12	1	0.12	0.1	1	0.1
Facilities and infrastructure at tourist locations are inadequate	0.06	2	0.12	0.05	2	0.1
Information regarding the clarity of routes or paths that can be followed to enjoy tourism in forest areas is still not complete and clear	0.05	2	0.1	0.05	2	0.1
Sub Total	**0.36**		**0.47**	**0,26**		**0.42**
Grand Total Matrik IFE	**1**		**2.64**	**1**		**3.16**

Source: Data processed

Table 1 shows that based on the results of calculations using the IFAS Table, the total score obtained by the current Glagalinggah Pine Forest Tourism is 2.64, which indicates that the company's internal position is quite strong, but not in a very dominant category. This indicates that the company is able to survive and maintain its operational sustainability by utilizing existing strengths. The main strength it currently has is that it has a strategic location with a score of 0.56 where Glagalinggah Pine Forest Tourism is located in Kintamani, where the development of tourism is very rapid. This is in line with research from Sagala & Pellokila's research (2019) which states that having a strategic location is a strength in internal factors. The next strength lies in the natural beauty of the pine forest with a score of 0.44, where this tourist attraction has the beauty of a pine forest that is more beautiful than other pine forest tours. While the weakness of this tourist attraction is in the promotion that has not been optimized with a score of 0.13. This is in line with the findings of Subaktilah *et al*. (2018), where the lack of promotion and marketing reach is an internal weakness.

The IFAS table also shows the conditions in the future. In the future, the total score of Glagalinggah Pine Forest Tourism is 3.16, which indicates that the company's internal position is strong enough to overcome existing weaknesses with its strengths. The main strength in the future lies in the existence of a coffee shop in the middle of the forest with the Pino Coffee brand that sells authentic Kintamani coffee dishes with a score of 0.6, this is because Kintamani is famous for its coffee drink branding. Meanwhile, in the future, the main weakness still lies in unoptimized promotion with a score of 0.12 due to access to promotional platforms and unoptimized community collaboration.

The analysis conducted in the External environment examines the key factors that exist, namely opportunities and threats.

Table 2. External Factors Analysis Summary/EFAS

External Factors Analysis Summary	Currently (2024)			The Future (2025-2029)		
(EFAS)	Weight	Ratings	Score	Weight	Ratings	Score
Opportunities						
Tourism development in Kintamani is increasing rapidly	0.15	4	0.6	0.17	4	0.68
Increased tourist demand for nature-based tourism	0.14	3	0.42	0.16	4	0.64
Tourists' need for educational and conservation tourism as a means of learning about the environment	0.13	4	0.52	0.15	4	0.6
Empowerment of local communities	0.12	3	0.36	0.13	3	0.39
Sub Total	**0.54**		**1.9**	**0.61**		**2.31**
Threats						
Competitors are pine forest tourism in a nearby location	0.14	2	0.28	0.13	1	0.13
Tourist behavior that’s not environmentally friendly has the potential to disrupt the sustainability of forest areas	0.13	1	0.13	0.11	3	0.33
Waste management in forest areas needs special attention	0.12	1	0.12	0.08	2	0.16
There are changes in regulations or government policies that are not profitable for the manager	0.07	2	0.14	0.07	2	0.14

Sub Total	**0.46**		**0.67**	**0.39**		**0.76**
Grand Total Matrik EFE	**1**		**2.57**	**1**		**3.07**

Source: Data processed

Table 2 shows that based on the results of calculations using the EFAS Table, the total score obtained by Glagalinggah Pine Forest Tourism is currently 2.57. The total weight score above 2.57 indicates that the company is able to respond well to external factors by utilizing existing opportunities to overcome threats. The main opportunity the company has is the development of tourism in Kintamani which is growing rapidly with a score of 0.60. The next opportunity is the need for tourists for educational and conservation tourism as a means of learning about the environment with a score of 0.52. While the current weakness is the existence of competitors in the form of pine forest tourism with an adjacent location with a score of 0.28. This is in line with the findings of Pratama & Susanti (2022), competitors as a threat in external factors, the existence of competitors as a strategic threat factor in external factor analysis.

The EFAS table of Glagalinggah Pine Forest Tourism in the future shows that the main opportunities still remain in the development of tourism in Kintamani which is growing rapidly with a score of 0.68. While the main threat that can occur in the future shifts lies in the behavior of tourists who are not environmentally friendly, potentially disturbing the preservation of forest areas with a score of 0.33.

Formulating and Defining Business Strategy

The current and future position of the company, as shown in the following figure:

B **A**

EFE	**IFE**			
		Strong 3.0-4.0	Medium 2.0 – 2.99	Weak 1.0 – 1.99
	High 3.0 – 4.0	I *Growth & Build*	II *Growth & Build*	III *Hold & Maintain*
	Medium 2.0 – 2.99	IV *Growth & Build*	V *Hold & Maintain*	VI *Harvest or Divest*

	Low 1.0 – 1.99	VII *Hold & Maintain*	VIII *Harvest or Divest*	IX *Harvest or Divest*

Current IE score: 2.64 / 2.57 (A)
Future IE score: 3.16 / 3.07 (B)
Source: Data processed

Based on the IE Matrix, it is known that Glagalinggah Pine Forest Tourism is currently in quadrant V “hold & maintain” and in the future is expected to reach quadrant I or in the “grow and build” position. For this reason, the business strategies that can be carried out at this time are the Market Penetration and Product Development strategies. The formulation of the current Glagalinggah pine forest tourism business strategy is as follows:

1. Market Penetration

Market penetration is defined as an effort to increase market share through increased sales of existing products in existing markets, by utilizing strategies such as promotion, price reduction, or more intensive distribution (Kotler and Keller, 2016). The market penetration strategy in the Glagalinggah Pine Forest Tourism business is an effort to increase sales of tourism products and gain a larger market share by conducting more aggressive marketing strategies. One approach that can be taken is through digitalization of marketing through internet marketing. Internet marketing is a marketing activity using a promotional strategy through the internet that can expand the sales scale and is inexpensive to implement (Susanti, 2020). Increasing market share can also be done by utilizing various social media platforms that match the target market profile and business characteristics (Nurkasanah *et al.*, 2024). The application of digital marketing as a promotional medium can be a strategic step to expand market reach and increase brand awareness (Rahmawati & Ikaningtyas, 2023).

2. Product Development

Product Development strategy is a strategy that seeks to increase sales by improving or modifying existing products or services. Product development usually requires large research and development (R&D) expenditures. Product development is one of the company's steps to maintain and improve competitiveness (Wijaya and Maghfiroh, 2018).

The strategy recommendations given for the future are to use intensive strategies, namely market development, market penetration and product development. Growth & Build focuses on the internal growth of the company and involves investing in existing products or markets to increase market share and company growth. Growth & Build is an aggressive strategy and often requires significant resource allocation for innovation or expansion. The formulation of Glagalinggah pine forest tourism business strategy for the future is to consistently implement market penetration and product development strategies and add market development in its business strategy.

Market Development

Market development strategy is defined as an effort made when the old market is stable, then efforts are made to open up opportunities in new markets (Juliani *et al*., 2017). This strategy is used to expand the range of product sales, namely new customers who have not been touched before. Currently, visitors to Glagalinggah pine forest tourism are still dominated by local Balinese visitors or segmented foreign tourists in the form of tourists who like adventure and nature tourism. In the future, marketers need to also target domestic tourists, where currently domestic tourist visits are still relatively low.

Marketing Strategy for Glagalinggah Pine Forest Tourism

The implementation of the suggested intensive strategy for Glagalinggah Pine Forest Tourism certainly has an impact on marketing strategy. Some of the implications of business strategy on marketing strategy in terms of marketing mix for Glagalinggah pine forest tourism are as follows:

1. Products, through new product development and actively developing product quality. This can be done by adding a menu in the coffee shop in the form of local and western food menus and improving the quality of food and drinks served. Product development can be done by adding new product variants that are not yet available on the market (Rusmania *et al*., 2022).
2. Price, through providing competitive prices for both entrance tickets and food and beverage menus. Competitive pricing allows companies to optimize the market share of their products or services compared to their competitors (Zed *et al*., 2024).
3. Promotion, promotion is an activity carried out to introduce a product, both goods and services to consumers, with the intention of influencing and attracting consumer attention, so that consumers are interested in buying a product (Sa'ban *et al*., 2023). To introduce tourism products requires promotion to introduce tourist attractions throughout the world as well as in Indonesia, without effective promotion, tourist attractions cannot be recognized, so the level of tourist visits must be low (Wolah, 2016). Promotion can be done by increasing publications

and aggressive promotions by utilizing marketing through social media such as Instagram, Facebook, Shopee, TikTok and several other marketplaces including offering products on e-commerce (Widyanita & Rahanatha, 2022). Promotion can also be done by working with travel agents who handle tourists to market tour packages.

4. Place, can be done through structuring tourist sites based on zoning, to make it easier for visitors to access attractions in the forest area.

5. Process, can be done by preparing clear standard operating procedures related to the services that can be obtained at this tourist attraction. To simplify the process, managers can also provide online reservations for visitors. This is in line with Dira *et al*. (2024) where companies can improve services by providing online reservation opportunities.

6. People, it is necessary to conduct training on the workforce to provide a friendly, professional, and memorable experience. Such as training employees to be able to provide good and informative service. Human resources are very important in services, because they interact directly with customers.

7. Physical Evidence, In ecotourism service marketing, this can be in the form of preserved natural conditions or environmentally friendly facilities. Physical evidence can help build trust, such as clean and well-maintained facilities, positive online reviews and staff uniforms.

CONCLUSIONS AND SUGGESTIONS

Based on the Internal-External Matrix (IE Matrix), it is known that the current business position is in quadrant V “hold and maintain” and is predicted to be in quadrant I in the future or in the “grow and build” position. Under these conditions, the right strategy to use at this time is market penetration and product development. As for the future, they still apply market penetration and product development but need to add a market development strategy. Managers also need to consider the right marketing strategy so as to maximize the growth potential of the Glagalinggah Pine Forest Tourism business. Business strategies integrated with the 7P elements can ensure a comprehensive and effective approach in achieving their business goals.

Suggestions for tourism managers so that the Glagalinggah pine forest tourism business can develop better are that they must focus on improving their strengths and overcoming their weaknesses. In addition, in order to increase its competitiveness, existing opportunities must be utilized properly and determine mitigation of threats that can occur. To improve its strengths, the manager can improve the location arrangement and improve the taste of the food and drinks provided. Meanwhile, to improve its weaknesses, the manager can set the right marketing strategy, especially increasing marketing media, especially online marketing media. Tourism managers can also conduct training that supports the business, especially training in serving tanu in a friendly and informative manner. Regarding the threats faced in the future business, the attitude of tourists who are not environmentally friendly which can cause forest damage can be overcome by managers with education and environmental awareness which can be done by increasing information boards about the importance of preserving the environment, providing supporting facilities such as trash bins and supervision and enforcement of rules for visitors who violate.

BIBLIOGRAPHY

Abdoellah, O. S., Parikesit, Gunawan, B., & Hadikusumah, H. Y. (2019). Shifting the Concept of World Tourism towards Ecotourism. Journal of Ecotourism and Environment, 15(2), 123-135.

Ardiansah, I., Septiari, R., & Haryanto, S. (2024). Application of Business Model Canvas and Swot Analysis for the Development Plan of UMKM Batik Lintang. Valtech Journal, 7(1), 160-170.

Asy'ari, R., Tahir, R., Rakhman, C. U., & Putra, R. R. (2021). Community-Based Tourism Development in West Java Province. Journal of Socius: Journal of Sociology Research and Education, 8(1), 47-58.

Bali Provincial Forestry and Environment Agency. (2023). Social Forestry of Bali Province. Denpasar: Bali Provincial Government.

Chan, S. (2018). Factors Affecting Revisit Intention With Customer Satisfaction as a Mediating Variable In Eco-Friendly Resorts. Journal of Management and Innovation, 9 (1), pp. 1-13.

David, F. R., & David, F. R. (2017). Strategic Management: A Competitive Advantage Approach, Concepts and Cases (16th ed.). Pearson Education.

David, F. R., David, F. R., & David, M. E. (2020). Strategic Management Concepts and Cases, 17 th Ed. Boston: Pearson Education, Inc.

Hidayatulloh, C. Panggabean, H. L., & Noviaty, E. (2021). Business strategy analysis of catering culinary business (case study on shinta catering Depok). Complexity, 10(01), 79-93.

Juliani, K. A. M., Harsojuwono, B. H., Satriawan, I. K. (2017). Barjaz Tea Beverage Business Development Strategy at Barjaz Company. Journal of Agroindustry Engineering and Management, 5 (4), 41-50.

Kotler, P., & Keller, K. L. (2016). Marketing Management (15th ed.). Pearson.

Kyana, N. L. G. S. M., Tirtamara, A. A., & Yasa, N. N. K. (2023). Formulation of marketing strategy for boba drink product “mixue” using internal external matrix. Journal of Pijar, 1(3), 578-587.

Nugroho, I. (2015). Ecotourism and Sustainable Development. Yogyakarta: Student Library.

Nurkasanah, I., Ramadina, R. F. M., Nurfatikha, R. P., Rahmawati, A., Az-Zahra, F. H., Mahendrawathi, E. R., Suryani, R., & Wibisono, A. (2024). Improving tourism promotion of Kampung Lawas Maspati through digital marketing. Sewagati, 8(1), 1093-1102.

Palimbunga, I. P. (2017). Forms of Community Participation in Tourism Development in Tablanusu Tourism Village Jayapura Regency Papua Province. Scientific Journal of Literature and Language Studies, 1(2), 15-32.

Pratama, Y. A., & Susanti, N. (2022). Analysis and Development Strategy of Nongko Ijo Pine Forest Tourism in Madiun Regency. Pancasila Bureaucracy: Journal of Regional Government, Development and Innovation, 4(2), 136-150.

Rahmawati, L., & Ikaningtyas, M. (2023). Application of digital marketing to support segigit snack MSMEs in Kebumen. Journal of Community Service Information, 1(3), 63-71.

Rusmania, Nugroho, D. A., Indriyani, P. D., & Putra, M. A. H. (2022). Participation of crafters in the development of woven craft art in Purun Village based on local wisdom. PINUS: Journal of Learning Innovation Research, 8(1), 1-10.

Rusyidi, B and Fedriansyah, M. (2018). Community-based Tourism Development. Journal of Social Work, 1(3), 155-165.

Sa'ban, L.M.A., Ilwan & Rosita3. (2023). Promotion of Tourism Wawoangi Village. Journal of Research Innovation, 3 (8), 7271-7280.

Sagala, N., & Pellokila, I. R. (2019). Mangrove Forest Ecotourism Development Strategy in Oesapa Beach Area. Journal of Tourism, 2(1), 47-63.

Subaktilah, Y., Kuswardani, N., & Yuwanti, S. (2018). SWOT Analysis: Internal and External Factors in Sugarcane Brown Sugar Business Development (Case Study at Bumi Asih SME, Bondowoso Regency). Journal of Agrotechnology, 12(2), 107-115

Suryanti, P. E., and Indrayasa, K. B. (2021). The Development of Ecotourism in Bali: “Efforts to Preserve Nature and Culture and Empower Local Communities”. Scientific Journal of Religious and Cultural Tourism.

Susanthi, P. R. (2017). Analysis of Internal and External Environment in Achieving Company Goals (Case Study of STIE Galileo Batam). Electronic Journal of RECORDING (Economic Research in Management and Accounting), 1(1), 30-42.

Susanti, E. (2020). Digital Marketing Training in Technology-Based Business Development Efforts for UMKM in Sayang Village, Jatinangor District. Sawala: Journal of Community Service for Social, Village and Community Development, 1(2), 36.

Wang, Y., Li, X., & Zhang, H. (2018). Ecotourism: Balancing Environmental, Cultural, and Economic Benefits. Journal of Sustainable Tourism, 26(3), 353 -370.

Widyanita, N. W., & Rahanatha, G. B. (2022). The Role of Customer Satisfaction in Mediating the Effect of Product Innovation on Product Repurchase Intention Lanakila Brand Clothing in Bali. E-Journal of Management, 11(7), 1277-1296.

Wijaya, T & Maghfiroh, E. (2018). Product Development Strategy to Improve Production Competitiveness (Study on Tape “Wangi Prima Rasa” in Binakal, Bondowoso). Bondowoso). Profit: Journal of Economics and Banking Studies, 2 (1), 87-98.

Wolah, F. F. C. (2016). The role of promotion in increasing visits. Acta Diurna, 5(2), 11.

Zed, E. Z., Nabila, D. S. Z., Oktaviani, R., Sari, K. A., & Aliyah, S. (2024). The effect of competitive pricing and product quality on increasing sales of lazatto chicken & burger in cikarang north. Economics and Digital Business Review, 5(2), 763-774.

IMPROVING HOTEL'S ORGANIZATIONAL PERFORMANCE BY MAXIMIZING KNOWLEDGE MANAGEMENT AND ENTREPRENEURIAL ORIENTATION THROUGH DYNAMIC CAPABILITY

I Gusti Bagus Nyoman Surya Candra Sasmita[1)], Putu Yudy Wijaya[2)], Ida Ayu Widani Sugianingrat[3)]

[1]Faculty of Economics, Business, and Tourism University of Hindu Indonesia
Email : bagusunhi@gmail.com

[2]Faculty of Economics, Business, and Tourism University of Hindu Indonesia
Email : yudywijaya333@unhi.ac.id

[3]Faculty of Economics, Business, and Tourism University of Hindu Indonesia
Email : widanidayu47@unhi.ac.id

ABSTRACT

This research, conducted in Denpasar City, aimed to determine the influence of knowledge management and entrepreneurial orientation on OP directly and mediated by dynamic capability. The study, which utilized a proportional sampling technique and involved 152 General Managers of 4 and 5-star hotels in Badung Regency, Gianyar Regency, and Denpasar City, collected data using interview techniques at the pra-survey stage and questionnaires measured using a Likert Scale with five answer choices. The analysis results, which demonstrate the positive and insignificant effect of knowledge management on organizational performance. Entrepreneurial orientation affect organizational performance positive and significant, as well it’s positive and significant effect on dynamic capability, and the positive and significant effect of dynamic capability on organizational performance, highlight the critical role of dynamic capability in mediating the influence of knowledge management and entrepreneurial orientation on organizational performance.

Keywords: Knowledge Management, Entrepreneurial Orientation, Dynamic Capability, OP

INTRODUCTION

Bali is a famous tourist destination in Indonesia and abroad, so, unsurprisingly, many domestic and international tourists from various countries visit Bali. This condition, of course, presents promising business opportunities, especially in the tourism sector. Tourism activities require central infrastructure, namely accommodation facilities, be it hotels, villas, inns, or other forms of accommodation. As time passes, more and more accommodation facilities, especially hotels, are being built to provide tourist services. The large number of hotels in Bali in various categories, from budget hotels to star hotels, of course, makes the competition even tighter. Four and 5-star hotels that offer complete facilities cannot be separated from the competition with other category hotels that offer lower prices.

Based on data from the Central Provincial Statistics Agency, in 2024, it is known that there will be 167 4-star hotel units and 94 5-star hotel units in Bali. Badung Regency dominates the location of 4-star hotels with 130 units, Gianyar Regency with 12 units, and Denpasar City with 15 hotel units. A similar condition also occurs in the 5-star hotel category, which Badung Regency also dominates with 69 units, Gianyar Regency with 12 units, and Denpasar City with eight hotel units. This data shows that these three regions are still favorite destinations for traveling and investing. The tourism sector has challenges, namely that it depends on security issues, as was the case when the COVID-19 pandemic occurred from 2020 to 2022. The occurrence of the pandemic, of course, caused hotel room occupancy rates in Bali to drop significantly, so every hotel manager must be able to adapt to changes in the environment. that happened. However, this condition will significantly disrupt the hotel organization's performance, both from a financial and non-financial perspective.

Every business actor in any industry, including hotels, wants excellent organizational performance (OP) so that the business can survive and develop for the better. OP shows a company's ability to achieve predetermined goals and overcome a fluctuating business environment (Cho & Lee, 2018). OP can be shown in financial or non-financial units and compared with predetermined goals (Bature & Hin, 2017). Many factors can influence OP, including knowledge management/KM (Muhammed & Zaim, 2020). KM is the information and knowledge flow between all the organization's people (Kianto et al., 2020), making it a crucial area of study for businesses seeking to improve their performance.Companies building and managing knowledge well will have high OP (Gürlek & Çemberci, 2020). The importance of KM in improving OP is inseparable from the role of KM itself, namely to study, utilize, and exploit company resources (Koohang et al., 2017). Research conducted by Koohang et al. (2017), Shahzad et al. (2020), Rofiaty (2019), and Giampaoli et al. (2017) has proven that improving KM will be followed by a significant increase in OP. Even though KM has been empirically proven to improve OP significantly, other research results show that the influence of KM on OP is different, including a significant adverse effect (Andreeva & Kianto, 2022), as well as positive and insignificant (Turulja & Bajgoric, 2018; Ernawati & Hamid, 2020).To improve OP, it is not enough for every business actor to utilize existing knowledge; instead, they must have an entrepreneurial orientation or EO (Lita et al., 2020). EO encourages organizational rejuvenation, improving OP by obtaining many benefits, such as the ability to innovate and carry out organizational rejuvenation (Jogaratham, 2017). The critical role of EO in improving OP has been proven empirically in research conducted by Mantok et al. (2019), Lita et al. (2020), Al-Dhaafri et al. (2020), Rofiaty (2019), Mahrous and Genedy (2017) Tajeddini et al. (2020). Different research results were shown by Razaei and Orrt (2018), who proved that EO had a positive but insignificant effect on OP. Shu et al. (2019) also proved that EO positively and insignificantly affected OP.

The relationship between KM and EO RBV; however, various previous research results that examined the influence of KM and EO on OP showed inconsistent results, giving rise to a research gap caused by RBV not being able to help companies utilize the resources they have when they have to face environmental changes—business which is the weak point of the RBV itself (Bingham et al., 2020). To face environmental changes, dynamic capability or dynamic capability/DC is the ability of a company to integrate, build, and reconfigure internal and external resources to develop new capabilities (Tseng & Lee, 2021). The role of DC in improving OP cannot be separated from its functions as competencies, abilities, capabilities, capacities, processes, and routines (Jurksiene & Pundziene, 2019). This statement is supported by previous research conducted by Najmi et al. (2018) and Imaniyah and Umam (2019), Tseng and Lee (2021), and Chien and Tsai (2018) have proven that increasing DC will be followed by a significant increase in OP. This research aims to determine the influence of KM and EO on OP directly and mediated by DC.

RESEARCH HYPOTHESIS

Knowledge management can improve OP by providing solutions to problems and exploration of opportunities in the future (Alenezi, 2020). The better an organization manages knowledge, the higher the organization's performance (Babazeh & Farahani, 2019). This statement has been proven empirically in research conducted by Obeso et al. (2020), Jyoti and Rani (2017), Abbas and Kumari (2021), Gurlek and Cemberci (2020), and Qaswari et al. (2017), which proves that the better knowledge is managed, the OP will increase significantly. Based on this description, a hypothesis is proposed:

H_1: KM has a positive and significant effect on OP

EO can be defined as company procedures, practices, and decision-making activities to increase the value of products and services to respond to customer needs that can improve OP (Masa'deh et al., 2018). EO has been empirically proven to play an important role in significantly improving OP in various sectors, including SMEs (Mantok et al., 2019), SMEs supporting the tourism sector in Indonesia (Lita et al., 2020), police in Dubai (Al- Dhaafri et al., 2020), and Islamic boarding schools in Indonesia (Rofiaty, 2019), and Pharmacy (Masa'deh et al., 2018).

H_2: EO has a positive and significant effect on OP.

Knowledge is valuable for organizations because it can help them improve, update, and combine existing resources to face dynamic markets (Mukherjee et al., 2017). Previous research conducted by Najmi et al. (2018), Farzaneh et al. (2020), Tseng and Lee (2021), and Osoriao-Londono et al. (2021) supports this statement, which proves that increasing knowledge management will result in a significant increase in dynamic capability.

H_3: KM has a positive and significant effect on DC

Based on the DC perspective, company resources are the essential elements of capability, where DC will follow resources by combining existing resources to respond to environmental changes (Bianchi et al., 2017). Research conducted by Aslam et al. (2020), Jin and Cho (2018), and Martin and Javalgi (2016) has proven a significant increase in DC as a consequence of increasing EO.

H_4: EO has a positive and significant effect on DC

Dynamic capability helps companies create, develop, and protect resources that can help them achieve long-term superior performance (Monteiro et al., 2017). Research conducted by Najmi et al. (2018), Imaniyah and Umam (2019), Tseng and Lee (2021), and Chien and Tsai (2018) has empirically proven the critical role of dynamic capability in improving OP.

H_5: DC has a positive and significant effect on OP.

Obtaining knowledge from outside and within the organization increases dynamic capability, ultimately significantly improves OP (Farzaneh et al., 2020). Research conducted by Imaniyah and Umam (2019) proves that OP will be higher when knowledge management can increase dynamic capability. Research by Tseng and Lee (2021) proves that dynamic capability mediates the influence of knowledge management on OP in the service, technology, and manufacturing sectors.

H_6: DC mediates the influence of KM on OP.

Relying on resources such as EO is sometimes insufficient for a company to achieve superior performance, so DC assistance is needed to achieve the desired performance (Bianchi et al., 2017). Correia et al. (2020) prove that OP will increase significantly when EO can increase dynamic capability in companies in Portugal. Monteiro et al. (2017) also prove that dynamic capability increases the influence of entrepreneurial orientation on OP in companies that export in Portugal. Based on this description, a hypothesis is proposed:

H_7: DC mediates the influence of EO on OP

The conceptual framework of this research describes the relationship between the variables studied. It was developed based on theoretical and empirical studies of this relationship, which were discussed in the introduction and hypothesis development sections. The conceptual framework of this research can be seen in Figure 1.

METHODOLOGY

The paradigm used in this research is a positivist approach with an associative quantitative research type. This research determines the influence of independent variables (knowledge management and entrepreneurial orientation) on independent variables (dynamic capability and OP) directly and mediated by dynamic capability. This research was conducted in Denpasar City. The population of this study was 246 General Managers (GM) of 4 and 5-star hotels in Badung Regency, Gianyar Regency, and Denpasar City. The sample size was determined using the Yamane Formula, so 152 respondents were determined as the sample using proportional sampling technique. Data collection was carried out by conducting interviews at the pre-survey stage and continued by using a questionnaire. The questionnaire was measured using a Likert scale, with five answer choices starting from strongly disagree with a score of one to agree with a score of five strongly. The distribution of research samples can be seen in Table 1.

The entrepreneurial orientation variable in this research is measured by the innovativeness and proactiveness dimensions adopted by Buli (2017) and the risk-taking dimension adopted by Al-Mamun and Fazal (2018). Knowledge management is measured by the dimensions of knowledge acquisition (Jyoti & Rani, 2017), knowledge sharing (Kmiecak, 2020), and knowledge application, which were adopted from (Ode & Ayavoo, 2019). The dynamic capability variable is measured using the sensing, seizing, and transforming/reconfiguring dimensional approaches (Lopez-Cabrales et al., 2017). OP variables are measured using the financial and non-financial performance dimensions approach adopted by Allowwad et al. (2020). Instrument testing was conducted by testing validity and reliability using SPSS software on 30 respondents outside the determined research sample. The research stages continued with structural equation modeling - partial least squares (SEM-PLS).

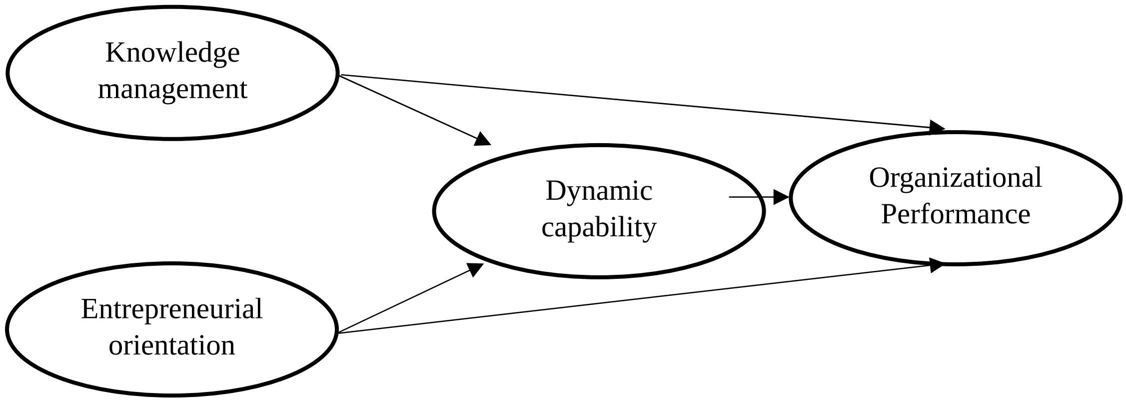


Figure 1 Conceptual Framework

Table 1
Population and Sample Distribution

Location	Population (people)		Sample size (People)	
	4-star	**5-star**	**4-star**	**5-star**
Badung Regency	130	69	81	43
Gianyar Regency	12	12	7	7
Denpasar City	15	8	9	5
Total	246		152	

Source: Central Bureau of Statistics (2024).

FINDINGS AND DISCUSSION

Instrument validity and reliability test

The first stage is to test the instrument's validity and reliability with SPSS software. The instrument test was conducted on thirty respondents outside the predetermined target sample. The correlation coefficient value for each statement item shows a value of more than 0.30, so the instrument is declared valid. The results of the reliability test show that Cronbach's alpha value for each variable is more than 0.60, so the instrument is declared reliable. The instrument test results can be seen in Table 2.

Table 2.
Validity and Reliabilty Test Result

Variables	Statement It	Correlatic Coefficie	Statu	*Cronbach's a*	Statu
Knowledge management	No. 1 -12	>0,30	Vali	>0,60	Reliab
Entrepreneurial orienatatic	No. 13 - 24				

Dynamic capability	No. 25 - 33
Organizational Performan	No. 34 - 40

Source: processed data, 2024

Measurement Model

The first stage model measurement used convergent validity (outer loading and average variance extracted/AVE) and discriminant validity (Fornell-larcker Criterion and Hetrotrait-Monotrait Ratio). Model measurements were also done by testing model reliability using composite reliability and Cronbach's alpha. According to Hair et al. (2018), convergent validity with outer loading is considered valid if the factor loading value exceeds 0.7. It is also recommended that the AVE value exceed 0.5 to meet validity requirements (Sarstedt et al., 2017). Based on the results in Table 3, it can be seen that the factor loading value of each statement item has exceeded 0.7, and the AVE is more significant than 0.5, so the convergent validity requirements are met. The reliability test also proves that Cronbach's alpha value is greater than the composite reliability value, so the reliability requirements are met.

Table 3.
Convergent Validity and Composite Reliability

Item	Factor Loadi	Composite Reliabili	Cronbach's Alp	AVE
KM		0,975	0,972	
Knowledge acquisitic				
KA1	0,981			
KA2	923	0,951	0,93	
KA3	0,944			
KA4	0,978			
Knowledge sharing				
KS1	0,96			0,767
KS2	0,858	0,913	0,873	
KS3	0,74			
KS4	0,811			
Knowledge applicatic				
KAp1	0,806			
KAp2	0,81	0,969	0,956	
KAp3	3798			
KAp4	0,859			

EO		0,977	0,975	
Innovativeness				
In1	0,979			
In2	0,849	0,962	0,947	
In3	0,93			
In4	0,962			
Proactiveness				
Pr1	0,902			
Pr2	0,897	0,935	0,908	0,784
Pr3	0,835			
Pr4	0,893			
Risk-taking				
RT1	0,879			
RT2	0,853	0,955	0,937	
RT3	0,8611			
RT4	0,816			
DC		0,935	0,922	
Seizing				
Se1	0,848			
Se2	0,757	0,876	0,788	
Se3	0,736			
Sensing				
Sen1	0,809			0,615
Sen2	0,767	0,87	0,775	
Sen3	0,763			
Reconfiguring				
Re1	0,803			
Re2	0,757	0,833	0,8	
Re3	0,815			
OP		0,966	0,959	
Non-financial				
NF1	0,91			0,803
NF2	0,904	0,947	0,915	
NF3	0,89			

Financial			
Fi1	0,908		
Fi2	0,874	0,948	0,927
Fi3	0,853		
Fi4	0,932		

Source: processed data, 2024

The discriminant validity measurement model shows that each set criterion has met the requirements. The Fornell-Larcker Criterion test proves that the AVE value is higher than the correlation coefficient between constructs, so the discriminant validity requirements have been met; in other words, the correlation coefficient between constructs is lower than the AVE value.

Table 4.
Discriminant Validity - *Fornell-Larcker Criterion*

Variable	KM	EO	DC	OP
KM	**0,876**			
EO	0,019	**0,885**		
DC	0,424	0,605	**0,785**	
OP	0,306	0,663	0,698	**0,896**

Source: processed data, 2024

The condition for discriminant validity with the Hteterotrait-Monotrait Ratio is that each construct must correlate lower than 0.9 (Henseler et al., 2015). Referring to Table 5, the correlation value between the constructs of this research is below 0.9, so the discriminant validity requirements have been met.

Table 5.
Discriminant Validity - Heterotrait-Monotrait Ratio

Variable	KM	EO	DC	OP
KM				
EO	0,646			
DC	0,445	0,636		
OP	0,314	0,655	0,742	

Source: processed data, 2024

Analysis of Direct Effect

Table 5 shows the results of the direct effect hypothesis test. The analysis results prove that there is a rejection of H_1 with O = 0.122 and p-values 0.061 > 0.05, so KM influences OP positively and not significantly. Other hypothesis test results show support for H_2 (O=0.379; p-values 0.000), H_3 (O=0.413; p-values 0.000); H_4 (O=597; p-values 0.000), and H_5 (O=0.417; p-values 0.000). These results prove that the influence of each variable, as formulated in the hypothesis, is positive and significant, except H_1..

Table 6
Result of Direct Effect Hypothesis Test

Variables	Original Sample	Standar Deviatio (STDEV	T Statistic (|O/STDEV	P Valu	Result
KM → OP (H_1)	**0,122**	**0,065**	**1,880**	**0,061**	**Not supported**
EO → OP (H_2)	0,379	0,070	5,404	0,000	Supported
KM → DC (H_3)	0,413	0,053	7,723	0,000	Supported
EO → DC (H_4)	0,597	0,042	14,088	0,000	Supported
DC → OP (H_5)	0,417	0,067	6,199	0,000	Supported

Source: processed data, 2024

Analysis of Indirect Effect

The indirect influence test was carried out to determine the role of DC in mediating the influence of each KM and EO on OP. Table 7 proves that KM has a positive and significant effect on OP (O=0.172; p-values = 0.000) mediated by DC so that H6 is accepted. EO also has a positive and significant effect on OP, mediated by DC (O=0.249; p-values = 0.000) so that H_7 is accepted.

Table 7
Result of Indirect Effect Hypothesis Test

Variables	Original Sa (O)	Standard Deviat (STDEV)	T Statistic (|O/STDEV	P Valu	Result
KM → DC → OP	0,172	0,034	5,103	0,000	Supporte
EO → DC → OP	0,249	0,044	5,654	0,000	Supporte

Source: processed data, 2024

DISCUSSION

Theoretical Implications

This research was conducted to cover the gap in the inconsistency of the influence of KM and EO on OP by focusing on DC as a mediating variable. The leading theory used in this research is the resource-based view (RBV), which explains the relationship between EO, KM, and OP. This study is also supported by a knowledge-based view (KBV), which explains KM as the most strategic company asset among other resources. DC as a mediating variable is explained under the premise of the dynamic capability view (DCV), which explains that resources must be reconfigured when a company faces changes in the business environment. These results provide valuable insight, namely that KM does not significantly influence OP, but when mediated by DC, the effect becomes significant.

These results also show that the leading theory used, namely RBV, and its supporting theories, namely KBV and DCV, are still relevant to us today to explain the relationship between resources and OP, as well as how dynamic capabilities improve OP when changes in the business environment occur. DCV has been proven to cover the weakness of RBV, namely that it cannot fully help companies achieve optimal performance when faced with environmental changes (Monteiro et al., 2017). The model developed in this research also proves that DCV covers the weaknesses of RBV by acting as a mediator between resources and performance (Burvill et al., 2018).

Practical implications

Delshab et al. (2022) stated that KM is essential in increasing OP. However, the results of the insignificant influence of KM on OP show that even though KM is a valuable company asset, if knowledge is not updated, it will be useless because the business environment continues to change. One of the changes in the business environment is marked by a shift in the foreign tourist market in Bali, which is now starting to attract people from Eastern Europe and South Asia. A lack of understanding or knowledge about market behavior can undoubtedly hinder the achievement of company or hotel targets. This research shows the importance of KM in improving DC to face changes in the business environment (Mukherjee et al., 2017).

On the one hand, EO is also recognized as a valuable, rare, difficult to imitate, and manageable resource. EO enables general managers of 4 and 5-star hotels in Bali to run their businesses innovatively, proactively seize market opportunities, and dare to take risks (Luiz et al., 2018). Innovativeness encourages GMs to offer tourists new products, services, or processes that have not been offered before. Proactive behavior shows the ability to recognize potential market demand in the future, and risk-taking shows the courage to take risks at a moderate level and seize existing market opportunities. The combination of these three dimensions has been proven to increase OP significantly.

The role of DC is clear and significant in this research, especially regarding the relationship between KM and OP. These results indicate that GMs should manage existing knowledge, starting from searching for knowledge, then sharing knowledge in two directions with staff, and finally applying that knowledge. Well-managed knowledge will encourage increased capabilities, especially the ability to adapt to environmental changes. The direct influence of KM on OP based on analysis is 0.122 units, while with DC mediation, it increases to 0.172.

GMs of 4-star and star hotels in Bali should start improving dynamic capabilities by focusing on three main aspects: sensing, seizing, and reconfiguring (Brink, 2019). Sensing encourages GM to see and discover new market opportunities that have not been exploited optimally. Seizing encourages GM to have the courage to decide on the best market opportunities to exploit. Lastly, reconfiguring encourages the ability to utilize the company's capabilities to exploit existing opportunities by flexibly using existing assets. The importance of dynamic capabilities is also supported by DCV, which emphasizes the reconfiguration of company resources and their role in improving OP (Cacciolatti & Lee, 2020).

CONCLUSION AND SUGGESTION

Conclusion

The results of the data analysis that has been carried out show that there is a rejection of H1, which means that KM has a positive and insignificant effect on OP. The analysis results also prove the acceptance of H2, H3, H4, and H5 so that it is concluded that EO influences OP positively and significantly, as well as KM and EO each influence DC positively and significantly, DC has a positive and significant influence on OP. The mediation test results also support H6 and H7, meaning that DC mediates the influence of KM and EO on OP, respectively. The type of mediation that occurred was complete mediation on the influence of KM and OP, while partial mediation occurred on the influence of EO and OP.

Suggestion

It is hoped that the results of this research will provide various benefits to stakeholders, especially GMs of 4-star and 5-star hotels. Firstly, it is related to KM, so it is recommended to regularly update your knowledge, starting from seeking knowledge from various sources such as tourists themselves, vendors, especially travel agents, and employees who deal directly with tourists. The knowledge obtained should be shared with other management members so that knowledge is distributed equally. GM can start by holding a sharing session, including with employees. The next step is to apply this knowledge to a new product or service that customers can accept.

The second is to utilize EO in strategic decision-making. GM should start innovating with existing products and services, such as utilizing information technology to simplify customer service. It is also recommended to be proactive in looking for new market opportunities by working on potential market segments, whether based on demographics, geography, behavior, or psychographics. It is also recommended that people be braver in taking moderate risks, meaning risks with a tolerable level of failure. The courage to take risks can be achieved by investing money in creating a new product to reach other market segments.

Regarding DC, it is recommended that GM be able to be more dynamic when facing changes in the business environment. Regarding sensing, it is recommended to always look for potential new market opportunities that competitors have not exploited. This suggestion is given so that GM can continuously act dynamically following market dynamics. The next step is to decide on new market segments that can be worked on by conducting market analysis to reduce failure. Third, operational activities should be carried out dynamically and not stick to routine methods to ensure all hotel staff can adapt to new markets.

Research Limitation

Despite the results obtained, this study also has limitations from the sample size. This research only involved GMs of 4-star and 5-star hotels in Bali, predominantly in Badung Regency, Gianyar Regency, and Denpasar City. Changes in the business environment in the tourism sector are also experienced by every hotel category, both star and budget hotels. Future research is expected to examine other hotels, mainly 3-star hotels, which can be said to be evenly distributed in Bali. Second, OP measurement only focuses on financial and non-financial performance, so it cannot provide a comprehensive picture of the performance of 4-star and 5-star hotels. Future research is expected to measure OP using more comprehensive measurements, such as a balanced scorecard. Third, this research uses DC as part of DCV to mediate the influence of resources on OP. Future research can use other, more specific forms of DCV, such as dynamic marketing capability.

REFRENCES

Abbas, J., & Kumari, K. (2021). Examining the relationship between total quality management and knowledge management and their impact on organizational performance: a dimensional analysis. *Journal of Economic and Administrative Sciences*, *39*(2), 426-451.

Al Mamun, A., & Fazal, S. A. (2018). Effect of entrepreneurial orientation on competency and micro-enterprise performance. *Asia Pacific Journal of Innovation and Entrepreneurship*, *12*(3), 379-398.

Al-Dhaafri, H. S., & Alosani, M. S. (2020). Impact of total quality management, organisational excellence and entrepreneurial orientation on organisational performance: empirical evidence from the public sector in UAE. *Benchmarking: An International Journal*.

Alenezi, H., Tarhini, A., & Sharma, S. K. (2020). Development of quantitative model to investigate the strategic relationship between information quality and e-government benefits. *Transforming Government: People, Process and Policy*, *9*(3), 324-351.

Alrowwad, A. A., Abualoush, S. H., & Masa'deh, R. E. (2020). Innovation and intellectual capital as intermediary variables among transformational leadership, transactional leadership, and organizational performance. *Journal of Management Development*, *39*(2), 196-222.

Andreeva, T., & Kianto, A. (2022, September). Empirically testing the role of strategic management of knowledge in firm performance. In *European conference on knowledge management* (p. 1). Academic Conferences International Limited.

Aslam, H., Blome, C., Roscoe, S., & Azhar, T. M. (2020). Determining the antecedents of dynamic supply chain capabilities. *Supply Chain Management: An International Journal*, *25*(4), 427-442.

Babazadeh, B., & Farahani, T. (2019). The effect of knowledge management capability and dynamic capabilities in organizational performance of Razi insurance company. *Indian Journal of Fundamental and Applied Life Sciences*, *5*(S2), 2341-2349.

Bature, S. W., & Hin, C. W. (2017). Entrepreneurial orientation, learning orientation, technological orientation, access to debt finance and firm performance: a proposed research framework. International Business Management, 11(2), 444-453.

Bianchi, C., Glavas, C., & Mathews, S. (2017). SME international performance in Latin America: The role of entrepreneurial and technological capabilities. *Journal of Small Business and Enterprise Development*, *24*(1), 176-195.

Bingham, C. B., Heimeriks, K. H., Schijven, M., & Gates, S. (2020). Concurrent learning: How firms develop multiple dynamic capabilities in parallel. *Strategic Management Journal*, *36*(12), 1802-1825.

Buli, B. M. (2017). Entrepreneurial orientation, market orientation and performance of SMEs in the manufacturing industry: Evidence from Ethiopian enterprises. *Management Research Review*, *40*(3), 292-309.

Burvill, S. M., Jones-Evans, D., and Rowlands, H. (2018). Reconceptualising the principles of Penrose’s (1959) theory and the resource based view of the firm: The generation of a new conceptual framework. *Journal of Small Business and Enterprise Development*, *25*(6); 930-959.

Cacciolatti, L., & Lee, S. H. (2020). Revisiting the relationship between marketing capabilities and firm performance: The moderating role of market orientation, marketing strategy and organisational power. *Journal of business research*, *69*(12), 5597-5610.

Chien, S. Y., & Tsai, C. H. (2018). Dynamic capability, knowledge, learning, and firm performance. *Journal of Organizational Change Management*, *25*(3), 434-444.

Cho, Y. H., & Lee, J. H. (2018). Entrepreneurial orientation, entrepreneurial education and performance. *Asia Pacific Journal of Innovation and Entrepreneurship*, *12*(2), 124-134.

Correia, R. J., Dias, J. G., & Teixeira, M. S. (2020). Dynamic capabilities and competitive advantages as mediator variables between market orientation and business performance. *Journal of Strategy and Management*, *14*(2), 187-206.

Delshab, V., Winand, M., Sadeghi Boroujerdi, S., Hoeber, L., & Mahmoudian, A. (2022). The impact of knowledge management on performance in nonprofit sports clubs: The mediating role of attitude toward innovation, open innovation, and innovativeness. *European Sport Management Quarterly*, *22*(2), 139-160.

Ernawati, E and Hamid, N. (2020). Effects of Environmental Characteristics and Business Partner Relationships on Improving Innovation Performance Through The Mediation of Knowledge Management Practices. *VINE Journal of Information and Knowledge Management Systems*, *51*(1); 139-162

Farzaneh, M., Ghasemzadeh, P., Nazari, J. A., & Mehralian, G. (2020). Contributory role of dynamic capabilities in the relationship between organizational learning and innovation performance. *European Journal of Innovation Management*, *24*(3), 655-676.

Giampaoli, D., Ciambotti, M., & Bontis, N. (2017). Knowledge management, problem solving and performance in top Italian firms. *Journal of Knowledge Management*, *21*(2), 355-375.

Gürlek, M., & Cemberci, M. (2020). Understanding the relationships among knowledge-oriented leadership, knowledge management capacity, innovation performance and organizational performance: A serial mediation analysis. *Kybernetes*, *49*(11), 2819-2846.

Imaniyah, N. P., & Umam, M. R. K. (2019). Pengaruh Knowledge Management Capability Terhadap Kinerja Organisasi Dengan Dynamic Capability Sebagai Mediasi. *Eka Cida*, *3*(2).

Jin, B., & Cho, H. J. (2018). Examining the role of international entrepreneurial orientation, domestic market competition, and technological and marketing capabilities on SME's export performance. *Journal of Business & Industrial Marketing*, *33*(5), 585-598.

Jogaratnam, G. (2017). The effect of market orientation, entrepreneurial orientation and human capital on positional advantage: Evidence from the restaurant industry. *International Journal of Hospitality Management*, *60*, 104-113.

Jurksiene, L., & Pundziene, A. (2019). The relationship between dynamic capabilities and firm competitive advantage: The mediating role of organizational ambidexterity. *European Business Review*, *28*(4), 431-448.

Jyoti, J., & Rani, A. (2017). High performance work system and organisational performance: Role of knowledge management. *Personnel Review*, *46*(8), 1770-1795.

Kianto, A., Vanhala, M., & Heilmann, P. (2020). The impact of knowledge management on job satisfaction. *Journal of knowledge management*, *20*(4), 621-636.

Kmieciak, R. (2021). Trust, knowledge sharing, and innovative work behavior: empirical evidence from Poland. *European Journal of Innovation Management*, *24*(5), 1832-1859.

Koohang, A., Paliszkiewicz, J., & Goluchowski, J. (2017). The impact of leadership on trust, knowledge management, and organizational performance: A research model. Industrial Management & Data Systems, 117(3), 521-537.

Lita, P. R., Fitriana Faisal, R., & Meuthia, M. (2020). Enhancing small and medium enterprises performance through innovation in Indonesia: A framework for creative industries supporting tourism. *Journal of Hospitality and Tourism Technology*, *11*(1), 155-176.

Mahrous, A. A., & Genedy, M. A. (2019). Connecting the dots: The relationship among intra-organizational environment, entrepreneurial orientation, market orientation and organizational performance. *Journal of Entrepreneurship in Emerging Economies*, *11*(1), 2-21.

Mantok, S., Sekhon, H., Sahi, G. K., & Jones, P. (2019). Entrepreneurial orientation and the mediating role of organisational learning amongst Indian S-SMEs. *Journal of Small Business and Enterprise Development*, *26*(5), 641-660.

Martin, S. L., & Javalgi, R. R. G. (2016). Entrepreneurial orientation, marketing capabilities and performance: the moderating role of competitive intensity on Latin American International new ventures. *Journal of Business research*, *69*(6), 2040-2051.

Masa'deh, R. E., Al-Henzab, J., Tarhini, A., & Obeidat, B. Y. (2018). The associations among market orientation, technology orientation, entrepreneurial orientation and organizational performance. *Benchmarking: An International Journal*, *25*(8), 3117-3142.

Monteiro, A. P., Soares, A. M., & Rua, O. L. (2017). Linking intangible resources and export performance: The role of entrepreneurial orientation and dynamic capabilities. *Baltic Journal of Management*, *12*(3), 329-347.

Muhammed, S., & Zaim, H. (2020). Peer knowledge sharing and organizational performance: the role of leadership support and knowledge management success. *Journal of knowledge management*, *24*(10), 2455-2489.

Mukherjee, D., Lahiri, S., Ash, S. R., & Gaur, A. S. (2019). Search motives, local embeddedness, and knowledge outcomes in offshoring. *Journal of Business Research*, *103*, 365-375.

Najmi, K., Kadir, A. R., & Kadir, M. I. A. (2018). Mediation effect of dynamic capability in the relationship between knowledge management and strategic leadership on organizational performance accountability. *International Journal of Law and Management*, *60*(2), 517-529.

Obeso, M., Hernández-Linares, R., López-Fernández, M. C., & Serrano-Bedia, A. M. (2020). Knowledge management processes and organizational performance: the mediating role of organizational learning. *Journal of Knowledge Management*, *24*(8), 1859-1880.

Ode, E., & Ayavoo, R. (2020). The mediating role of knowledge application in the relationship between knowledge management practices and firm innovation. *Journal of Innovation & Knowledge*, *5*(3), 210-218.

Osorio-Londoño, A. A., Bermón-Angarita, L., Rosado-Salgado, L. A., & Osorio-Toro, C. A. (2021). The influence of knowledge management on dynamic capabilities. *Journal of Information & Knowledge Management*, *20*(04), 2150045.

Qasrawi, B. T., Almahamid, S. M., & Qasrawi, S. T. (2017). The impact of TQM practices and KM processes on organisational performance: An empirical investigation. *International Journal of Quality & Reliability Management*, *34*(7), 1034-1055.

Rezaei, J., & Ortt, R. (2018). Entrepreneurial orientation and firm performance: the mediating role of functional performances. *Management Research Review*, *41*(7), 878-900.

Rofiaty, R. (2019). The relational model of entrepreneurship and knowledge management toward innovation, strategy implementation and improving Islamic boarding school performance. *Journal of Modelling in Management*, *14*(3), 662-685.

Sarstedt, M., Ringle, C. M., & Hair, J. F. (2017). Treating unobserved heterogeneity in PLS-SEM: A multi-method approach. *Partial least squares path modeling: Basic concepts, methodological issues and applications*, 197-217.

Shahzad, M., Qu, Y., Zafar, A. U., Rehman, S. U., & Islam, T. (2020). Exploring the influence of knowledge management process on corporate sustainable performance through green innovation. *Journal of knowledge management*, *24*(9), 2079-2106.

Shu, C., De Clercq, D., Zhou, Y., & Liu, C. (2019). Government institutional support, entrepreneurial orientation, strategic renewal, and firm performance in transitional China. *International Journal of Entrepreneurial Behavior & Research*, *25*(3), 433-456.

Tajeddini, K., Martin, E., & Ali, A. (2020). Enhancing hospitality business performance: The role of entrepreneurial orientation and networking ties in a dynamic environment. *International Journal of Hospitality Management*, *90*, 102605.

Tseng, S. M., & Lee, P. S. (2021). The effect of knowledge management capability and dynamic capability on organizational performance. *Journal of enterprise information management*, *27*(2), 158-179.

Turulja, L., & Bajgoric, N. (2018). Information technology, knowledge management and human resource management: Investigating mutual interactions towards better organizational performance. *VINE Journal of Information and Knowledge Management Systems*, *48*(2), 255-276.

CUSTOMER SATISFACTION IS REVIEWED FROM DIGITAL MARKETING, PRODUCT QUALITY, AND EMOTIONAL AT THE ACASTOR GIANYAR

Luh Kadek Budi Martini[1]
Putu Suweca Nata Udayana[2]
Ni Putu Mita Lastari[3]
Ni Wayan Ana Rahita Handayani[4]
[1,2,3]Sekolah Tinggi Bisnis Runata
[4]Sekolah Tinggi Ilmu Manajemen Indonesia Handayani
Email:jrseruni@gmail.com

ABSTRACT

Abstract-Consumer satisfaction has a big influence on every business that is established, be it tourism, banking, schools, trade, delivery services and soon. Therefore, to obtain customer satisfaction, accuracy is required in paying attention to consumer needs so that company goals can be achieved. The aim of this research is to analyze the influence of digital marketing, product quality and emotions on Theacastor consumer satisfaction.The number of respondents involved in this research was 90 people. Using purposive sampling method. Data collection was carried out using a Likert scale questionnaire. The data analysis technique uses multiple linear regression analysis. Hypothesis testing was carried out using the t test and F test. The results showed that digital marketing had apositive and significant effect on consumer satisfaction (sig value 0.000 $< \alpha$ (0.05).Emotional hadapositive and significant effect on consumer satisfaction (sigvalue0.000 $<\alpha(0.05)$.Digital marketing, product quality and emotions have appositive and significant effect on consumer satisfaction with asig valueof 0.000$<\alpha(0.05)$.
Keyword: Customer satisfaction, Digital Marketing, Product Quality, Emotional

INTRODUCTION

In today's technology-driven world, social networking sites have become an avenue through which retailers can expand their marketing to a wider range of consumers. One of the main challenges that marketers must face is to know how to persuade someone and how to create ways to attract and retain potential customers. This problem can be easily solved by making or enabling customers to interact or talk about them through the use of digital media. Through this research we will focus and talk about the importance of digital marketing for customers and marketers. Today's traders can easily access product information and even exchange opinions before making sales decisions. Channels such as social networks or in other words social media and blogs have allowed traders to access a large audience of consumers with whom they can share opinions and reviews of their products (Pradiani, 2018).

Digital marketing is a marketing strategy that is generally used to promote goods and services to customers by utilizing various distribution channels (Riofita, 2015). Through social media, buyers can obtain information whenever and wherever they need (Haque, 2020;

Sidi &Yogatama, 2019). With the large number of social media users increasing day by day, it opens up opportunities for Small and Medium Enterprises and Micro, Small and Medium Enterprises (SMEs and MSMEs) and even business actors at the street level to develop their market within the grasp of a smartphone.

According to Danang Sunyoto (2015) Customer satisfaction is the reason consumers decide where they will shop. According to Windart, (2012) Customer satisfaction is the extent to which a product's perceived level is in accordance with the buyer's or expectations. Every customer who buys a product from theacastor will get good service, affordable prices, and it is very easy to find because theacastor can be reached by online and offline customers. The product obtained is also of good quality, however, the color of products made from rayon will fade 3 to 4 months after the first wash. So the product will not last long if it can be used by consumers. There were 300 consumers who bought products from Theacastor in January and sold 530 products, in February there were 278 consumers and sold 500 products, and in March there were 322 consumers and sold 563 products. With the large number of consumers who buy products from Theacastor, of course consumers already have an interest and desire to buy products from Theacastor.

Consumer satisfaction is also greatly influenced by the digital marketing implemented by the company. The strategy reviewed in this research is how we promote or market products to consumers via online or offline social media. Digital marketing is marketing activities including branding that use various web-based media such as blogs, websites, e-mail, AdWords, or social networks (Ridwan Sanjaya & Josua Tarigan 2016:47). According to Prabowo (2018) Digital marketing is a way for a company to market and promote the products or services they have. Digital marketing is the use of the internet and the use of other interactive technology to create and connect information between companies and consumers in the form of websites, search engine marketing, e-mail marketing and affiliate marketing (Malik, 2017).

According to Dadang (2019), product quality means that consumers feel that there is a suitability for the product so that their desires match their expectations in meeting their needs. Product quality is the totality of features and characteristics of a product or service that depend on its ability to satisfy stated or implied needs (Fadjri and Silitonga 2019).

According to Kurniawan, Karelina and Jokom (2017) Consumer emotions are feelings or affective responses to certain situations, products, advertisements, and so on. According to Cornella and Rahadi (2020) Emotions are intense feelings that come and go quickly within minutes or even seconds.

This research was conducted at Theacastor, which is a company that produces fashion apparel and is marketed through online social media and offline stores. Theacastor is located on Jalan Raya Batuan SakahSukawatiGianyar. Theacastor has also marketed the product through online social media, specifically on TikTokshop, Shopee, and even regularly, so the product is easy for consumers outside Bali to get.

From the description above explaining the importance of promotion, product quality, and pleasure in consumer satisfaction, the author tried to conduct research with the title: "Consumer Satisfaction in View from Digital Marketing, Product Quality, and Emotions at the GianyarTheacastor".

CONCEPT AND HYPOTHESIS

Digital marketing is a way for a company to market and promote the products or services they have (Prabowo, 2018). Digital marketing is marketing activities including branding that use various web-based media such as blogs, websites, e-mail, AdWords, or social networks (Ridwan Sanjaya & Josua Tarigan 2016:47). The indicators contained in digital marketing are: (1) the level of sales promotion, namely an effort to encourage the products or services they have. When carrying out promotions (online), there is motivation for consumers so that consumer satisfaction increases. Such as special prices for certain events. (2) public relations, namely the existence of good relations between the company and the surrounding community or the way the company builds relationships in order to get positive opinions in various corporate publics so that the company can improve optimal performance and productivity.

Product quality is the overall combination of product characteristics resulting from marketing, engineering, production and maintenance which makes the product usable to meet customer or consumer expectations (Wijaya in Bailia, Soegoto and Loindong, 2014). Indicators contained in product quality according to Fadjri and Silitonga (2019): (1) Performance/reformary,Performance/reformary is a core product or superior product offered by the company (core product). (2) Additional privileges/features, additional privileges/features, namely the physical characteristics of a product or service. (3) reliability, reliability, namely minimizing product damage or failure to use. (4) durability/durability, namely the extent to which the product is resistant after being used or consumed.

Emotional is the emotional satisfaction and pleasure that consumers obtain through the use or consumption of certain goods or services (Sudarso, 2016). The emotional indicators according to Kurniawan, Karenila and Jokom (2017) are: (1) pleasure/pleasure,

pleasure refers to the level at which an individual feels good, full of joy, happy related to the situation. (2) passion/arousal, arousal refers to the level at which a person feels alert, excited, or in an active situation. (3) domination/dominance, domination is characterized by respondents' reports of feeling controlled or in control, influenced or influenced, controlled or supervised, important or admired, dominant or submissive, and autonomous or guided.

Consumer satisfaction is an important factor for understanding how customer needs and desires are met (Oliver in Tandom et al 2018). Consumer satisfaction is the extent to which a product's level is perceived to be in accordance with the buyer's or expectations (Kotler, 2012). According to Fadhli and Pratiwi (2021), the indicators for customer satisfaction are: (1) product quality, the quality of the product produced, this is very important because it really determines whether consumers feel satisfied or not. The better product quality will meet consumer expectations. (2) service quality, the quality of the services provided. Consumers return to using the products offered by the company if the company's service also provides good, friendly service and satisfies consumers. (3) product price, the price of the product that the company offers is of the best quality and the price is in line with consumer expectations so consumers will feel satisfaction even though the company will charge a higher price but the quality provided remains of the best quality. This will not reduce the consumer's sense of satisfaction. . (4) ease of accessing products, ease of accessing products, ordering products via the internet in a way that is not too complicated and without additional costs can also increase consumer satisfaction. (5) how to advertise products, product advertising must also be considered in maintaining consumer satisfaction.

This research is supported by the results of research conducted by Fadjri and Silitonga (2019) which states that digital marketing influences consumer satisfaction. Handayani and Hidayat (2022) stated that digital marketing variables have a positive and significant influence on customer satisfaction. Martini and Dewi (2021) state that the digital marketing variable has a significant positive effect on consumer satisfaction, meaning that the better the company carries out digital marketing, the greater the consumer satisfaction, so the researchers proposed the following hypothesis: H1: Digital marketing has a significant and influential effect on consumer satisfaction with Theacastor products.

This research is supported by the results of research conducted by Handayani and Hidayat (2022) which states that product quality variables have a positive and significant influence on customer satisfaction. Fadhli and Pratiwi (2021) stated that product quality has a significant influence on consumer satisfaction. Inkiriwang, Juliana, and Djemly (2022) the product quality variable partially has a significant positive effect on consumer satisfaction, meaning that the better the product quality will increase consumer satisfaction, so the researchers propose the following hypothesis: H2: Product quality has a significant and influential effect on consumer satisfaction in Theacastor Products.\

This research is supported by the results of research conducted by Fadhli and Pratiwi (2021). Emotionality has a significant influence on customer satisfaction, meaning that consumers' positive emotions increase. Rizaldi (2021) states that emotions partially influence consumer satisfaction. Istiqo M and Poernomo (2017) stated that emotional variables are proven to have a significant influence on customer satisfaction variables, so that they will increase consumer satisfaction, so researchers propose the following hypothesis: H3: Emotional influences and is significant on consumer satisfaction with Theacastor products

This research is supported by the results of research conducted by Fadjri and Silitonga (2019) stating that digital marketing influences consumer satisfaction, the results of research conducted by Handayani and Hidayat (2022) which state that product quality variables have a positive and significant influence on customer satisfaction and the results of research conducted by Fadhli and Pratiwi (2021) Emotional has a significant influence on customer satisfaction, meaning that the better the company carries out digital marketing, the better the quality of the product and the increase in positive consumer emotions will increase consumer satisfaction, so the researchers put forward the following hypothesis : H4: Digital marketing, product quality and emotions have a significant and significant influence on consumer satisfaction with Theacastor products.

METHOD

In this research the independent variables used are digital marketing (X1), product quality (X2), and emotional (X3). Meanwhile, consumer satisfaction (Y) is the dependent variable used in this research. Researchers use two types of data, namely quantitative data and qualitative data. Where the quantitative data that researchers use is the number of product purchases on theacastor. As well as the qualitative data that researchers used, namely

The results of interviews related to the history and general description of theacastor company. The data sources in this research are primary data and secondary data. The primary data that researchers obtained were the results of questionnaires and interviews conducted directly with respondents. The secondary data that researchers obtained was company history and a general description of theacastor.

In this research, the data collection procedures that researchers used were observation, documentation, interviews and questionnaires. The data analysis methods used in this research are instrument testing (testing the validity and reliability of the instrument), classical assumption testing (normality test, heteroscedasticity test, and multicollinearity test), quantitative analysis (multiple linear regression analysis, multiple correlation analysis, and determination analysis). and hypothesis testing (t test and f test).

The population in this research is all consumers at Theacastor. This sample measurement refers to the method of Arikunto (2011: 112) who states that if there are less than 100 subjects, it is better to take all of them so that the research is population research. Furthermore, if the number of subjects is greater than 100, it can be taken between 10% to 15% or 20% to 25% or more. In this study the sample was taken from the population, namely some consumers who had shopped at Theacastor. The sampling technique used in this research is a purposive sampling technique where sampling is based on certain criteria that have been determined by the researcher. Researchers used the Slovin Formula in sampling. The sample that the author used was 900 consumers who had purchased products from Theacastor from January to January 2023. The criteria determined by researchers are as follows: (1). Minimum age 17 years for both men and women. (2) Consumers who have purchased Theacastor fashion products

Where the formula that researchers used to determine the sample size was the Slovin formula with an error tolerance of 10%. Where the number of samples that will be used in this research is 90 respondents.

RESULT AND DISCUSSION

Based on the results of the questionnaire that the researchers distributed to 90 respondents, it was found that the characteristics of respondents based on gender were dominated by women at 80%, based on age dominated by 21 - 24 year olds at 51.1%, based on education dominated by high school/vocational school at 53%, based on work, it is dominated by students at 38.9%, and based on purchasing intensity at theacastor, it is dominated by 4 – 5 purchases at 48.9%.

This multiple linear regression equation analysis is used to determine the influence of the independent variables: digital marketing (X1), product quality (X2), emotional (X3) simultaneously on the dependent variable consumer satisfaction (Y). Where the results of multiple linear regression analysis are as follows:

Table 1. Multiple Linear Regression Results

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	55,468	7,336		7,561	0,000
	Digitalmarketing	**0,906**	0,442	0,303	4,315	0,000
	KualitasProduk	**0,538**	0,262	0,170	2,051	0,043
	Emosional	**0,902**	0,334	0,505	5,696	0,000
a.DependentVariable:KepuasanKonsumen						

Based on table 1, it can be seen that the results of multiple linear regression analysis are b1 = 0.906, b2 = 0.538, and b3 = 0.902. So it can be stated that digital marketing, product quality and emotional variables have a positive influence on consumer satisfaction. This shows that if digital marketing, product quality and emotions are improved, consumer satisfaction will also be higher.

Multiple correlation analysis (R) is used to determine the high-low and direction of the relationship between the independent variables digital marketing (X1), product quality (X2), and emotional (X3) simultaneously with the dependent variable consumer satisfaction (Y). Where the results of multiple correlation analysis are as follows:

Table 2. Multiple Correlation (R)

ModelSummary				
Model	R	RSquare	AdjustedR Square	Std.Errorof TheEstimate
1	**0,829**	0,687	0,676	14,117

Based on the data in table 2, it can be seen that the calculation result of the multiple correlation coefficient (R) is 0.829. Where it is located between 0.800 – 1.00, which means the correlation is strong. This means that there is a strong positive relationship between Instagram social media advertising, electronic word of mouth, and brand image on consumer buying interest.

This analysis is used to determine the percentage of influence of the variables studied, namely the independent variable digital marketing (X1), product quality (X2), emotional (X3), simultaneously on the dependent variable consumer satisfaction (Y) with the following formula (Sugiyono, 2019:81). Where the results of the determination analysis are as follows:

Table 3. Coefficient of Determination

ModelSummary				
Model	R	RSquare	AdjustedR Square	Std.ErrorofTheEstimate
1	0,829	0,687	**0,676**	14,117

Based on the results of the coefficient of determination test as in the table above and the calculations above, it can be interpreted that digital marketing, product quality and emotions influence consumer satisfaction by 67.6% while the remaining 32.4% is influenced by other variables not explained in this research model.

This T test is used to test the significance of each regression coefficient, so that it is known whether there is a partial influence between digital marketing (X1), product quality (X2), and emotional (X3) on the dependent variable consumer satisfaction (Y). Where the T test results are as follows:

Table 4. T Test Results (T-test)

Coefficients[a]					
Model	UnstandardizedCoefficients		StandardizedCoefficients	T	Sig.
	B	Std. Error	Beta		

1	(Constant)	55,468	7,336		**7,561**	0,000
	Digitalmarketing	0,906	0,442	0,303	**4,315**	0,000
	KualitasProduk	0,538	0,262	0,170	**2,051**	0,043
	Emosional	0,902	0,334	0,505	**5,696**	0,000

a.DependentVariable:KepuasanKonsumen

Based on table 4, it can be seen that the t-count results H0: b1,2,3 = 0, meaning there is no effect between digital marketing, product quality and emotions on consumer satisfaction. H1: b1,2,3> 0, meaning there is an influence between digital marketing, product quality and emotions on consumer satisfaction. Test conditions use a degree of confidence of 95% or an error rate of 5% (α = 0.05), degrees of freedom n-k = 90-4 = 86, with a one-sided test on the right side, the t-table value is (0.05:96) = 1,666. Test criteria If t-count > t-table (1.666) then H0 is rejected, meaning it is significant. If t-count < t-table (1.666) then H0 is accepted, meaning it is not significant. Decision making, (1) The influence of digital marketing on consumer satisfaction. Based on the results of calculations using SPSS as seen in the table above, the digital marketing variable has a t count of 4.315 and a significance value of 0.000. The decision-making conditions for a hypothesis to be accepted or rejected are based on the magnitude of the significance value. If the significance is less than or equal to 0.05 (≤ 0.05) then the hypothesis is accepted. The research results obtained a significance value of 0.000 <0.05; So it is concluded that the hypothesis (H1) which states that digital marketing has a positive and significant effect on consumer satisfaction at Theacastor. (2) The effect of product quality on consumer satisfaction, based on the results of calculations using SPSS as shown in the table above, the product quality variable has a t count of 2.051 and a significance value of 0.000. The decision-making conditions for a hypothesis to be accepted or rejected are based on the magnitude of the significance value. If the significance is less than or equal to 0.05 (≤ 0.05) then the hypothesis is accepted. The research results obtained a significance value of 0.000 <0.05; So it is concluded that the hypothesis (H1) which states that product quality has a positive and significant effect on consumer satisfaction at theacastor. (3) The influence of emotion on consumer satisfaction, based on the results of calculations using SPSS as seen in the table above, the emotional variable has a t count of 5.696 and a significance value of 0.000. The decision-making conditions for a hypothesis to be accepted or rejected are based on the magnitude of the significance value. If the significance is less than or equal to 0.05 (≤ 0.05) then the hypothesis is accepted. The research results obtained a significance value of 0.011 <0.05; So it is concluded that the hypothesis (H1) which states that emotionality has a positive and significant effect on consumer satisfaction at theacastor.

F-test is used to test the significance of multiple correlation coefficients (R) so that it is known whether there is a simultaneous relationship between digital marketing (X1), product quality (X2), and emotional (X3) on consumer satisfaction (Y) Where the F test results are as follows:

Table 5. F Test Results (F-test)

ANOVA[a]						
Model		Sumof Squares	df	Mean Square	F	Sig.
1	Regression	37612,597	3	12537,532	**62,911**	**0,000b**
	Residual	17138,811	86	199,288		
	Total	54751,407	89			
a.Dependent Variable:KepuasanKonsumen						
b.Predictors:(Constant),DigitalMarketing,KualitasProduk,danEmosional.						

The calculation results in table 4.21 show that the F-count is 61.911 with a sig of 0.000, this means that there is a significant influence simultaneously (simultaneously) from digital marketing, product quality, and emotions on consumer satisfaction.

CONCLUSION

Based on the results of the analysis and discussion regarding the influence of digital marketing, product quality and emotions on consumer satisfaction, the following conclusions can be drawn: (1) Digital marketing has a positive and significant effect on consumer satisfaction. This can be seen from the calculated t test results of 4.315 with a sig value of 0.000 < α (0.05), so it can be concluded that H0 is rejected. This means that if the digital marketing variable is increased, consumer satisfaction will increase. (2) Product quality has a positive and significant effect on consumer satisfaction. This can be seen from the calculated t test results of 2.051 with a sig value of 0.000 < α (0.05), so it can be concluded that H0 is rejected. This means that the product quality variable is improved, so consumer satisfaction will increase. (3) Emotions have a positive and significant effect on consumer satisfaction. This can be seen from the calculated t test results of 5.696 with a sig value of 0.000 < α (0.05), so it can be concluded that H0 is rejected. This means that if the emotional variable is increased, consumer satisfaction will increase. (4) Digital marketing, product quality and emotions have a positive and significant effect on consumer satisfaction. This can be seen from the calculated F test results of 62.911 with sig 0.000 < α (0.05). then it is concluded that H0 is rejected. This means that there is a significant positive influence together with digital marketing, product quality and emotions on consumer satisfaction.

Based on the results of research that has been carried out, it is possible suggestions are submitted to Theacastor, for input and consideration in an effort to increase consumer satisfaction.

a. Understanding consumer needs, by conducting surveys to find out consumer preferences and needs. By understanding what consumers want, businesses can provide the right marketing and increase consumer satisfaction.

b. Improving product quality by maintaining and being thorough in the production of the product and always re-checking and improving the quality of the product provided to consumers.

c. Maintain speed and efficiency, because consumers tend not to like waiting too long to get the products they want. Ensure that the services provided are effective, fast and efficient so that consumers feel appreciated.

d. Improving communication, by means of effective communication with consumers can help in understanding their needs, as well as providing opportunities to explain the services and products offered.

The results of this research can be used as a reference for further research to add independent variables such as price and location.

REFERENCE

Amin Rafi, A. W. (2021). The Influence of Data Completeness, Accuracy, Speed on Consumer Satisfaction at PT. Federal International Finance (FIF) Batam Branch. Journal of Management, Economics and Business (Jumka), 1(1), 21-29.

Astuti, N. P. M. D., Putra, I. K. M., Kasiani, K., Yudistira, C. G. P. A., &Widiantara, I. M. (2020). Implications of implementing customer relationship marketing and digital marketing on consumer satisfaction at PT Gapura Angkasa Joumpa Denpasar. Ganec Swara, 14(1), 506- 514.

Cornella, L., &Rahadi, D. R. (2020). Consumer Emotions in Support Online Purchase Satisfaction During the Covid 19 Pandemic. Management and Professional Journal, 1(01), 1- 10.

Danang Sunyoto. (2015). Human Resources Management and Development. Yogyakarta: Center for Academic Publishing Services.

Fadhli, K., & Pratiwi, N. D. (2021). The Influence of Digital Marketing, Product Quality, and Emotions on Consumer Satisfaction at ZIO JombangPoscopy. Journal of Research Innovation, 2(2), 603- 612.

Fadjri, A., &Silitonga, P. (2019). The influence of product quality, price perception and digital marketing on customer satisfaction at Pizza Marzano Pondok Indah Mall 2. EDUTURISMA Journal, 3, 1–20.

Handayani Sri L., Hidayat R. (2022). The Influence of Product Quality, Price, and Digital Marketing on Customer Satisfaction with MS Glow Beauty Products. IKRAITH-ECONOMICS Journal, 5(2), 135-145.

Haque, M. G. (2020). The Effect of Digital Marketing and Media Promotion Utilization to a BakpiaPatok Yogyakarta SMES□ Sales Performance. Scientific Journal of Public Administration Science: Journal of Public Administration Thought and Research, 10(1), 233-243.76

Kurniawan, D. A. A., Karenila, K., &Jokom, R. (2017). Analysis of the Influence of the Physical Environment on Behavioral Intentions Through Consumer Emotions at Domicile Kitchen & Lounge Surabaya. Journal of Hospitality and Service Management, 5(1), 111-123.

Lupiyoadi, Rambat Dan Ikhsan, Ridho Bramulya. 2015. Business Research Methods Practicum, Jakarta: SalembaEmpat.

Martini, L. K. B., & Dewi, L. K. C. (2021). The Influence of Digital Marketing and Customer Relationship Marketing on Tourist Decisions with Brand Image as a Mediating Variable. Equity: Journal of Economics and Finance – Volume 6, Number 2, June 2022 :243 – 270

Nugroho, A. U. (2021). The Influence of Product Quality, Price Perception and Digital Marketing on Customer Satisfaction at Auntie Anne's Aeon Mall Jakarta Garden City. Stein eRepository, 16(1), 32-52

Pradiani, T. (2018). The Influence of Digital Marketing Systems on Increasing Sales Volume of Home Industry Products. Asian Business and Economics Scientific Journal, 11(2) 46-53

Premayani, N. W. W., & Yoga, G. A. D. M. (2019). The Influence of Price Reasonability and Product Quality on Consumer Satisfaction of Wina Rumah Kebaya. Widya Management, 1(2), 113-157.

Rahayu, E. (2020). The Influence of Price and Product Quality on Consumer Satisfaction of T-Mart Express Indonesia. Journal of Strategic Management and Business Applications, 3(1), 1-10.

Rapitasari, D. (2016). Application-Based Digital Marketing as a Strategy to Increase Customer Satisfaction. HORIZON, 10(2), 107-112.

Riofita, H. (2015). Marketing strategy. Pekanbaru: CV Mutiara Pesisir Sumatra.

Rosyida, S., &Anjarwati, A. L. (2016). The influence of store atmosphere and sales promotions on impulse buying with positive emotions as an intervening variable. Journal of Economic and Management Research, 16(1), 105- 127.

Sari, R., Nurmadiansyah, M. T., & Gunawan, A. (2020). Emotional Influence and Service Quality on Consumer Satisfaction in Culinary Businesses: Study at the Platt Monkull Coffee Shop. MD Journal, 6(1), 115-130.

Sudarso, E. (2016). Service Quality, Functional Value, Emotional Value, and Consumer Satisfaction: A Case Study. Journal of Business Economics and Entrepreneurship (JEBIK), 5(3), 165-178.

Sugiyono. (2015). Quantitative, Qualitative and R&D Research Methods. Bandung: PT Alfabet.

WaruwuSoziduhu, Y. M. (2022). The Influence of Digital Marketing on Increasing Sales Volume. Journal of Accounting, Management and Economics (Jamane), 1(2), 286-294.

Windarti, Ayu Oka. (2012). The Influence of Service Quality on Customer Satisfaction at PT. Bank Negara Indonesia Tbk. Palembang Main Branch Office. Journal of Economics and Accounting Information. Vol.2 No.1

REVITALIZATION OF THE LIANG BUA TOURISM SITE FOR TOURISM DEVELOPMENT IN MANGGARAI REGENCY

Ida Bagus Swaputra[1]
Sagung Agung Diah Pradnya Handayani[2]
Anak Agung Ngurah Gede Suindrawan[3]
Dafrosa Diana Osi[4]
[1,2,3,4] (STIMI Handayani Denpasar)
[1]iswaputra@gmail.com.

ABSTRACT

Liang Bua tourist attraction is one of the tourist attractions in Manggarai Regency which is very interesting because it has an archaeological history with the discovery of ancient animal fossils and Homo Floresiensis fossils. This research was conducted to determine the condition of facilities and infrastructure at Liang Bua tourist attraction and to determine the design of the revitalization strategy for Liang Bua tourist attraction. The type of data used in this research is qualitative and quantitative data. Data collection was carried out through observation, interviews and documentation. Meanwhile, the data analysis technique used is SWOT analysis. The results of this research show that Liang Bua has quite large potential, apart from its history, it is also supported by the natural beauty surrounding the tourist attraction. However, the facilities and infrastructure in Liang Bua are still very limited and not well organized, so it is necessary to design an appropriate revitalization strategy that does not only pay attention to physical conditions but also needs to consider the social, economic and cultural aspects of the local community. With this strategy, it is hoped that it can help efforts to advance and develop Liang Bua tourist attraction in a better direction.

Keywords: Revitalization of Tourist Attractions. Tourism Development, Strategy

INTRODUCTION

Tourism is one of the mainstay sectors which contributes foreign exchange and employment to Indonesia. Basically, tourism sector is a very strategic sector if it can be well managed as well as optimally developed.

Each region in Indonesia has its own potential and uniqueness which can be a special attraction for that region. The existing potential can be used as capital to develop the tourism industry, so that it can improve the regional economy and community welfare. The era of regional autonomy has provided many opportunities for each region to independently regulate and manage its national affairs, including the tourism potential that exists in the region. In this way, the Regional Government can improve and develop and utilize all existing potentials and resources through tourism development in order to increase competitiveness, regional economy, community welfare and regional development.

Manggarai Regency is a district in Flores Island, East Nusa Tenggara Province with an area of 7,136.4 km2, with a population of 382,422 people. Manggarai Regency has many tourist attractions, one of which is Liang Bua tourist attraction. This tourist attraction has very high historical value. Liang Bua is a prehistoric settlement site located in North Rahong District, Manggarai Regency. The name "Liang Bua" comes from the Manggarai language, namely "Liang" which means ***cave*** and "Bua" which means ***cold,*** so Liang Bua can be translated as "cold cave". Judging from its morphology, Liang Bua does have the characteristics of a prehistoric residence. This can be seen from the size of the cave, which is deep and wide and has a high roof, as well as the cave floor being wide and relatively flat. The mouth of the cave, which is facing east, also supports getting sufficient sunlight and good air circulation. The location of the cave, which is close to rivers (Wae Racang and Wae Mulu Rivers), also supports its residents to meet their living needs. Since research was carried out in 1965 by Theodore Verhoven, a priest from the Netherlands who taught at the Matalako Seminary, Ngada Regency, Central Flores, then continued by the National Archaeological Research Center (Pusat Arkenas) in 1978-1989, and continued with collaborative research between the Arkenas Research Center with the University of New England and the University of Wollongong, Australia and from 2001 to the present at Liang Bua site, has produced many archaeological findings that are very important for science. The most spectacular discovery discovered in 2003 was the fossil of the ancient human Homo Florensis. This ancient human discovery really shocked the world of archeology both nationally and internationally. The skeleton was found in the last Pleostocene layers at a depth of 5.9 m. In this layer, approximately 9 (nine) Homo Florensis individuals were found, but currently only one has been found in almost intact condition (Liang Bua 1/B1). Judging from its physical characteristics, the skeleton is female and around 25-35 years old and has unique physical characteristics, namely its height is only 106 cm, the leg and hand bones are very strong. The skull has archaic characteristics, such as a prominent forehead bone with a sloping forehead. backwards, brain volume 380 cm3 (measured with mustard seeds) and 417 cm3 (measured digitally from CT scan data). The face juts goes forward (prognathic) with a strong jaw, and has no chin.

Judging from its potential, historical value and functional value, Liang Bua tourist attraction should be a very interesting tourist attraction to visit in Manggarai district and could become a world-class tourist attraction, but because it has not been optimally developed, the number of tourists visiting this tourist attraction is still relatively small. and tends to decrease. Liang Bua tourist attraction is considered unwell organized and is experiencing a deterioration in its physical condition. This can be seen from narrow and potholed road access, lack of maintenance and arrangement of the area, lack of promotion, as well as incomplete facilities, such as lodging, restaurants or restaurants in the area around the cave.

Tabel 1. Level of Tourist Visits at Liang Bua Tourist Attraction 2019-2023

No.	Year	Foreign Tourist	%Δ	Domestic Tourist	%Δ	Total
1	2019	293	-	300	-	593
2	2020	48	(0.84)	35	(0,88)	83
3	2021	4	(0,92)	74	1,11	78
4	2022	249	61,25	115	0,55	364
5	2023	743	1,98	896	6,79	1639
Jumlah		1337		1420		1.857

Source: Manggarai Regency Tourism Office

From the table above, it can be explained that the number of foreign tourists visiting Liang Bua tourist attraction from 2019 to 2020 experienced a fairly large decline, namely 0.84%. In 2021 there was another significant decline, namely 0.92%. In 2022 there was a quite significant jump of 61.25% and in 2023 there was another increase of 1.98%.

From the table above, it can be explained that the number of domestic tourists visiting Liang Bua tourist attraction has decreased quite significantly, namely 0.88% from 2019 to 2020. In 2021 there was an increase of 1.11%. In 2022 the level of tourist visit increased by 0.55% and in 2023 there was a quite significant increase of 6.79%.

One of the efforts to improve this tourist attraction is by revitalization. According to Minister of Public Works Regulation No. 18 of 2010 concerning Guidelines for Regional Revitalization, revitalization is an effort to increase land value through redevelopment in an area that can improve the function of the previous area. Revitalization can increase the strategic and significant vitality values of areas that still have potential. Revitalization does not only reactivate what previously existed, but also perfects the structure, working mechanisms and adapts them to new conditions. However, before carrying out a revitalization, there is a need to formulate an effective and efficient strategy to support the realization of the program. The formulation of this strategy can be done by delving the potential of a tourist attraction by identifying internal factors (strengths and weaknesses) and external factors (opportunities and threats). Through this research, it is hoped that it can produce a revitalization strategy that is appropriate, sustainable and supportive to tourism development efforts in Manggarai Regency.

Many previous studies have examined revitalization strategies. Research conducted by Muhaimin (2023), shows that there is tourism potential that is not managed optimally due to lack of promotion, so there is a need for a revitalization program through creative promotion and community empowerment programs, including tourism awareness education, digital content and promotion training, creating an official social media accounts of the tourist attractions and making promotional videos. In contrast to research conducted by Wuisang, et al (2019), the results of this research show that there are heritage buildings that have experienced a change of function because they have not been properly handled, so a revitalization program needs to be carried out by making three-dimensional design concept drawings for the area of revitalization plans.

Research conducted by Nurhadi, et al (2023), the results of the research show the importance of strategies for developing and maintaining tourist villages through revitalization programs, so it is necessary to provide outreach to the community to increase their understanding of the importance of revitalizing tourist attractions. Research conducted by Widyani (2023), the results of the research show that revitalization strategies to increase the existence of local culture can be carried out through tourist attractions, tourist attractions, tourism promotion and tourism partnerships. Meanwhile, research conducted by Yarangga and Planologi (2021), the results of the research show that development for modernization can threaten the existence of prehistoric sites so that revitalization needs to be carried out using preservation and conservation concepts.

Based on the differences in research results, researchers are interested in researching "Revitalization of Liang Bua Tourist Attraction in the Context of Tourism Development in Manggarai Regency". A tourism destination is a geographical area located in one or more areas that functions as a place for tourists to live in which there is a combination of products and services consisting of tourist attractions, public facilities, tourism facilities, accessibility, infrastructure and society which are interrelated and complementary to the realization of tourism that is environmentally responsible, socially just and economically viable (Eddyono and Fauziah, 2021:68). To become a good tourist destination (GTD), three things must be developed to make the area attractive to visit, namely:

a. There is something to see, meaning that the tourist attraction visited has its own uniqueness so it is interesting to see, such as natural beauty, local arts and culture and historical buildings.

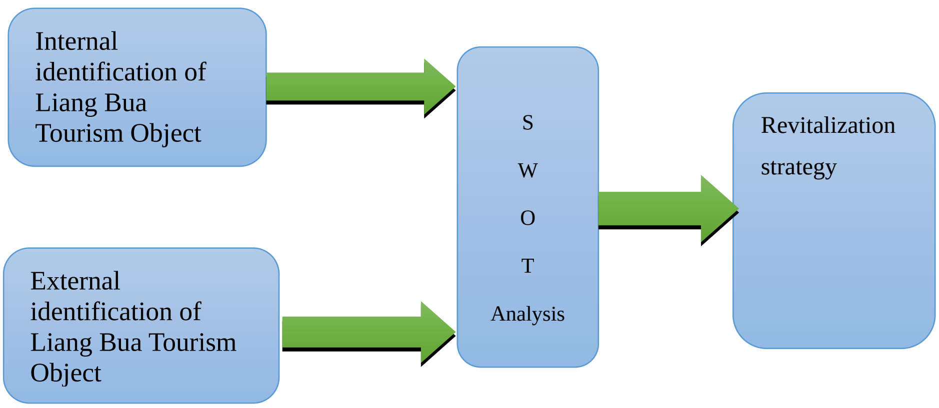
b. There is something that can be purchased (something to buy), that is, there is something interesting, typical or unique about the tourist attraction which can be purchased and used as a souvenir for tourists to take home. Therefore, a tourist attraction must have facilities for shopping that provide souvenirs or other handicrafts and must also be supported by other facilities such as money changers and banks.

c. There is something that can be done (something to do), namely an activity that tourists can do while at a tourist attraction, such as taking photos, swimming, diving, tracking, etc.

RESEARCH METHODS

The object of this research focuses on the revitalization of Liang Bua tourist attraction in the context of tourism development in Manggarai Regency. East Nusa Tenggara. The data used in this research is quantitative data and qualitative data. Data collection techniques were carried out by means of observation, interviews and documentation studies. The data analysis technique used in this research is a qualitative descriptive analysis technique. Descriptive research describes and summarizes various conditions, situations or various variables. Descriptive research only reaches the descriptive level, namely analyzing and presenting facts systematically so that they are easier to understand and conclude (Wirartha, 2006: 154). The analysis technique used is SWOT analysis (Strength, Weakness, Opportunity, Threat). According to Rangkuti (In Latief, et al. 2021) SWOT analysis is the systematic identification of various factors to formulate company strategy. This analysis is based on logic that can maximize strengths and opportunities, but simultaneously minimize weaknesses and threats.

Framework



RESULTS AND DISCUSSION

Facilities and infrastructure are very important indicators in supporting tourism activities. The facilities and infrastructure in question include roads, public transportation, parking lots, toilets, electricity, water, information places, accommodation, restaurants and various other supporting facilities that can support the sustainability of tourism activities.

To find out in detail the condition of the facilities and infrastructure in Liang Bua, the researcher made a direct visit to the research site and interviewed several sources including the Head of the Manggarai Regency Tourism Office, Liang Bua Tourist Attraction Manager, Liang Bua Village Officials and Visitors at Liang Bua tourist attraction.

In general, there are several components of facilities and infrastructure that Liang Bua tourist attraction must have, namely:

a. Attraction (attraction)

Liang Bua tourist attraction has evidence of human life in prehistoric times. This is proven by the characteristic of the cave mouth facing east so that it supports the occupants to get good air circulation, the size of the cave is deep and wide, the cave floor is wide and flat and the roof is tall. Apart from that, this cave is close to the Wae Racang river so it also supports its residents to meet their living needs. Liang Bua tourist attraction is an archaeological site with Homo Floresiensis fossil which was discovered in 2003 as its main attraction. When tourists visit Liang Bua tourist attraction they can visit the museum to see the Homo Floresiensis fossil and display photos of archaeological excavations. Besides that, tourists can also enjoy the natural beauty around the tourist attraction.

b. Accessibility (accessibility)

Liang Bua tourist attraction is quite far from the center of Ruteng city. Access to Liang Bua tourist attraction can be done using vehicles such as cars or motorbikes. The journey from the city center to the tourist attraction takes approximately one hour because the road is quite narrow and has potholes so there are lots of puddles of water along the road, especially in the rainy season.

c. Amenities (facilities)

Based on observations and interviews with Mr. Benyamin as the manager of Liang Bua tourist attraction, he explained that the facilities at Liang Bua tourist attraction are still very limited because there are no accommodations or restaurants available around the tourist attraction so tourists who visit Liang Bua cannot stay for long because besides taking photos around the cave and looking at Homo Florensiensis fossils, there are no other activities they can do, such as relaxing while eating or drinking if there is a restaurant or place to eat there.

In addition, he also explained that the reachable supply of electricity and water at Liang Bua tourist attraction is still limited because a generator is still used as a source of electricity, and there are no trash bins, hand washing facilities and lawn mowing machines to support cleaning activities at the tourist attraction.

Researchers also interviewed Mrs. Levi, a resident of Liang Bua Village. She explained that people in Liang Bua are lack of clean water because they have to get water directly from the riverAncillary (additional/institutional services)

Based on an interview with Mr Aloisus Jebarut as head of the Manggarai district Tourism Office, he explained that Liang Bua tourist attraction is under the auspices of the Manggarai district Tourism Office. This statement was supported by Mr. Lukas Wine as a member of Liang Bua Village, where in the interview Mr. Lukas Wine said that the Village Government was not involved in managing Liang Bua tourist attraction, because it was completely managed by the Manggarai Regency Tourism Office. Most of the residents' plantations around tourist attractions have also been sold to the Government.

According to Mr. Benyamin, as the manager of Liang Bua tourist attraction, the Tourism Department has provided facilities such as toilets, museums, parking lots and road improvements, however the provision of these facilities has not yet been able to optimally support tourism activities in Liang Bua.

In formulating a revitalization strategy at Liang Bua Tourist Attraction, researchers used SWOT analysis to identify internal factors (strengths and weaknesses) and identify external factors (opportunities and threats). This SWOT analysis is used as a basis for formulating a revitalization strategy design at the research site by optimizing strengths and opportunities and simultaneously minimizing weaknesses and threats.

SWOT Analysis

a. Identifying internal factors (strengths) of Liang Bua tourist attraction

1. Having an archaeological history with the discovery of ancient animal fossils and Homo Floresiensis fossils.
2. The natural conditions around the tourist attraction are still very beautiful.
3. View of stalactites and stalagmites in the cave
4. Having a museum where Homo Floresiensis fossils are stored and displaying photos of archaeological excavations.

b. Identifying internal factors (weaknesses) of Liang Bua tourist attraction

1. The road conditions are narrow and have potholes.
2. Quite a distance from the airport and city center.

3. There are no supporting facilities such as accommodation and restaurants in the area around the cave.

4. Lack of clean water.

5. Electricity at tourist attractions still uses a generator.

6. There are no tourist products sold around the cave.

7. Cleaning equipment is still very limited, such as the absence of lawn mowers to support cleaning activities at tourist attractions and there are no trash bins available at tourist attractions.

8. There are no tables and chairs available at the guard post.

c. Identify external factors (opportunities) for Liang Bua tourist attraction

1. Growing global interest in cultural heritage tourism.

2. Having the opportunity to become a learning space for schools and educational institutions.

3. Opportunity to develop new types of tourism such as educational tourism.

d. Identify external factors (threats) of Liang Bua tourist attraction

1. Competition with other tourist attractions.

2. Environmental damage

3. Natural disasters

Tabel 2. SWOT Matrix Analysis

Internal Factor Analysis / Internal Faktor analisis	**Strenght (S)** **Strength (S)** 1. Having an archaeological history with the discovery of Homo Floresinesis fossils 2. Having Beautiful natural conditions 3. Having stalactite and stalagmite views 4. Having a museum where Homo Floresiensis fossils are stored and displaying photos of excavations by archaeologists	**Weakness (W)** 1. The road conditions are narrow and potholes 2. Quite a distance from the airport and city center 3. There are no supporting facilities such as accommodations and restaurants around the cave 4. Lack of clean water and electricity 5. There are no tourist products being sold in the area around the cave 6. Cleaning equipment is still very limited

		7. There are no tables and chairs available at the guard post
Opportunity (O) 1. Growing global interest in cultural heritage tourism 2. Having an opportunity to become a learning space for schools and educational institutions 3. Having an opportunity to develop new types of tourism such as educational tourism	**S0 Strategy** 1. Making a tourism development plan by utilizing existing archaeological history 2. Developing cultural potential such as dance arts and crafts 3. Making a tourism development plan with educational elements 4. Creating an official tourist attraction website 5. Creating interesting content, such as videos, blogs or interesting photos about tourist attractions	**WO Strategy** 1. The government allocates funds to Liang Bua tourist attraction to provide advice and infrastructure as well as infrastructure improvements 2. Developing other economic sectors, such as small and medium businesses owned by local communities (handicrafts and local products) 3. Utilizing social media as a promotional medium for Liang Bua tourist attraction
Threats (T) 1. Competition with other tourist attractions 2. Environmental damage 3. Natural disasters	**ST Strategy** 1. The potential and uniqueness of Liang Bua tourist attraction will attract many tourists if supported by the provision of adequate facilities and infrastructure as well as infrastructure improvements 2. The potential and natural beauty will enable Liang Bua tourist attraction to compete with other tourist attractions.	**WT Strategy** 1. The funds allocated by the government are focused on improving infrastructure and providing facilities and infrastructure at Liang Bua tourist attraction 2. The government is socializing as well as suggesting the nearby community to make local products that can be sold in the area around Liang Bua

DISCUSSION

1. Condition of facilities and infrastructure at Liang Bua tourist attraction

   Based on the research results above, it can be explained that the condition of the facilities and infrastructure at Liang Bua tourist attraction is still very limited and cannot support the sustainability of tourism activities as a whole. This is characterized by:

   a. There are no supporting facilities such as accommodations and restaurants around Liang Bua tourist attraction
   b. The access roads are narrow and potholed.
   c. Lack of clean water
   d. Electricity still uses a generator engine
   e. The distance from Liang Bua tourist attraction to the airport and city center is quite far
   f. There are no tourist products being sold around Liang Bua tourist attraction
   g. Insufficient cleaning tools
   h. There are no chairs and tables available at the guard post

2. Strategy for revitalization of Liang Bua tourist attraction

   Based on the SWOT analysis above, several revitalization strategy plans for Liang Bua tourist attraction can be formulated, namely:

   a. Making a tourism development plan by highlighting existing archaeological history
   b. Developing the cultural potential, dance arts and crafts of local communities
   c. Making a tourism development plan by utilizing educational elements
   d. Creating an official tourist attraction website that contains complete information about Liang Bua tourist attraction
   e. Creating interesting content such as videos, pictures of beautiful tourist attractions and travel experiences
   f. The government should allocate funds to Liang Bua tourist attraction in order to provide facilities and improve infrastructure
   g. Developing other economic sectors such as small and medium businesses owned by local communities such as handicrafts and local products
   h. Utilizing social media as a means of promoting Liang Bua tourist attraction
   i. The government is encouraging the public to participate in tourism activities in Liang Bua by making and selling local products in the area around Liang Bua tourist attraction

SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats)

To carry out an overall strategic position evaluation, the criteria for evaluating tourism performance achievements in Manggarai, then, a SWOT (Strength, Weakness, Opportunities, Threat) analysis is carried out which is assessed from internal and external factors.

a. Internal Factors (Strengths and Weaknesses)

Internal factors are indicators of community assessment of aspects of the availability of facilities and infrastructure, human resource competence and aspects of community awareness. A comparison of the values of the strength and weakness aspects is presented in the following table:

Table 3. Strengths and Weaknesses

No	Strength Aspects	Weight	Rating	Scaled value
1	Liang Bua tourist attraction has a unique archaeological history	0,20	4	0,80
2	Presenting natural views that are pristine and beautiful and beautiful	0,20	4	0,80
3	There are very beautiful and unique stalactites and satalagmites	0,20	4	0,80
4	Wide parking area available	0,05	3	0,15
5	There is a museum to record archaeological history photos	0,10	4	0,40
6	Available storage space for Homo Floresiensis fossils	0,10	4	0,40
7	Available places and Glamping locations	0,10	4	0,40
8	Sufficient road access available	0,05	3	0,15
	Total Strength :	1,00		**3,90**
	Weakness Aspects	Weight	Rating	Scaled value
1	Narrow road infrastructure	0,20	3	0,60
2	No accommodation facilities available	0,40	4	1,60
3	There is not enough clean water available and cleaning facilities are limited	0,20	3	0,60
4	Not yet available Merchandise facilities	0,20	2	0,40
	Total Weakness	1,00		**3,20**
	Difference between Strengths and Weaknesses			**0,70**

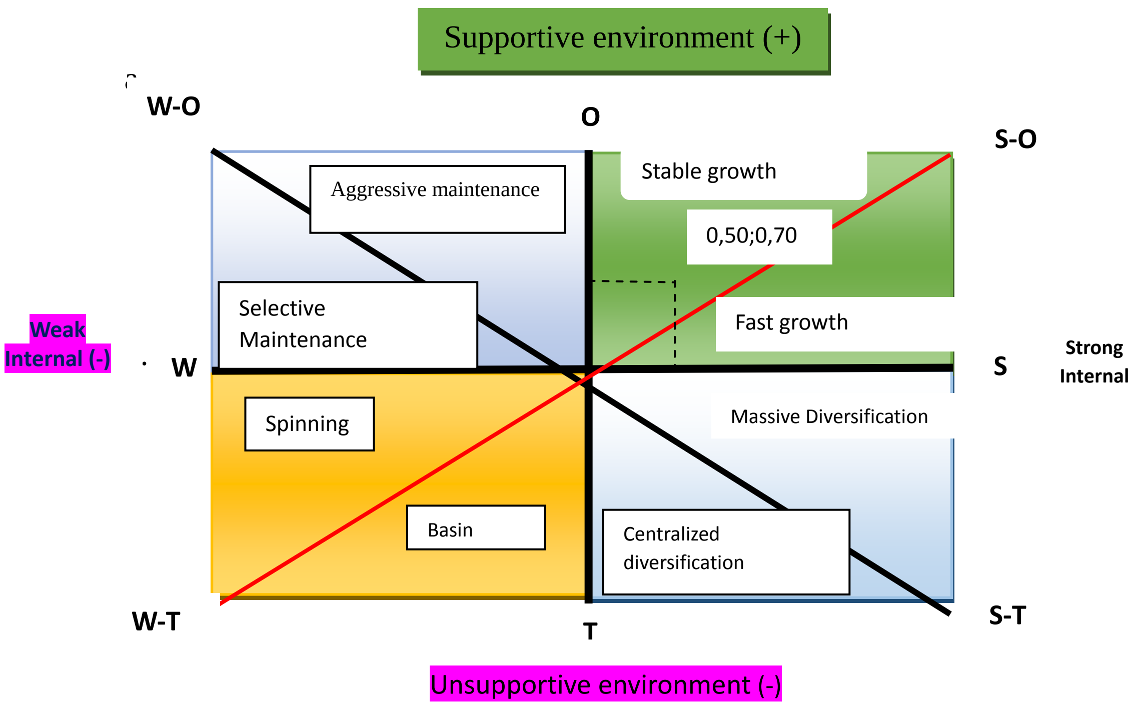
b. External Factors (Opportunities and threats)

External factors that can influence the sustainability of tourist attractions can consist of the level of trust of domestic and foreign tourists, the development of an increasingly competitive world of tourism, developments in information technology (digitalization and globalization) and efforts to meet the development of tourist attractions.

Table 4. Opportunities and Threats

No	Opportunity Aspects	Weight	Rating	Scaled Value
1	Becoming a unique global tourist destination	0,20	3	0,60
2	Becoming a beautiful and natural natural tourism destination	0,20	4	0,80
3	Becoming a tourist destination for historical education/education for school children	0,15	3	0,45
4	Opportunities for investment in accommodation facilities	0,15	3	0,45
5	Opportunities for culinary investment	0,15	4	0,60
6	There are opportunities to open up employment opportunities in the tourism sector	0,15	4	0,60
	Total Opportunity :	1,00		**3,50**
	Threat Aspects	Weight	Rating	Scaled Value
1	There is increasingly fierce competition in the field of new destinations	0,40	3	1,20
2	Possibility of damage to the natural environment	0,40	3	1,20
3	Threat of natural disasters	0,20	3	0,60
	Total Threat	1,00		**3,00**
	The Difference between Opportunities and Threats			0,50

From the table above, a SWOT matrix (Space Matrix) can be created as follows:



From the SWOT Matrix above, the coordinates or position of Liang Bua tourist attraction are (0.50; 0.70) in the upper one side quadrant, namely stable growth, so the strategy offered for this condition is as explained in the SWOT matrix table above.

CONCLUSION

After analyzing the data obtained in the research entitled "Revitalization of Liang Bua Tourist Attraction in Tourism Development in Manggarai Regency", the following conclusions were obtained:

1. Condition of facilities and infrastructure at Liang Bua tourist attraction

After conducting direct observations and interviews at Liang Bua tourist attraction, it was discovered that the facilities and infrastructure at Liang Bua tourist attraction are still very limited and do not support tourism activities as a whole. This is characterized by the condition of the roads being narrow and potholed, the lack of supporting facilities such as accommodations and restaurants around the tourist attraction, a lack of clean water, electricity at the tourist attraction still using a generator and the location of the tourist attraction is quite far from the airport and city center.

2. Revitalization of Liang Bua tourist attraction can be done through several strategies, namely:

a. Making a tourism development plan by highlighting existing archaeological history
b. Developing the cultural potential, dances and crafts of local communities
c. Making a tourism development plan by utilizing educational elements
d. Creating an official tourist attraction website that contains complete information about Liang Bua tourist attraction
e. Creating interesting content such as videos, pictures of beautiful tourist attractions and travel experiences
f. The government should allocate funds to Liang Bua tourist attraction in order to provide facilities and improve infrastructure
g. Developing other economic sectors such as small and medium businesses owned by local communities such as handicrafts and local products
h. Utilizing social media as a means of promoting Liang Bua tourist attraction
i. The government is encouraging the public to participate in tourism activities in Liang Bua by making and selling local products in the area around Liang Bua tourist attraction

SUGGESTIONS

1. The government should pay more attention to the condition of the facilities and infrastructure at Liang Bua tourist attraction because this tourist attraction is already well known to both domestic and foreign tourists. Apart from that, Liang Bua tourist attraction also has high potential because of the natural beauty around the tourist attraction and the history of prehistoric life with the discovery of ancient animal fossils and Homo Floresiensis fossils. Previously, the government, in this case, Manggarai Regency Tourism and Culture Office, has made efforts to provide facilities by building a museum as a place to store Homo Floresiensis fossils, building a guard post, repairing roads and building a fence to protect Liang Bua tourist attraction area. However, this is still not enough to support the sustainability of tourism activities in Liang Bua.
2. In an effort to revitalize Liang Bua tourist attraction, it is not only necessary to pay attention to physical conditions such as facilities and infrastructure, but also to pay attention to the social, economic and cultural aspects of the local community. Therefore, there needs to be a cooperation between the government and the community so that the two elements can collaborate each other and the community is not merely acting as spectators or viewers but actively taking parts in efforts to develop Liang Bua tourist attraction.

REFERENCES

Alim, O. N., & Santoso, A. B. (2022). *Analisis SWOT Strategi Revitalisasi Objek Wisata Waduk Mrica Kecamatan Bawang Kabupaten Banjarnegara*. Geo-Image Journal, 11(1), 63-69.

Alyaa'Chiquita Fairuzara, A. (2023). *Studi Literatur Urgensi Partisipasi Masyarakat Dalam Strategi Pengembangan Pariwisata Budaya Di Kota Surabaya*. JIEM: Journal Of International Entrepreneurship And Management, 2(01 Juni), 806-101.

Annisa, F. S. (2023). *Analisis SWOT Untuk Pengembangan Objek Wisata Pantai Mutun Di Desa Suka Jaya Lempasing Kecamatan Teluk Pandan*

Asriani, I. A. D. Y., & Suprapta, I. N. (2021). *Strategi Pengembangan Objek Wisata Air Terjun Aling-Aling Desa Sambangan Kecamatan Sukasada Kabupaten Buleleng*. Locus, 13(2), 114-128.

Chaerunissa, S. F., & Yuniningsih, T. (2020). *Analisis Komponen Pengembangan Pariwisata Desa Wisata Wonolopo Kota Semarang*. Journal Of Public Policy And Management Review, 9(4), 159-175.

Darmawan, D. S. (2019). *Pengaruh Atraksi, Aksesibilitas, Amenitas, Ansilari Terhadap Kepuasan Wisatawan Dio Pantai Gemah Kabupaten Tuilungagung*. Jurnal Ilmiah Mahasiswa FEB, 8(1).

Departemen Pekerjaan Umum Direktorat Jenderal Cipta Karya. 2009. Penataan dan Revitalisasi Kawasan

Eddyono Fauziah. 2021. *Pengelolaan Destinasi Pariwisata*, Edisi Pertama, Cetakan Pertama, Jawa Timur: Uwais Inspirasi Indonesia

Haeriyah, K. (2019). *Pengelolaan Pariwisata Bahari di Kota Kendari*. Sultra Journal of Political Science, 13-21.

HM, Jogiyanto. 2006. *Sistem Informasi Strategik Untuk Keunggulam Kompetitif*, Edisi ll, Yogyakarta: Andy

Juemi, J., dan Todapa, D. T. (2022). *Manajemen Pencegahan Penyebaran Covid Dalam Pembelajaran Luring Di Sekolah Menengah Atas Negeri Model Terpadu Madani Kota Palu*. OPTIMAL Jurnal Ekonomi dan Manajemen, 2(2), 275-282.

Latief, N., Mandey, S. L., & Tampenawas, J. L. (2021). *Strategi Swot Dalam Meningkatkan Penjualan Pada Umkm Rumah Makan Padang Raya Santiago Sario Manado*. Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi, 9(2).

Peraturan Kementerian Pekerjaan Umum No. 18/PRT/M Tahun 2010 tentang Pedoman Revitalisasi Kawasan

Rangkuti, F. 2009. *Analisis SWOT Teknik Membedah Kasus Bisnis*. Jakarta: Gramedia Pustaka

Ruyatnasih, Yaya dan Liya Megawati. 2018. *Pengantar Manajemen*: Teori, Fungsi dan Kasus, Jakarta: Absolute Media

Salim, F., Hatim, F., & Abubakar, K. (2024). *Analisis Pengembangan Wisata Bahari Desa Maitara Utara Kota Tidore Kepulauan*. EKOMA: Jurnal Ekonomi, Manajemen, Akuntansi, 3(2), 870-885.

Sapta, I Ketut Setia dan Nengah Landra. 2018. *Bisnis Pariwisata*, Cetakan Pertama, Bali: CV. Noah Aletheia

Susianto, B., Johannes, J., & Yacob, S. (2022). *Pengaruh daya tarik wisata dan amenitas terhadap keputusan berkunjung wisatawan pada desa wisata kabupaten kerinci*. Jurnal Ilmu Manajemen Terapan, 3(6), 592-605.

Terry, George R dan Leslie W Rue. 2019. *Dasar – Dasar Manjemen*, Edisi Revisi, Cetakan Pertama, Jakarta: Bumi Aksara

Umar Husein. 2013. *Desain penelitian Manajemen Strategik*, Edisi Pertama, Cetakan Kedua, Jakarta: Rajawali Pers

Undang – Undang No. 10 Tahun 2009 tentang Kepariwisataan, Jakarta: Menteri Hukum dan HAM Republik Indonesia

Undang – Undang No.9 Tahun 1990 tentang Kepariwisataan, Jakarta: Menteri Sekretaris Negara Republik Indonesia

Utama,I.G.B.R. 2014. *Pengantar Industri Pariwisata*: Tantangan & Peluang Bisnis Kreatif, Edisi l.Cetakan 1, Yogyakarta: Depublish

Wahyuningsih, S., Nuhung, M., & Rasulong, I. (2019). *Strategi pengembangan objek wisata Pantai Apparalang sebagai daerah tujuan wisata Kabupaten Bulukumba*. Jurnal Profitability Fakultas Ekonomi Dan Bisnis, 3(1), 141-157.

Wibowo. 2018. *Manajemen Perubahan*, Edisi Ketiga, Cetakan Pertama, Jakarta: Rajagrafindo Persada

Wijayanti, N., dan Wicaksana, F. A. (2023). *Implementasi Fungsi Manajemen George R Terry dalam Meningkatakan Mutu Lembaga Pendidikan*. Jurnal Cerdik: Jurnal Pendidikan dan Pengajaran, 3(1).

Wirartha, I Made. 2006. *Metodologi Penelitian Sosial Ekonomi*, Edisi 1, Yogyakarta: Andy

Wuisang, C. E., Sutrisno, A., & Sondakh, J. A. (2019). *Strategi Revitalisasi Kawasan Heritage di Pusat Kota Lama Kota Manado*. Prosiding Temu Ilmiah IPLBI, 8.

ENHANCING BALI’S CULTURAL TOURISM THROUGH IMMERSIVE *BALEGANJUR* MUSIC EXPERIENCES

Yedija Remalya Sidjabat

Fakultas Seni Pertunjukan, Institut Seni Indonesia Denpasar

yedijaremalya@isi-dps.ac.id

ABSTRACT

This study explores the potential of Bali’s *baleganjur* music as a transformative tool in cultural tourism, offering visitors not only a performance to observe but an immersive, hands-on experience. By enabling tourists to actively participate in *baleganjur* ensembles, the research highlights a model for authentic engagement that fosters deeper connections between visitors and Balinese culture. Grounded in experiential tourism and authenticity theories, the study examines how this interactive approach can enrich tourists' understanding of local heritage, enhancing both satisfaction and cultural appreciation. Findings reveal that active participation in *baleganjur* intensifies the sense of authenticity and strengthens the cultural significance of the experience, aligning with modern tourists’ preference for unique, experience-based activities. By integrating *baleganjur* as an experiential product, this approach not only supports cultural preservation but also offers a competitive edge for Bali’s tourism industry in an era of rising demand for genuine, transformative travel experiences.

Keywords: tourism, *baleganjur,* experiences

INTRODUCTION

Bali has long been recognized as one of the world’s premier cultural tourism destinations, celebrated for its unique blend of arts, spirituality, and rich traditions. As a region steeped in heritage, Bali offers a diverse array of experiences through its performing arts, architecture, religious rituals, and traditional music. Among its most iconic musical forms is *baleganjur*, a traditional Balinese percussion ensemble that holds a significant role in the island's cultural identity. *Baleganjur* serves not only as an aesthetic expression but also as a medium for reinforcing community values, spirituality, and artistic creativity.

Traditionally, *baleganjur* is performed during religious processions, cremation ceremonies, and musical competitions that highlight its technical mastery and symbolic richness. This dynamic and complex art form reflects the rhythms of Balinese communal life. However, in the context of tourism, *baleganjur* is often presented as a staged performance for passive observation, limiting its potential to engage tourists on a deeper level. This raises challenges in transforming *baleganjur* into a medium that fosters meaningful cultural experiences for visitors.

As global tourism trends evolve, there is a growing shift in tourist preferences from passive cultural observation to active participation. Modern tourists increasingly seek immersive and meaningful interactions that allow them to connect authentically with local communities and traditions. This trend presents a unique opportunity to reimagine *baleganjur* as a participatory cultural experience. Through direct involvement, such as learning and playing instruments alongside local musicians, *baleganjur* can be positioned as an innovative tourism product that offers both entertainment and educational value.

To support the development of *baleganjur* as an immersive tourism experience, Schmitt's (2010) experiential marketing theory provides a relevant conceptual framework. This theory emphasizes creating interactions that engage multiple senses, emotions, cognition, actions, and social relationships to deliver memorable experiences. In the context of *baleganjur,* experiential marketing offers valuable guidance for designing tourism experiences that engage tourists through the visual and auditory appeal of the music, the emotional connection to Balinese culture, and the social interaction with local musicians.

This study aims to explore how *baleganjur* can be developed as an immersive cultural tourism product using experiential marketing principles to create meaningful interactions between tourists and Balinese culture. By analyzing the impact of direct tourist participation in *baleganjur* performances on cultural understanding and satisfaction, this research seeks to contribute to the development of more sustainable and authentic cultural tourism strategies in Bali. Additionally, this study highlights the importance of balancing cultural preservation with adaptation to meet modern tourism demands, ensuring that *baleganjur* remains relevant while maintaining its cultural values.

Through this approach, the study not only underscores the potential of *baleganjur* to enhance Bali's tourism appeal but also proposes a tourism model that empowers local communities, supports the preservation of traditional arts, and provides tourists with a memorable and transformative cultural experience. Thus, *baleganjur* emerges as a bridge connecting tradition and innovation within the evolving landscape of cultural tourism.

RESEARCH METHODOLOGY

This study employs a qualitative research approach to explore the potential of *baleganjur* as an immersive cultural tourism experience. A qualitative design allows for a deeper understanding of the cultural and experiential dimensions of *baleganjur* and its impact on tourists' cultural appreciation and satisfaction. The research is grounded in an interpretive framework, analyzing the interplay between tradition, cultural engagement, and tourism demands.

Data collection was conducted using multiple methods to ensure a rich and comprehensive analysis. Participant observation was carried out at *baleganjur* performances and workshops where tourists actively engaged with the music. These observations captured both the sensory and emotional aspects of the experience, focusing on how tourists interacted with local musicians and the atmosphere created by the performances. In-depth, semi-structured interviews were conducted with local *baleganjur* musicians and cultural practitioners to understand their perspectives on the evolving role of *baleganjur* in tourism. Additionally, interviews with participating tourists provided insights into their experiences, levels of cultural understanding, and satisfaction. Tourism professionals were also interviewed to explore strategies for integrating *baleganjur* into cultural tourism offerings. Document analysis of tourism reports, scholarly articles, and promotional materials featuring *baleganjur* was used to contextualize and support the findings.

Thematic analysis was employed to process the data, guided by Schmitt's experiential marketing framework. The analysis focused on key themes including sensory engagement (Sense), emotional connection (Feel), cognitive learning (Think), physical participation (Act), and social interaction (Relate). These themes helped to identify patterns and insights into how *baleganjur* experiences align with experiential marketing principles and enhance cultural tourism.

Ethical considerations were integral to this research. Informed consent was obtained from all participants, and measures were taken to ensure anonymity and confidentiality. The study also respected cultural sensitivities, particularly those associated with the traditional and ceremonial aspects of *baleganjur.* While the findings provide valuable insights, the study is limited to qualitative perspectives within a specific cultural and geographic context. Future research could expand upon these findings using quantitative methods or comparative studies with other cultural tourism practices.

This methodological framework ensures a thorough exploration of how *baleganjur* can be reimagined as an immersive cultural tourism experience, balancing its authenticity with its potential for broader tourism applications.

RESULT AND DISCUSSION

The findings from this study reveal the substantial potential of *baleganjur* music to enhance Bali's cultural tourism through immersive experiences. By engaging tourists in participatory activities, *baleganjur* not only deepens cultural appreciation but also creates memorable and emotionally fulfilling encounters. The discussion highlights key themes derived from the data, examining how *baleganjur* aligns with Schmitt's experiential marketing framework and the broader implications for Bali's tourism industry.

One of the most significant results is the enhancement of cultural connection through direct engagement with *baleganjur*. Tourists who participated in *baleganjur* workshops or performances reported a deeper understanding and appreciation of Balinese culture. They described the experience as transformative, noting that actively playing the instruments allowed them to connect with the music and its cultural significance in ways that passive observation could not achieve. Many tourists expressed a sense of reverence for the complexity and spirituality embedded in *baleganjur,* which they might not have understood had they merely watched a staged performance. This direct involvement enabled tourists to engage both intellectually and emotionally with Balinese traditions, fostering a sense of cultural immersion that is often absent in conventional tourism.

From the perspective of local musicians, the integration of *baleganjur* into participatory tourism was also viewed positively. Musicians highlighted that tourist involvement brought renewed appreciation for *baleganjur* beyond its traditional contexts. While *baleganjur* is historically tied to ceremonial functions such as cremation rituals and processions, its adaptation for tourism provided new opportunities to showcase the art form. Musicians noted that workshops and interactive sessions served as platforms to educate tourists about the cultural and spiritual meanings behind *baleganjur*, ensuring that the traditions were respected and understood. Moreover, many musicians felt that these activities helped preserve the relevance of *baleganjur* in modern contexts, bridging the gap between tradition and contemporary applications.

Another critical finding is the impact of participatory *baleganjur* activities on tourist satisfaction and memory retention. Participants consistently rated the experience as highly satisfying, emphasizing the sensory engagement and emotional resonance of playing the instruments. The dynamic rhythms and physicality of *baleganjur* appealed to tourists' senses (Sense), while the communal nature of the activity evoked feelings of excitement and fulfillment (Feel). Many participants noted that learning and performing the music alongside Balinese musicians instilled a sense of accomplishment and connection, making the experience particularly memorable. The act of playing the instruments (Act) also stood out as a unique feature, distinguishing *baleganjur* from more passive forms of cultural tourism.

The memorability of the experience was further enhanced by the opportunity to engage socially with local musicians (Relate). Tourists valued the interactions they had with Balinese artists, describing these exchanges as enriching and insightful. Through conversations and shared activities, tourists gained a deeper understanding of Balinese culture and the significance of *baleganjur* within it. Musicians similarly expressed appreciation for these interactions, viewing them as opportunities to share their knowledge and build relationships with international visitors. However, the depth of these interactions varied depending on the format of the experience. Smaller workshops allowed for more meaningful connections, while larger group sessions sometimes limited personal engagement. Despite these variations, the social dimension remained a critical factor in enhancing the overall impact of *baleganjur* experiences.

While the integration of *baleganjur* into tourism has many benefits, the findings also highlight challenges in balancing tradition with modern tourism needs. One recurring concern among musicians was the potential for cultural dilution. Adapting *baleganjur* for tourism often requires simplification to accommodate participants with no prior musical experience. While this adaptation makes *baleganjur* more accessible, it risks reducing the complexity and depth of the art form. Musicians emphasized the importance of preserving the authenticity of *baleganjur* by maintaining its traditional structures and symbolic meanings, even as it is adapted for tourism.

Logistical challenges also emerged as a consideration in the implementation of participatory *baleganjur* activities. The availability of trained facilitators who can guide tourists effectively while preserving cultural integrity was identified as a critical factor. Additionally, the need for suitable venues that balance accessibility with cultural authenticity was emphasized. These logistical aspects require careful planning and coordination to ensure that *baleganjur* activities align with both the expectations of tourists and the values of the local community.

The findings strongly align with Schmitt’s experiential marketing framework, demonstrating how *baleganjur* engages tourists across multiple dimensions. The sensory appeal of *baleganjur* through its dynamic sounds and vibrant visual performance captivates participants, fulfilling the Sense module of Schmitt's framework. Emotional connections are forged as tourists immerse themselves in the rhythms and communal energy of the music, addressing the Feel component. Cognitive engagement is achieved as participants learn about the cultural and historical significance of *baleganjur*, aligning with the Think module. The physical act of playing the instruments fulfill the Act dimension, while the social interactions with musicians and other participants complete the Relate module. Together, these elements create a comprehensive and immersive experience that resonates with modern tourists.

The implications of these findings for Bali's tourism industry are significant. The integration of *baleganjur* as an immersive experience offers a unique value proposition, distinguishing Bali from other cultural destinations. By providing tourists with opportunities to engage directly with Balinese traditions, *baleganjur* experiences cater to the growing demand for authentic and participatory tourism. This not only enhances tourist satisfaction but also contributes to cultural sustainability by raising awareness and appreciation for Balinese heritage among international audiences. Moreover, the involvement of local musicians in tourism activities empowers communities by providing them with opportunities to share their art while generating economic benefits.

However, realizing the full potential of *baleganjur* in tourism requires addressing the challenges identified in this study. Collaborative efforts between cultural practitioners, tourism operators, and local communities are essential to ensure that *baleganjur* activities are designed and implemented ethically. Clear guidelines and standards should be established to maintain the authenticity of *baleganjur* while adapting it for tourism. This includes ensuring that facilitators are well-trained and that workshops are conducted in ways that respect the cultural and spiritual significance of *baleganjur*. Additionally, investment in infrastructure, such as venues that support participatory activities, can enhance the overall experience for both tourists and local stakeholders.

The findings also underscore the potential for *baleganjur* to serve as a model for other traditional art forms seeking to adapt to tourism. By leveraging Schmitt's experiential marketing principles, cultural practices can be reimagined as immersive experiences that meet the needs of contemporary tourists while preserving their traditional essence. This balance between tradition and innovation is critical for ensuring the sustainability of cultural tourism in Bali and beyond.

In conclusion, this study demonstrates that *baleganjur* has significant potential as an immersive cultural tourism experience. Its ability to engage tourists across sensory, emotional, cognitive, physical, and social dimensions aligns well with modern tourism trends. While challenges remain in balancing cultural preservation with tourism adaptation, the findings highlight the importance of collaborative efforts and strategic planning in realizing the benefits of *baleganjur* for Bali's tourism industry. By embracing immersive and participatory approaches, *baleganjur* can continue to thrive as both a cultural treasure and a dynamic component of Bali's evolving tourism landscape.

CONCLUSION

This study has demonstrated the significant potential of *baleganjur* music to enhance Bali's cultural tourism through immersive and participatory experiences. By transitioning from a traditional performance model to one that actively involves tourists, *baleganjur* can meet the growing demand for authentic cultural engagement in tourism. Using Schmitt's experiential marketing framework as a guiding concept, this research has illustrated how the multi-dimensional appeal of *baleganjur*—its sensory richness, emotional resonance, cognitive depth, physical engagement, and social connectivity—can create memorable and meaningful experiences for visitors.

The findings underscore that direct involvement in *baleganjur* performances not only elevates tourists' cultural appreciation but also deepens their connection to Balinese heritage. Tourists reported heightened satisfaction and memorability through hands-on activities that allowed them to engage directly with the music and its cultural context. At the same time, local musicians recognized these interactions as opportunities to share their knowledge and artistry while preserving the relevance of *baleganjur* in a rapidly changing world. This dynamic of mutual benefit highlights the potential for *baleganjur* to serve as a bridge between tradition and modernity, ensuring its sustainability as a cultural and economic asset.

However, this study also brings to light critical challenges that need to be addressed. Chief among these is the tension between maintaining the authenticity of *baleganjur* and adapting it for tourism. Simplification and commodification for tourist accessibility risk eroding the artistic and spiritual depth of *baleganjur*. Additionally, logistical issues, such as the availability of skilled facilitators and appropriate venues, further complicate the implementation of participatory baleganjur activities. These challenges require thoughtful and collaborative solutions to ensure that the integration of *baleganjur* into tourism does not undermine its cultural essence.

The implications of this study are significant for Bali's tourism industry. Immersive *baleganjur* experiences offer a unique value proposition that can differentiate Bali from other cultural tourism destinations. They provide tourists with deeper and more meaningful interactions while contributing to the preservation and appreciation of Balinese traditions. Moreover, such initiatives have the potential to empower local communities by creating economic opportunities for musicians and reinforcing the importance of traditional arts in modern contexts.

Nonetheless, the success of this integration depends on a balanced approach that respects the dual objectives of cultural preservation and tourism innovation. Stakeholders must work together to design experiences that remain true to the cultural and symbolic significance of *baleganjur* while meeting the expectations of modern tourists. This includes establishing ethical guidelines, investing in training for facilitators, and developing infrastructure that supports immersive activities without disrupting traditional practices.

In the broader context of cultural tourism, *baleganjur* serves as a compelling case study for how traditional art forms can adapt to contemporary tourism trends. Its ability to provide multi-sensory and socially engaging experiences aligns with global shifts towards experiential tourism. By leveraging frameworks such as Schmitt's experiential marketing theory, other cultural practices can similarly explore pathways to innovation while preserving their heritage.

In conclusion, *baleganjur* exemplifies how traditional arts can thrive in the modern tourism landscape when carefully managed. Its integration as an immersive tourism product not only enhances tourist satisfaction but also promotes cultural sustainability and community empowerment. As Bali continues to navigate the complexities of global tourism, *baleganjur* offers a model for balancing the preservation of cultural identity with the demands of an ever-evolving tourism market. This delicate balance will be key to ensuring that Bali remains a leading cultural destination, where heritage is not only celebrated but actively shared and sustained for future generations.

REFERENCES

B. H. Schmitt, Experiential Marketing: How to Get Customers to Sense, Feel, Think, Act, Relate to Your Company and Brands, Free Press, 2010.

B. Pine and J. Gilmore, The Experience Economy, Updated Edition, Harvard Business Review Press, 2011.

A. Manthiou, J. Kang, N. Sumarjan, and L. R. Tang, "The influence of experiential marketing on consumer satisfaction and loyalty in the tourism industry," Tourism Management, vol. 61, pp. 16-27, Aug. 2017.

F. Wang and H. Wu, "Cultural tourism and experiential marketing: A case study of traditional music engagements in China," Journal of Tourism and Cultural Change, vol. 18, no. 3, pp. 290-304, 2020.

M. Woodward and H. Gu, "Tourist authenticity and experiential tourism in Southeast Asia: Connecting with culture through immersive practices," Tourism Management, vol. 75, pp. 111-122, 2019.

M. Bakan, Music of Death and New Creation: Experiences in the World of Balinese Gamelan Beleganjur, University of Chicago Press, 1999.

Y. Liu and A. Chen, "Immersive experiences in music tourism: The role of traditional music in cultural understanding," Journal of Heritage Tourism, vol. 29, no. 2, pp. 162-179, 2023.

G. N. Suwena and I. K. Yadnyana, "Balinese music Baleganjur and its influence on cultural tourism development in Bali," Asian Journal of Tourism and Cultural Studies, vol. 8, no. 3, pp. 45-59, 2022.

D. Pertiwi and B. Sutiyono, "Music and cultural immersion: Evaluating the impact of participatory performances in Balinese tourism," International Journal of Arts and Cultural Management, vol. 27, no. 4, pp. 224-239, 2021. [Online]. Available: https://doi.org/10.1016/j.ijacm.2021.05.005.

E. Cohen, "Authenticity and commoditization in tourism," Annals of Tourism Research, vol. 15, no. 3, pp. 371-386, 1988.

N. Reisinger and C. Steiner, "Reassessing authenticity in tourism: The existential and objective dimensions," Journal of Tourism Studies, vol. 22, no. 3, pp. 251-267, 2016.

G. Richards, "Cultural tourism: A review of recent research and trends," Journal of Cultural Heritage Management and Sustainable Development, vol. 6, no. 1, pp. 11-28, 2018.

Ritzer, Globalization and Glocalization: Theory and Practice, Springer Press, 2011.

H. Johnson, Balinese Music in the Global Context: Adaptation and Resilience, Routledge, 2020.

M. Swyngedouw, "Glocalization and the transformation of cultural practices in tourism," Journal of Cultural Geography, vol. 35, no. 2, pp. 152-172, 2018.

SOCIAL MEDIA AS A FASHION BRAND MARKETING STRATEGY IN ENCOURAGING CONSUMER IMPULSIVE BUYING BEHAVIOR

I Gede Ryoga Kusnanda[1)]

[1]Faculty of Economics and Business, Udayana University

Email: kusnanda.ryoga@gmail.com

ABSTRACT

Generation Z's early exposure to technology and active use of social media tends to influence their purchasing behaviour. Advertisements and content presented by fashion brands make Gen-Z make purchasing decisions without consideration or impulsively. Impulsive buying behaviour, which is considered the dark side of branding, is actually the goal of fashion brands because it is proven to boost company profits. This study aims to determine effective marketing strategies in encouraging customer impulse buying behaviour through social media in fashion brands. This research uses the systematic literature review (SLR) method by reviewing 10 scientific articles that have been selected from 646 scientific articles using the Preferred Reporting Item for Systematic Reviews and Meta Analysis (PRISMA) method. The results showed that there are four main factors from social media that significantly encourage impulse buying behaviour of fashion brand customers, namely attractive visuals, influencer influence, shopping features, and high engagement

Keywords: Social media, impulsive buying, fashion brand

INTRODUCTION

Generation Z or more commonly known as Gen-Z has been accustomed to technology from an early age and was born between 1995 and early 2010, making this generation known as digital natives (Ismail et al., 2020). Gen-Z is one of the generations most active on social media, especially Instagram. Advertisements and social media content, which Gen-Z is often exposed to, greatly influences their purchasing behavior, especially impulse buying behavior (Muhammad and Nat, 2022; Ric and Benazić, 2022). Impulsive buying behavior was first coined by Rook (1987) who stated that impulsive buying occurs when consumers experience a sudden, often strong, and continuous urge to buy something immediately. There are findings that state that 41% of Generation Z consumers are impulse buyers, exceeding the percentage of other generations such as millennials and Generation X (Lina et al., 2022). Generation Z wants new products quickly (Agrawal, 2022) and one industry that can fulfill this desire is the fashion industry (Pratama et al., 2023).

Consumers in the fashion industry tend to make impulse purchases because factors such as experimental consumption, such as consumer fantasies can influence their purchasing behavior (Bilal Ahmad et al., 2019). This finding became one of the bases of research conducted by Erlangga et al. (2022) who found that 30% to 50% of all fashion product purchases made by consumers were classified as impulse purchases. This finding is very interesting because the number of impulse purchases made by consumers is very high.

In nominal terms, on average, consumers spend $5,400 or IDR 83,000,000 per year on impulse purchases of food, fashion, home furnishings and shoes (Iyer et al., 2020). The high level of impulsive buying behavior in the fashion sector cannot be separated from the role of massive use of social media (Muhammad et al., 2024).

Research conducted by Shang et al. (2022), the intensity of social media use has a direct impact on consumer impulsive behavior. The influence of fashion product content on social media and user interactions with brands can influence consumers' desire to make impulse purchases (Chen et al., 2019). Social media content such as comments, reviews, and endorsements from celebrities have the ability to stimulate positive emotions in Gen-Z consumers (Lina et al., 2022). The study shows that interactions with interesting content on social media platforms such as Instagram, can influence impulse purchasing decisions (Syahira et al., 2023; Muhammad et al., 2024). This confirms that the use of social media is the main key to influencing impulse buying behavior which needs to be considered in developing a company's marketing strategy (Lahath et al., 2021).

Impulsive buying behavior tends to be considered the dark side of branding (Japutra et al., 2022), but this dark side is what many companies aspire to because this behavior can increase company sales and revenues (Lee et al., 2023). Impulse buying behavior can be encouraged by involving the use of marketing techniques designed to influence consumers emotionally and cognitively (Wang et al., 2022). According to Wang et al. (2022), one effective approach is to create marketing campaigns that emphasize the immediate benefits of purchasing a product, such as limited-time discounts or exclusive offers for fast-moving customers. Companies can also use marketing strategies that exploit consumers' desire to buy impulsively on social media by creating an environment that stimulates consumers' emotions and supports impulse buying behavior through advertising content (Zhang and Shi, 2022). Stimulus factors or other stimuli such as hedonic browsing carried out on social media platforms can also influence users' internal cognitive and affective reactions, companies can design marketing strategies that focus on strong stimuli to trigger impulse buying responses (Shahpasandi et al., 2020) .

Companies can view social media not only as a tool to communicate with consumers, but also as a medium to demonstrate a strong presence among consumers (Ismail et al., 2020; Syahira et al., 2023; Muhammad et al., 2024). With a strong presence on social media, companies can stimulate impulse buying behavior with the right marketing strategies, strengthen consumer engagement, and create an environment that supports impulse buying. Therefore, this article aims to find out company strategies, especially fashion brands, in encouraging impulse buying behavior using social media.

METHODOLOGY

The method used in this research is a literature review or systematic literature review (SLR) by searching for scientific journals on a library search engine with use several keywords. This research uses the Google Scholar library search engine with the keywords "Impulsive Buying", "Social Media", and "Fashion Industry". The scientific journal used in this research uses several inclusion criteria as follows: 1) Has a maximum publication time span of the last 5 years (2019 – 2024), 2) International articles indexed by Scopus and Indonesian articles, using Indonesian and English, 3) Theme research is a fashion brand strategy in encouraging impulse buying behavior using social media, 4) Research uses qualitative and quantitative methods. The exclusion criteria in this research are 1) journals that are not open access, 2) scientific literature review journals.

Scientific journal collection was carried out using the PRISMA method (Preferred Reporting Item for Systematic Reviews and Meta Analysis). There are five stages of this method, including: 1) Defining library eligibility criteria based on inclusion criteria, 2) Sources of information obtained through library searches, 3) Library selection process based on keyword exploration, selecting titles, abstracts and entire articles, then reviewing them again. by looking at the inclusion criteria, 4) Manual data collection, 5) Selection of items from selected articles.

Search results using keywords found 646 scientific journals. After screening the literature based on title and abstract, 19 scientific journals were found that met the inclusion and exclusion criteria. Next, the journals were evaluated in depth to obtain 10 relevant scientific journals for review. The flow of literature collection can be seen in the following picture.

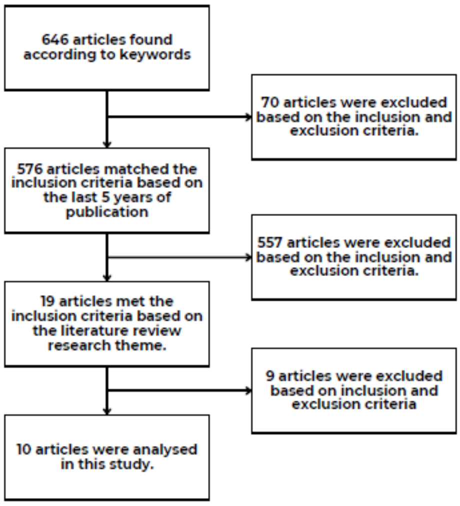


Figure 1. Prisma Flow

FINDINGS AND DISCUSSION

Table 1. General characteristics of research articles

Characteristics	Writer
Publication Year	
2019	(Aragoncillo and Orús, 2019; Sundström et al., 2019; Park, 2019)
2020	(Shahpasandi et al., 2020; Prihana Gunawan and Permadi Iskandar, 2020)
2021	(Djafarova and Bowes, 2021)
2022	(Ariffin and February, 2022)
2023	(Rachmat Prasetya et al., 2023; Kshatriya and Shah, 2023; Work, 2023)

Table 2. Main results of articles related to strategy brand fashion in encouraging impulsive consumer behavior using social media

Writer	Key Results
(Aragoncillo dan Orús, 2019)	Instagram has the most significant influence in influencing impulse purchases with 80.7% of Instagram users being online buyers of clothing and accessories. Additionally, Instagram also scored the highest in influencing impulse purchases, followed by Facebook and Pinterest. Twitter, on the other hand, scored the lowest in influencing impulse buying behavior.
(Sundström et al., 2019)	Most respondents routinely make impulsive fashion purchases online due to the influence of social media Instagram and Facebook. They are influenced by their social media circle of friends and also by public figures on Instagram and trendsetters in making impulse buying decisions.
(Park, 2019)	Consumers who are active on Instagram tend to browse fashion products in a more intensive hedonic browsing manner which

	can trigger impulse purchases. Photos or advertisements that emphasize product usability aspects on Instagram tend to attract consumers' attention to carry out more intensive hedonic browsing.
(Shahpasandi et al., 2020)	Social media can also be an effective platform for promote fashion products with new styles, unique features, or the latest trends that can attract consumers to make impulse purchases. Flow and hedonic browsing have a positive impact on consumer impulse buying behavior on social media, such as Instagram. This shows how important positive and enjoyable experiences are for users in influencing their impulse buying decisions. The use of fashion influencers on social media, especially Instagram, has a significant impact on online consumers' impulse buying behavior.
(Prihana Gunawan and Permadi Iskandar, 2020)	The use of fashion influencers on social media, especially Instagram, has a significant impact on online consumers' impulse buying behavior. Interactivity within a social media platform, such as the ability to interact with content, can influence a user's level of engagement and the likelihood of an impulse purchase.
(Djafarova and Bowes, 2021)	promote fashion products with new styles, unique features, or the latest trends that can attract consumers to make impulse purchases. Flow and hedonic browsing have a positive impact on consumer impulse buying behavior on social media, such as Instagram. This shows how important positive and enjoyable experiences are for users in influencing their impulse buying decisions. The use of fashion influencers on social media, especially Instagram, has a significant impact on online consumers' impulse buying behavior. Interactivity within a social media platform, such as the ability to interact with content, can influence a user's level of engagement and the likelihood of an impulse purchase. Gender plays an important role in impulse buying behavior via Instagram in the fashion industry. Women tend to be more influenced by Instagram in making impulse purchases, while this is not the case for male participants. Important for brand fashion Please note that the same marketing techniques cannot be applied to both genders. Through in-depth qualitative analysis of focus groups, this research identified that Instagram has a significant impact in

	driving impulse buying behavior among Generation Z fashion consumers because it includes several factors such as visual content, instant access, influencer marketing, and fashion inspiration. Using Instagram as a stimulus can trigger impulse buying behavior by making consumers go through the decision evaluation stage quickly. Consumers, especially Generation Z, tend to be influenced by visual content, influencer recommendations, promotional ads, and direct shopping services on Instagram. By applying the S-O-R model to the use of Instagram in the context of impulse buying in the fashion industry, providing valuable insight for brand fashion in planning a marketing strategy social media
(Ariffin and Februadi, 2022)	Electronic Word of Mouth (E-WOM) has no significant effect on impulse buying behavior for local brand fashion products on Tiktok. This shows that although social media such as Tiktok can influence consumer behavior in terms of purchasing, the E-WOM variable does not significantly influence impulse purchasing behavior in the context of this research.
(Rachmat Prasetya et al., 2023)	Social Influence on social media has a positive and significant influence on Impulsive Buying Intention. Fashion Involvement from social media content has a positive and significant influence on Impulsive Buying Intention.
(Kshatriya and Shah, 2023)	Brand presence and marketing activities on social media platforms can increase consumer engagement and influence impulse buying decisions. Product information, reviews, recommendations and promotions presented via social media can trigger emotional and impulsive responses from consumers, which in turn can encourage impulse purchases.
(Works, 2023)	Factors such as flow and hedonic browsing on social media can influence consumers' impulse shopping behavior, especially in online environments that are often filled with visual stimuli and emotions that trigger impulsive shopping desires.

Table 2 shows the ten journals obtained in literature review This consists of six international articles indexed by Scopus, three Indonesian journals and one international journal. In the ten journals that were analyzed, several effective social media marketing strategy factors were found that had a significant and insignificant effect in encouraging impulse buying behavior. online ones can be applied by brand fashion.

Instagram has a significant influence in influencing impulse buying behavior, while Twitter has a lower influence, can provide valuable insights for companies in the fashion industry in designing their marketing strategies (Aragoncillo and Orús, 2019). Instagram has more influence in stimulating impulse buying behavior online on brand fashion due to several main factors such as, 1) Attractive Visual: Instagram as platform image and video based that allows users to share interesting visual content, 2) Influencer Influence: Instagram is platform which is widely used by influencer to promote products and lifestyles to its followers, 3) Shopping Features: Development of an instant shopping feature that allows users to directly purchase products on post product, 4) High Engagement: High interaction like like, these comments and shares can increase consumer engagement with brands and products (Aragoncillo and Orús, 2019; Sundström et al., 2019; Djafarova and Bowes, 2021; Lavuri, 2023). Companies can consider focusing more and allocating their marketing resources on platforms that have a greater impact, such as Instagram (Aragoncillo and Orús, 2019).

Role influencer influencing Instagram users to make impulse purchases fashion also found in research conducted by Sundström et al. (2019), respondents stated that they felt influenced by social circles, including close friends and public figures such as celebrities and trendsetters, in making their impulse purchasing decisions. This shows that the influence of social circles, both from peers and public figures, plays an important role in shaping consumer impulse buying behavior in the shopping context. fashion online (Aragoncillo and Orús, 2019; Sundström et al., 2019; Park, 2019; Gunawan and Iskandar, 2020; Djafarova and Bowes, 2021). Besides that, influencer also influences impulsive behavior online by applying the diffusion of innovation theory which explains how a new idea, product or practice spreads through a group or society (Gunawan and Iskandar, 2020). Fashion influencer on Instagram, both macro and micro, have different impacts on impulse buying fashion online. Macro influencers tend to influence impulse purchases of fashion products at a stage early majority And self-updated, while micro influencer plays a more important role in influencing impulse buying at this stage early adopter fashion adaptation (Gunawan and Iskandar, 2020).

The advantages of social media in factors attractive visual, primarily Instagram also drives behavior browsing intensive which will ultimately refer to impulsive buying behavior online (Park, 2019; Djafarova and Bowes, 2021; Lavuri, 2023). Park (2019) and Lavuri (2023) reveal interesting and entertaining content in the media social, as well as the interactions involved with the brand fashion through platform This can influence consumers to make impulse purchases because they become more active in the process browsing. Instagram is also often a place where consumers get inspiration for the latest fashion, trends and styles that consumers are inspired to do browsing who are more intense on social media to search for products according to trends (Park, 2019; Aragoncillo and Orús, 2019; Djafarova and Bowes, 2021; Lavuri, 2023). Compelling visual content can trigger response fast and strong emotions from consumers, especially from Generation Z who tend to be more responsive to Instagram visual content (Djafarova and Bowes, 2021; Lavuri, 2023).

Factor instant access owned by social media Instagram also significantly influences impulse buying behavior fashion regularly online (Djafarova and Bowes, 2021). Instagram provides instant access to products fashion through content, by name shopping features which allows consumers to view and purchase products quickly (Aragoncillo and Orús, 2019; Djafarova and Bowes, 2021). Generation Z, who really likes something instant, tends to make purchasing decisions quickly, and Instagram facilitates this process by providing direct access to products (Aragoncillo and Orús, 2019; Djafarova and Bowes, 2021; Muhammad and Nat, 2022; Ric and Benazić, 2022).

. Brand interactivity fashion on social media in increasing consumer engagement can also influence consumer impulse purchases (Shahpasandi et al., 2020; Prihana Gunawan and Permadi Iskandar, 2020; Lavuri, 2023). Research done by Shahpasandi et al. (2020) show that flow experiences and hedonic browsing have a positive impact on consumers' impulse buying behavior on social media, such as Instagram. Improve experience flow Users can carry out hedonic exploration by creating interactive content, such as the ability to interact with content and utilize interactive features on Instagram (Shahpasandi et al., 2020).

Social influence (social influence) and engagement Social media also has a big influence in driving brand impulse buying behavior fashion (Aragoncillo and Orús, 2019; Sundström et al., 2019; Rachmat et al., 2023). Social influence can include engagement such as interactions, recommendations, customer testimonials or trends seen by consumers through social media (Aragoncillo and Orús, 2019; Rachmat et al., 2023). The higher the level engagement or consumer engagement with content posted on social media, the greater the likelihood of that social influence on a brand's presence fashion (Aragoncillo and Orús, 2019; Sundström et al., 2019; Rachmat et al., 2023; Kshatriya and Shah, 2023). Research on brand presence conducted by Kshatriya and Shah (2023) found that brand presence and marketing activities on social media platforms can increase consumer engagement and trigger an emotional response or bond which in turn influences impulse purchasing decisions.

There are several other factors that have a significant influence on impulse buying on social media, one of which is gender. Gender plays an important role in impulse buying behavior via Instagram in the industry fashion (Djafarova and Bowes, 2021). Djafarova and Bowes (2021) found that women tend to be more influenced by Instagram in making impulse purchases, while this was not the case for male participants. Important for brand fashion Please note that the same marketing techniques cannot be applied to both gender.

Djafarova and Bowes (2021) reveal that Instagram is considered as fashion inspiration the ultimate platform for inspiration and the latest trends. Fashion inspiration will increase a person's sensitivity to fashion involvement which is reflected in interests, needs, interests, brands, or ongoing trends (Djafarova and Bowes, 2021; Rachmat et al., 2023). Through social media, someone can continue to be exposed to fashion content, trend updates, and product promotions fashion from various brands. This can increase a person's involvement in fashion and influence impulse buying decisions (Djafarova and Bowes, 2021).

There are findings showing that social media has an insignificant effect on impulse buying online fashion. Electronic Word of Mouth (E-WOM) has no significant effect on impulse buying behavior fashion local brand on Tiktok may be caused by several factors (Ariffin and Februadi, 2022). Ariffin and Februadi (2022) stated that in the context of the Tiktok platform, other factors such as direct promotions from brands or influencers, attractive visuals, or individual psychological factors may have a greater influence in triggering impulse buying behavior than E-WOM .

CONCLUSIONS AND SUGGESTIONS

Based on the results and discussion, it can be concluded that the strategy is effective in encouraging impulse buying behavior in brand fashion through social media includes four main factors, namely attractive visual, influencer influence, shopping features, And high engagement.

BIBLIOGRAPHY

Aragoncillo, L. and Orús, C. (2019) ‘Impulse buying behaviour: An online-offline comparative and the impact of social media’, Spanish Journal of Marketing - ESIC, 22(1), pp. 42–62. doi: 10.1108/SJME-03-2018-007.

Ariffin, A. N. and Februadi, A. C. (2022) 'The Influence of Electronic Word of Mouth, Hedonic Shopping Motivation, and Fashion Consciousness of Tiktok Users on Impulsive Buying Behavior of Local Fashion Products', Prosiding Industrial Research Workshop and National Seminar, 13(01), pp. 1024–1032. Available at: https://jurnal.polban.ac.id/ojs-3.1.2/proceeding/article/view/4365.

Djafarova, E. and Bowes, T. (2021a) '"Instagram made Me buy it": Generation Z impulse purchases in fashion industry', Journal of Retailing and Consumer Services, 59, p. 102345. doi: 10.1016/J.JRETCONSER.2020.102345.

Djafarova, E. and Bowes, T. (2021b) '"Instagram made Me buy it": Generation Z impulse purchases in fashion industry', Journal of Retailing and Consumer Services, 59(xxxx), p. 102345. doi: 10.1016/j.jretconser.2020.102345.

Kshatriya, K. and Shah, P. S. (2023) 'A study of the prevalence of impulsive and compulsive buying among consumers in the apparel and accessories market', Vilakshan - XIMB Journal of Management, 20(1), pp. 2–24. doi: 10.1108/xjm-12-2020-0252.

Lavuri, R. (2023) 'Intrinsic factors affecting online impulsive shopping during the COVID-19 in emerging markets', International Journal of Emerging Markets, 18(4), pp. 958–977. doi: 10.1108/IJOEM-12-2020-1530.

Muhammad, A. S. and Nat, M. (2022) 'the Good, the Bad, and the Neutral: Twitter Users' Opinion on the Asuu Strike', Informing Science, 25, pp. 183–196. doi: 10.28945/5035.

Park, E. J. (2019) 'Effects of Shopping Motives and Apps Browsing on Mobile Impulse Buying of Fashion Products', Fashion & Textile Research Journal, 19(3), pp. 280–288. two: 10.5805/sfti.2017.19.3.280.

Prihana Gunawan, N. and Permadi Iskandar, I. B. (2020) 'Analyzing the Impact of Fashion Influencer on Online Impulsive Buying Behavior', KnE Social Sciences, 2020, pp. 350–363. doi: 10.18502/kss.v4i6.6611.

Rachmat Prasetya, F., Suhud, U. and Aditya, S. (2023) 'Testing Determining Factors for Shopping for Fashion Apparel Products When Live Streaming on Social Media', SINOMIKA Journal: Scientific Publication in the Field of Economics and Accounting, 1(5), pp. 1349–1364. doi: 10.54443/sinomika.v1i5.647.

Ric, T. and Benazić, D. (2022) 'From social interactivity to buying: an instagram user behaviour based on the S-O-R paradigm', Economic Research , 35(1), pp. 5202–5220. doi: 10.1080/1331677X.2021.2025124.

Shahpasandi, F., Zarei, A. and Nikabadi, M. S. (2020) 'Consumers' Impulse Buying Behavior on Instagram: Examining the Influence of Flow Experiences and Hedonic Browsing on Impulse Buying', Journal of Internet Commerce, 19(4), pp. 437–465. doi: 10.1080/15332861.2020.1816324.

Sundström, M., Hjelm-Lidholm, S. and Radon, A. (2019) 'Clicking the boredom away – Exploring impulse fashion buying behavior online', Journal of Retailing and Consumer Services, 47(March 2018), pp. 150–156. doi: 10.1016/j.jretconser.2018.11.006.

STRATEGY TO INCREASE TOURISTS' INTEREST IN VISITING THE BAJRA SANDHI MUSEUM AS A TOURISM ATTRACTION FOR THE HISTORY OF BALINESE PEOPLE'S STRUGGLE

[1]I Wayan Tantra
[2]Gusti Ayu Mahanavami
[3]Nyoman Parta
[4]Anak Agung Ngurah Gde Suindrawan
[5]Rosula Afrin
[1,2,3,4,5] Sekolah Tinggi Ilmu Manajemen Indonesia Handayani
Email: wayantantrastimi20@gmail.com

ABSTRACT

The study aims to explore appropriate strategies in attracting tourists to visit the *Bajra Sandhi* museum which has historical value as well as factors that influence tourists' interest in visiting museums which have value of the people's struggle. This study is qualitative research that uses primary and secondary data sources. The sample selection technique was carried out using the purposive sampling method. Data collection was undertaken through observation, semi structured interviews and literature study. Data analysis for this study uses a model developed by Miles & Huberman through the stages of data collection, data reduction, data presentation and drawing conclusions. The results of the study show that the right strategy to increase tourist interest in visiting the museum is carried out by utilizing a strategic location, adequate service facilities, cultural values of local wisdom and support from the government, increasing promotions both online and offline as well as better accessibility and increasing collaboration with tourism actors and travel agencies.

Keywords: Strategic location, adequate facilities, cultural values, government support, promotion and cooperation with tourism actors

INTRODUCTION

Tourism has long been a mainstay sector in supporting economic growth in Bali. According to data published by the Bali Province Central Statistics Agency in 2024 (BPS, 2024), the contribution of tourism sector in five years during the year of 2019-2023 period shows a tendency to increase significantly after the end of COVID 19 pandemic. The contribution of this sector in year of 2023 reached 19.93% of Bali's GRDP or undergo growth of 1.98%, compared to the previous year's period in year of 2022 which was 17.98%. Even though its contribution is lower than compared to the period before the COVID 19 pandemic, which reached 23.25% in year of 2019, the role of tourism sector in Bali's economy is still considered to be the largest compared to other economic sectors.

Tourism according to Law Number 10 of 2009 aims to increase economic growth, improve people's welfare, preserve nature, the environment and resources and advance culture (Dinata et al., 2024). The role of tourism development to increase economic growth is supported by the study of Surahman et al. (2020) which shows that the impact of tourism development provides an economic contribution reaching 94.61%. Meanwhile, its socio-cultural impact reached 93.61%. This research is also strengthened by the study of Simorangkir et al. (2024) which states that tourism development significantly improves economic performance and can directly influence economic growth reaching 87.3%. As one of the world's destinations, Bali is known for its cultural tourism which has many cultural tourist attractions including: Temples, Tourist Villages, Museums, Historical Monuments and Balinese Dance. One of the unique tourist attractions located in the center of Denpasar city is the *Bajra Sandhi* Museum.

It represents a symbol of the Balinese people's struggle to free themselves from colonialism known as the "*Puputan War*". The monument holds memories of the tenacity of Balinese warriors from the time of Balinese kingdom to seizing and maintaining Indonesian independence, especially in the Bali area. This monument was built to pay tribute to heroes and honor the struggle of Balinese people (Suweda & Darmawan, 2017). This museum is located in the city center in the Renon area, Denpasar, Bali. Built in 1988 and inaugurated in 2003 on 13.8 hectares of land filled with the philosophical meaning of local Balinese wisdom. The problem currently being faced in managing the museum is that, after the Covid 19 pandemic, the number of visits by foreign and domestic tourists as well as pupils and students has decreased drastically, and strategies are needed to increase tourist interest in visiting this museum again after COVID 19. Based on tourist visits data for the period of 2018-2022, both domestic and foreign shown in Table 1.1 show drastically decline in visitor interest.

Table 1.1 Data on *Bajra Sandhi* Monument Tourist Visits from 2018-2022

No	Year	Domestic	Student	Foreigner	Total
1	2018	32,434	116,952	78,265	227,651
2	2019	26,099	76,745	46,042	148,886
3	2020	1,806	689	456	2,951
4	2021	2,517	3,808	198	6,523
5	2022	3,606	3,947	251	7,804

Source: Bajra Sandhi Monument (2023)

Table I.1, the average number of tourist visits before Covid 19 per year reached 188,268 tourists, most of which were supported by visits from school and college students. In year of 2019 the number of tourist visits decreased by 34.60% compared to the previous year in 2018. This was caused by the spread of news about Covid 19 and the official announcement of the Covid 19 pandemic outbreak by the government which had an impact on decreasing tourist interest in visiting the museum. During the pandemic in year of 2020, the number of tourist visits was far below the average visit before the pandemic with a growth rate reaching -77.51%. This decline was caused by large-scale restrictions imposed by the government in order to prevent a more massive spread of this outbreak to society. In the period 2021 to 2022, the number of tourist visits will begin to increase, but this number is still far from the average number of visits before Covid 19. Managers need a strategy to attract tourists' interest in returning to the *Bajra Sandhi* museum as a tourist attraction. Several studies have been conducted to explore museums as tourist attractions (Kristanto et al., 2024; Firmansyah et al., 2024; Effendy & Sarudin, 2024; Angelica & Adiansyah, 2023; Krisdayanthi et al., 2023). However, to date there are still few studies that pay in-depth attention to analyzing and evaluating strategies to increase tourist interest in visiting museums, which specifically immortalize the heroic history of the Balinese people's struggle to repel colonialism on the land of Bali. This study develops existing studies by focusing on exploring strategies to increase tourists' interest in visiting museums that have historical value of the people's struggle to expel colonialists through a qualitative approach. Museums can provide information about aspects of past life that can still be preserved as cultural heritage to become part of a nation's identity.

Kristanto et al. (2024), exploring the potential of museums as tourist attractions and efforts to make them into integrated tourist destinations, do not explicitly mention strategies for attracting tourists to visit museums. Firmansyah et al. (2024), evaluating internal and external factors that influence the development of museum tourist attractions as well as strategies for developing cultural heritage museums as tourist destinations. Effendy & Sarudin (2024), examining the influence of tourist attractions on tourists' interest in visiting museums, did not explicitly reveal the right strategy to increase tourists' interest in visiting museums. Angelica & Ardiansyah (2023), tested how and to what extent the tourist attraction of museums influences tourists' interest in visiting again. Krisdayanthi et al. (2023), analyzed in depth the management of museums as tourist attractions based on local wisdom.

The research aims to explore strategies for attracting tourists to visit museums that have historical value, as well as factors that influence tourists' interest in visiting museums that have values of the people's struggle. The research is also expected to make a positive contribution in developing scientific knowledge, especially in the field of cultural tourism strategies. This research is also expected to provide policy recommendations for decision makers, as well as stakeholders, regarding relevant strategies in increasing tourists' interest in visiting museums that contain historical values of the nation's struggle.

Chen and Rahman (2018) stated that since the early 1980s cultural tourism has been recognized separately from recreational tourism. However, until now there is no general agreement on a generally accepted definition of cultural tourism. According to Chen and Rahman, cultural tourism is defined as a form of special interest and experiential tourism based on the search for or participation in new and immersive cultural experiences of an aesthetic, intellectual, emotional or psychological nature. In contrast, Richards (2011) put forward two different definitions of cultural tourism according to conceptual and technical ones. The conceptual definition refers to “the movement of people to cultural tourism destinations far from their normal place of residence, with the aim of gathering new information and experiences to meet their cultural needs”. Meanwhile, the technical definition states "all movements of people to certain cultural tourist attractions, such as heritage sites, artistic and cultural manifestations, art and drama outside their normal place of residence".

Silberberg (1995) states cultural tourism as visits by people from outside the host community who are wholly or partly motivated by interest in the historical, artistic, scientific or lifestyle/heritage offerings of a community, region or institution. According to this definition, cultural tourism can take the form of visits to museums, galleries, festivals, architecture, cultural heritage sites, art performances, as well as attractions related to food, clothing, language and religion (Stylianou-Lambert, 2011). There is a diversity of definitions that emerge when experts argue that a distinction must be made regarding the motivations and interests of tourists visiting a cultural destination, whether these motivations are primary, secondary, or incidental. Stebbins (1996) argues that cultural tourism should be treated as a serious form of recreation. On the other hand, Richards (2011) states that cultural tourism is more about activities and tourist visits to cultural destinations.

Kastenholz and Gronau (2020) revealed the importance of tourists' visiting experience in increasing interest in visiting a tourist attraction. Experience seeking is defined as a combination of cognition, sensation, and novelty seeking, people desire experiences that enchant their senses, touch their hearts, and stimulate their minds. The visiting experience is an important factor in increasing tourists' interest in visiting, because tourists who visit cultural tourism do not buy physical products, but rather expect idealized experiences in places and people. According to Kastenholz et al. (2018) these experiences, although there is no consensus regarding their nature, composition, assessment, and consequences, are largely understood as highly subjective, complex, emotionally engaging, meaningful, and long-lasting experiences that can influence tourists' interest in revisiting a tourist attraction.

According to Wang (2020) a museum visit is a complex experience that involves various characteristics of tourists which include: psycho-motor skills to the cognitive field, from the sensory-perceptual field to feedback on emotions, social attitudes and technological culture. Wang (2020) stated that visiting a museum is a complex experience that involves various characteristics of tourists which include: psycho-motor skills to the cognitive field, from the sensory-perceptual field to feedback on emotions, social attitudes and technological culture. Furthermore, Ceccarelli et al (2024) reveal the complex experience of tourists as a human "universe of experience": every time users encounter a cultural experience, they will behave accordingly to their "universe", involving sensory, mental and motor functions in space and time. Cultural places are influenced by historical, archaeological and artistic knowledge, or by the content conveyed and presented in the space. It is this relationship between content and cultural space that shapes the user experience, in terms of motor skills, emotions, and cognition. Studying and designing these relationships is the goal of universal design (Steinfeld & Maisel, 2012).

Yu et al. (2021) argue that apart from complex experiences that be able to influence interest in visiting a cultural tourism attraction, other factors that very substantially influence tourists' interest in visiting are the perceived value of cultural tourism and tourist satisfaction. Tourism marketing experts identify conceptualizations of perceived value from two main approaches. First, perceived value is considered as a trade-off between the total perceived benefits and the total sacrifices perceived by tourists. Second, perceived value is defined as a multidimensional construct involving many factors. Sweeney et al. (1999) defines perceived value from five dimensions: emotional value, social value (acceptance), and three functional values, namely versatility, performance/quality, and price/value for money. Specifically relating to regions, Eid & El-Gohary (2015) developed the Tourist Perceived Value Scale to measure the perceived value of tourists from six dimensions: price, quality, emotional, social, physical attributes, and non-physical attributes. Based on the perceived value of tourists, it can influence the level of satisfaction and loyalty towards certain tourist attractions.

Garcia-Madariaga et al. (2020) revealed that satisfaction influences tourists' interest in visiting a tourist attraction. In the tourism paradigm, satisfaction is usually defined as an assessment tool that assesses the cognitive and affective elements of the travel experience compared to the expectations of the visit. In this case, visitors create a frame of reference in which they make comparative judgments and feel satisfied because they believe the visiting experience has evoked positive feelings and favorable evaluations. This has been considered an indispensable condition for an organization's long-term success as satisfied visitors will be less prone to switching to something different. The cognitive aspect that is very important in arousing tourists' interest in visiting a tourist attraction is the image of the tourist attraction.

Whang, Yong, & Ko (2016) and Stylidis, & Cherifi (2018) suggest that image is defined as a combination of impressions, perceptions and feelings that influence the decision-making process and behavioral intentions in the future. The concept integrates cognitive and affective aspects which, when referring to tourism, offers a global assessment of these two elements in relation to a particular place. Current study has analyzed the image of all affective elements which revealed that the affective component has a significant impact on the global image which can increase tourists' interest in visiting certain tourist attractions (Martínez et al., 2009).

Masnadi (2023) stated that the success of a tourist attraction is determined by product factors (location, accessibility, diversity of attractions, environmental quality, facilities and costs) and tourist attraction management factors (real elements in products, services and human resource management). This is very necessary to create a tourist attraction for tourists to visit. Based on recent research, in developing countries like Indonesia, the number of people visiting museums is relatively low (Suwaryono et al. 2022). In addition, museums are required to adapt to new circumstances due to shifting customer behavior patterns, globalization, and increased accessibility of information from around the world. The results of this study contradict research by Kluge-Pinser & Stauffer (2021) on museums in America and Germany.

Kluge-Pinser & Stauffer (2021) revealed the results of study on the attractiveness of museum tourism in America and Germany. The results of this study show that museums in America receive very broad support. An American Alliance of Museums (AAM) study on museums and public opinion found that: 97% of Americans believe that museums are educational assets for their communities. 89% believe that museums provide important economic benefits to their communities. 96% want to maintain or increase federal funding for museums in the United States. The study also reveals the high level of community participation in America in supporting cultural activities, including appreciating museums as educational centers for their communities.

Krisdayanthi et al. (2023) argued that the success of managing a museum as a tourist attraction is predominantly determined by the idealistic goals of its founder, it must be built from very strong cultural philosophical thoughts of local wisdom, namely the harmonization of the relationship between God, Man and Nature, which is a fundamental characteristic of a museum tourist attraction. Local wisdom is behavior that is general in nature and applies to society at large, from generation to generation, which will develop into firmly held values, which are called culture. Krisdayanthi et al., further explained that factors that also influence the success of managing a museum are good museum management and collaboration with various parties involved in tourism activities.

Sarantakou et al. (2024) stated that historical museums are now recognized as valuable anthropogenic tourism resources, whose sustainable management requires a balance between protection and active participation in tourism development. Many tourism destinations and tourism businesses are leveraging their unique heritage to increase their competitive advantage. Maintaining authenticity and promoting historical and cultural heritage through this museum helps preserve and revive local traditions and enhance the cultural identity of the destination. In addition, the introduction of museum tourism uses simultaneously supports several sustainable development goals, such as preserving local heritage, diversifying dominant tourism development patterns, and spreading tourism development spatially and temporally.

METHODOLOGY

This research is qualitative research. According to Creswell (2014) qualitative research is an approach to exploring and understanding the meaning ascribed to a social or humanitarian problem by individuals or groups. Tracy (2020) further expressed qualitative methods as a general phrase that refers to the collection, analysis and interpretation of interviews, participant observation and textual data to understand and describe meaning, relationships and patterns. The data sources used in this research come from primary and secondary data. Sugiyono (2016) stated that primary data is data obtained directly from the data provider to the data collector. Meanwhile, secondary data is data obtained by reading, studying and understanding other media sourced from literature, books and documents. The primary data for this research was obtained through interviews with informants. Meanwhile, secondary data was obtained through documents, literature and articles.

The sample selection technique was carried out using the purposive sampling method. Purposive sampling is a technique for determining samples with certain considerations (Sugiyono, 2016). The informants selected were based on their considerations and knowledge about the *Bajra Sandhi* Museum. Data collection was carried out through observation, semistructured interviews and literature study. The data analysis for this research uses a model developed by Miles & Huberman (1992) through the stages of data collection, data reduction, data presentation and drawing conclusions.

FINDINGS AND DISCUSSION

The *Bajra Sandhi* Museum or better known as the *Bajra Sandhi* Monument is a monument symbolizing the struggle of the Balinese people, located in the Renon area, Denpasar, Bali. This monument occupies 13.8 hectares of land with a building area of 4900 meters designed by Ir. Ida Gede in year of 1981. Construction of the monument began in 1987 on the initiative of the former Governor of Bali, Prof. Dr. Ida Bagus Mantra. On June 14 2003, this monument was inaugurated by President Megawati Soekarno Putri.

The *Bajra Sandhi* Museum has typical traditional Balinese architecture. The construction is full of the meaning of Hindu religious philosophy which contains local wisdom values. The word *Bajra* itself means *Genta*. Hindu priests often use *Genta* when chanting mantras in religious ceremonies. Apart from that, elements of Hindu philosophy in the monument include: The *Amertha* Jar, symbolized by a *Kumbha* (a kind of pot) which can be seen at the top of the monument. The Basuki Dragon's tail is formed near *Swamba* and his head is on the Great Kori *Badan Bedawang Akupa* which is formed at the base of the monument, his head is on the Great Kori. Mount of *Mendara Giri* is manifested by a towering monument. The pond that surrounds the monument is likened to *Ksirarnawa* (sea of milk). Not only does it have Hindu philosophical values, the *Bajra Sandhi* monument is also full of symbols of independence. There are 17 steps at the main door of the monument. There are 8 large pillars inside the monument which have a height of 45 meters. These numbers are the date of Indonesian independence, August 17, 1945.

The message that the founders of *Bajra Shandi* Monument want to convey to the younger generation is that success can only be achieved through hard work, perseverance, tenacity and mutual cooperation. Likewise, the octagonal building symbolizes the power of God Almighty (*Ida Sang Hyang Widhi Wasa*). The figure refers to the struggle of Indonesian people against the colonialists so that they achieved independence on August 17 1945. Horizontally, the monument is square in shape, which refers to the *Tri Mandala* Concept. First, *Nista Mandala* (*jaba sisi*) is realized in the form of an outer courtyard surrounding the monument which is equipped with paths, gardens, seating and a track and field for sports activities. Second, *Madia Mandala* (*jaba tengah*) which is on the second layer is realized in the form of a courtyard surrounded by a building fence equipped with gates (*Candi Bentar*) on all four sides. Third, Utama Mandala (innards) is the core of the building which is surrounded by a lake, paths and *Bale Bengong* at every corner.

The strategy to increase tourist interest in visiting the museum can be done by maximizing the strengths they have to take advantage of existing opportunities, namely by utilizing strategic locations, adequate service facilities, cultural values of local wisdom and support from the government which is expected to be able to attract more tourists by developing more incentive promotional activities through more intensive use of digital technology. The results of interviews conducted with the Head of the *Bajra Sandhi* Museum, I Made Artana Yasa, confirmed the importance of location as a strategic strength factor.

> "The location of the *Bajra Sandhi* Monument is very strategic and can facilitate access so that it is better known so that it can attract more tourists to visit the Monument" (interview on 30 July 2024).

The cultural values that are full of local wisdom contained in the museum are a strategic strength, as stated by Mrs. Ni Nyoman Cermen, and are a source of tourist attraction for tourists to visit the museum, as expressed in the following interview.

> "The historical and cultural value that is a symbol of the struggle of Balinese people, the *Bajra Sandhi* Monument has high historical and cultural value, making it a center for historical education for local and foreign residents" (interview on July 30 2024).

The statement regarding the importance of cultural values as a tourist attraction was also expressed by Mr. I Nyoman Subawa, with the presence of elements of local wisdom cultural values which are full of philosophical and religious values, it can be a strong cultural tourist attraction, and be able to increase tourist interest in visiting as stated in the following interview.

> “High interest in cultural tourism can provide significant benefits for tourist destinations, including increasing visits, income and cultural preservation. However, it is also important to ensure that the development of cultural tourism is carried out by respecting and preserving traditions and avoiding exploitation that could damage the authenticity of the culture" (interview 30 July 2024).

The existence of available facilities as a strategic strength in providing comfort support for tourists to increase interest in visiting the museum was expressed in the following interview with Mrs. Ni Nyoman Nenny Trisnawati.

> "The adequate facilities at the *Bajra Sandi* Monument are strongly recommended to improve the quality and supporting facilities and infrastructure, such as roads and transportation to meet tourist needs" (interview dated July 30 2024).

The amount of support from the regional government of Bali Province as a strategic force in efforts to increase tourist visits to the museum was expressed in an interview with the Head of the Museum, I Made Artana Yasa, as stated as follows.

> “Local government support is often provided through tourism promotion to attract more visitors to this monument, through advertising, participation in tourism exhibitions and cooperation with travel agents. "There is support from the government for the *Banjra Sandhi* Monument so that it remains as an important icon that not only functions as a historical marker but also as a valuable cultural and tourism asset for the Balinese people" (interview on 30 July 2024).

The strategies to increase tourist interest in visiting museums can also be done by means of eliminating weaknesses and minimizing threats. Through increasing continuous promotional activities in various media, both online and offline, and better accessibility, we can provide wider information to tourists to increase interest in tourist attractions. The interview conducted with the Head of the Museum, Mr. I Made Artana Yasa, are revealed below.

> "The *Bajra Sandhi* Monument is still lacking in promotion and marketing, the *Bajra Sandhi* Monument is not well known or does not attract enough attention from both local and international tourists, due to inadequate promotion and marketing efforts,

> this has resulted in a low number of visitors and a lack of awareness of its value history and culture as a result of this lack of promotion and marketing, the *Bajra Sandhi* Monument may not receive enough visitors to maximize its potential as a historical and cultural destination” (interview dated July 30, 2024).

Furthermore, the importance of better accessibility to provide comfort for tourists who want to visit museums was stated in the interview with Mr. I Ketut Netra as follows.

> "Accessibility that is not yet optimal can reduce visitors' interest in coming to the *Bajra Sandhi* Monument, because they may experience difficulty in reaching or enjoying the tourist attraction. To improve accessibility, managers can consider improving infrastructure, increasing supporting facilities, as well as providing better information for visitors” (interview dated July 30, 2024).

Regarding the limitations of the museum's supporting facilities, it was also expressed further in an interview with Mr. I Nyoman Muliana, stated as follows.

> "The meaning of limited supporting facilities at the *Bajra Sandhi* Monument is that this monument may not have adequate additional facilities or services to meet the needs and comfort of visitors. This can cover various aspects that tourists usually expect when visiting a tourist attraction” (interview dated 30 July 2024).

Strategies to increase tourist interest in visiting the museum can be done by taking advantage of opportunities and minimizing weaknesses. Through more intensive and sustainable promotional efforts, taking advantage of the growth of tourism sector and developments in digital technology, as well as increasing cooperation with various existing travel agencies, it is hoped that it will be able to attract more tourists to visit the museum. An interview with the Head of the Museum, Mr. I Made Artana Yasa, is expressed as follows.

> "With the rapid growth of tourism sector in Bali, the tourism industry in Bali has experienced significant development, both in terms of the number of tourists, income, and tourist attractions that support the sector... therefore the *Bajra Sandhi* Monument tourist attraction has great opportunities big in increasing the number of visitors” (interview 30 July 2024).

The importance of collaboration with various tourism actors such as Travel Bureaus is an important element in increasing tourist interest in visiting the museum. This was stated in an interview with Mrs. Ni Luh Putu Dewi Ardhiyanti as follows.

"By collaborating with other tourism agents, the *Bajra Sandhi* Monument has a very big opportunity to be known by many people so that the level of visits can be very large" (interview on 30 July 2024).

CONCLUSION

The strategy undertaken to increase tourist interest in visiting the museum as a tourist attraction for the history of the struggle of the Balinese people, which is full of local wisdom and cultural values, can be carried out by maximizing the potential strength they have to take advantage of all existing opportunities, namely by utilizing strategic locations and facilities, adequate services, cultural values of local wisdom and support from the government. Apart from that, it needs to be supported by strategies that are able to eliminate weaknesses and minimize threats, through increasing sustainable promotions in various media, both online and offline and better accessibility, to provide comfort for tourists and improve supporting facilities to maintain sustainable tourism. Another supporting strategy that also needs to be considered is taking advantage of all existing opportunities and minimizing weaknesses, through more intensive promotional efforts by taking advantage of the growth of the tourism sector and developments in digital technology, as well as increasing cooperation with various existing tourism actors and travel agencies.

BIBLIOGRAPHY

Angelica, G., & Ardiansyah, I. (2023). Pengaruh Daya Tarik Wisata Terhadap Revisit Intention di Museum Wayang Kawasan Kota Tua Jakarta. Jurnal ALTASIA 5 (2) 125-133.

Badan Pusat Statistik. (2024). Produk Domestik Regional Bruto Provinsi Bali menurut Lapangan Usaha 2019-2023. Badan Pusat Statistik Provinsi Bali.

Ceccarelli, S., Cesta, A., Cortellessa, G., Benedictis, R.D., Fracasso, F., Leopardi,L., Ligios, L., Lombardi, E., Malatesta, S.G., Oddi, A., Pagano, A., Palombini, A., Romagna, G., Sanzari, M., & Schaerf, M. (2024). Evaluating visitors' experience in museum: Comparing artificial intelligence and multi-partitioned analysis. Digital Applications in Archaeology and Cultural Heritage 33.

Chen, H. & Rahman, I. (2018). Cultural tourism: An analysis of engagement, cultural contact, memorable tourism experience and destination loyalty. Tourism Management Perspective. 26, 153-163

Creswell, J.W. (2014). Research Design, Qualitative, Quantitative and Mixed Methods Approach 4th edition. SAGE Publications, Inc. California 91320.

Dinata, I.K.K.S., Mertha, I.W., & Sukariyanto, I.G.M. (2024). Dampak Pengembangan Pariwisata Terhadap Kondisi Ekonomi Dan Sosial Budaya Masyarakat Lokal Di Kawasan Pariwisata Sanur. Jurnal Kepariwisataan. 23(2). 63-76.

Effendy, V.E.V., & Sarudin, R.S.R. (2024). Pengaruh Daya Tarik Wisata terhadap Minat Kunjung ke Gedung Joang 45 Jakarta Pusat. Reslaj: Religion Education Social Laa Roiba Journal. 6(4). 1463–1478.

Eid, R., & El-Gohary, H. (2015). Muslim tourist perceived value in the hospitality and tourism industry. Journal of Travel Research, 54(6), 774-787.

Garcia-Madariaga, J., Virto, N.R., & LópezM.F.B. (2020). Scanning Museumgoers Willingness to Pay More. International Journal of Hospitality & Tourism Administration.

Kastenholz, E., & Gronau, W. (2022). Enhancing Competences for Co-Creating Appealing and Meaningful Cultural Heritage Experiences in Tourism. Journal of Hospitality & Tourism Research. 46(8). 1519–1544.

Kluge-Pinsker, A., & Stauffer, B. (2021). Non-visitors: Who Are They and What Should We Do About Them? Journal of Museum Education, 46 (1), 61-73.

Krisdayanthi, A., Indra Pranatha Darma, I.G.K., & Desi Meliana, N.M. (2023). Pengelolaan Museum Rudana Sebagai Daya Tarik Wisata Berbasis Kearifan Lokal Di Desa Peliatan Kecamatan Ubud Kabupaten Gianyar. Ganaya: Jurnal Ilmu Sosial dan Humaniora. 6 (2). 345-357.

Kristanto, H., Denik R.Y., & Palupiningtyas, D. (2023). Strategi Pengembangan Museum Radya Pustaka Guna Meningkatkan Daya Tarik Wisata Di Kota Surakarta. Gemawisata: Jurnal Ilmiah Pariwisata. 19 (2). 90-102.

Li, K.X., Jin, M., & Shi, W. (2018). Tourism as an important impetus to promoting economic growth: A critical review. Tourism Management Perspectives. 26. 135-142.

Martínez, E., Montaner, T., & Pina, J.M. (2009). Brand extension feedback: The role of advertising. Journal of Business Research, 62, 305–313.

Masnadi, I. (2023). The Predicting Factors of Museum Visitor Intention: A Study of Museum Wayang Jakarta. Jurnal Hospitality dan Pariwisata 9 (1). 30-40.

Miles, M. B. & Huberman, M. (1992). Analisis Data Kualitatif. Jakarta: Universitas Indonesia

Richards, G. (2011). Creativity and tourism: The state of the art. Annals of Tourism Research, 38(4), 1225-1253.

Sarantakou, E., Tsamos, G., Vlami, A., Christidou, A., & Maniati, E. (2024). Factors of Authenticity: Exploring Santorini’s Heritage Hotels. Tourism and Hospitality 5.782-799.

Silberberg, T. (1995). Cultural tourism and business opportunities for museums and heritage sites. Tourism Management, 16(5), 361–365.

Simorangkir, C.O., Ramadhan, G., Sukran, M.A., & Manalu, T. (2024). Tourism Development Impact on Economic Growth and Poverty Alleviation in West Java. Jurnal Kepariwisataan Indonesia 18 (2). 175–196

Stebbins, R. A. (1996). Cultural tourism as serious leisure. Annals of Tourism Research, 23(4), 948–950.

Steinfeld, E., & Maisel, J. (2012). Universal Design: Creating Inclusive Environments. John Wiley & Sons.

Stylianou-Lambert, T. (2011). Gazing From Home: Cultural Tourism and Art Museums. Annals of Tourism Research. 38 (2). 403-421

Stylidis, D., & Cherifi, B. (2018), Characteristics of destination image: visitors and non-visitors' images of London. Tourism Review, 73 (1), 55-67.

Sugiyono. (2016). Metode Penelitian Kuantitatif, Kualitatif dan R&D. Bandung: Alfabeta

Surahman, T., Sudiarta, I.N., & Suwena, I.K. (2020). Dampak Pengembangan Pariwista Terhadap Ekonomi dan Sosial Budaya Masyarakat Lokal Desa Wisata Sasak Ende, Lombok. Jurnal Analisis Pariwisata. 20 (01). 38-48.

Suwaryono, I. L., Nugroho, B. Y., & Rusfian, E. Z. (2022). Challenges and Issues on Marketing the Museum in Indonesia. Review of Integrative Business and Economics Research, 11, 225–233.

Suweda, I.W., & Darmawan, I.G.B.M. (2017). Analisis Terhadap Kunjungan Wisatawan Pada Beberapa Museum Kota Denpasar. Jurnal Ilmiah Teknik Sipil A Scientific Journal of Civil Engineering 21 (2). 110-117.

Sweeney, J. C., Soutar, G. N., & Johnson, L. W. (1999). The role of perceived risk in the quality-alue relationship: A study in a retail environment. Journal of Retailing, 75(1), 77-105.

Tracy, S.J. (2020). Qualitative Research Methods 2nd edition. John Wiley and Sons, Inc. USA.

Wang, S. (2020). Museum as a sensory space: a discussion of communication effect of multi-senses in taizhou museum. Sustainability 12, 3061.

Whang, H., Yong, S., & Ko, E. (2016). Pop culture, destination images, and visit intentions: Theory and research on travel motivations of Chinese and Russian tourists. Journal of Business Research, 69 (2), 631-641

Yu, Y., Lang. M., Zhao, Y., Liu, W., & Hu, B. (2021). Tourist Perceived Value, Tourist Satisfaction, and Life Satisfaction: Evidence From Chinese Buddhist Temple Tours. Journal of Hospitality & Tourism Research, 47 (1). 133 – 152.

THE DEVELOPMENT OF LIANG NDARA TOURISM VILLAGE IN MBELILING SUB-DISTRICT, WEST MANGGARAI DISTRICT

Ni Ketut Karwini [1], Ni Ketut Laswitarni [2], Yohana Odaria Awung [3]
Sekolah Tinggi Ilmu Manajemen Indonesia Handayani

ABSTRACT

Tourism is an important sector both as a contributor to the country's foreign exchange as well as a simulant of expanding employment and increasing community income, and is a complex business. It is because there are many activities involved in organizing tourism. These activities such as hotel business, handicraft / souvenir business, travel business and other businesses. The purpose of this research is to find out how the attempt to develop Liang Ndara tourism village in Mbeliling sub-district, West Manggarai Regency and to find out the factors that encourage the community in the development of Liang Ndara tourism village in Mbeliling sub-district, West Manggarai Regency. The types of data used in this research are qualitative and quantitative data. Data were obtained through observation, interviews, and documentation. Data analysis techniques used are data reduction, data presentation and conclusion drawing. There are three theories used, namely management, tourism village, and tourism village development.

The results showed that the attempts to develop Liang Ndara tourism village are through thoughts, energy, and skills, while the factors that encourage people in the development of Liang Ndara tourist village are internal and external factors. The internal driving factor is due to community awareness while the external driving factor is due to support from the government regarding the development of Liang Ndara tourist village. Suggestions in this study are that it is necessary to maintain the authenticity of culture and preserve the existing nature so that Liang Ndara tourist village will be increasingly visited by local and foreign tourists, then improve access to roads so that they are of better quality and tourism support facilities so that tourists who visit feel comfortable and individual development because of additional skills and abilities for the community are also needed, such as soft skills training related to the use of social media to increase promotion of Liang Ndara Village tourism attraction.

Keywords: Tourism Villlage, Tourism Development Village

INTRODUCTION

Tourism is an important sector both as a contributor to the country's foreign exchange earnings and as a simulant for expanding employment and increasing community income, and is a complex business. It is because there are many activities involved in organizing tourism. These activities such as hotels, handicrafts/souvenirs, travel and other businesses.

The tourism sector is a potential sector to be developed as one of the regional income. One of the popular tourism sectors is nature tourism which is part of the national tourism activities, based on the natural resources of tourist attractions that exist in a region.

In general, tourism is categorized into two groups, namely mass tourism and alternative or thematic tourism. Currently, tourism trends are changing from mass tourism to alternative tourism. One form of this type of tourism trend is Tourism Village, which has been designated as one of the flagship programs of the Ministry of Tourism and Creative Economy. And of course in the trend of tourism village also requires the participation of the local community to support the realization of the trend.

As a country with a lot of tourism potential, Indonesia is certainly doing a lot of development in the tourism sector. This is done one of them in order to increase the number of tourists who come. Successful tourism development is development that is carried out jointly, including "developing with the community" so that tourism development can provide benefits to the local community. Basically, the community has the right to participate in tourism management. As stated in article 19 paragraph 2 of Law no 10 of 2009 concerning tourism.

Apart from supplying food and labor needs, villages also contribute to the development of national tourism. The trend of village tourism is increasingly popular after the COVID-19 pandemic, where tourism trends tend to become personalize, customize, localize, and smaller in zize. This condition makes the number of tourist villages continue to grow every year.

A village tourism is a form of integration between action, accommodation and supporting facilities that are presented in a structure of community life that is integrated with the prevailing procedures and traditions. Tourism villages are formed to empower the community to participate as direct actors in an effort to increase awareness and concern in responding to tourism potential or tourist attraction locations in their area in order to play a role as a good host for visiting tourists, it is also expected that the community has an awareness of opportunities and readiness to capture the benefits that can be developed from tourism activities in order to improve the economic welfare of the community (Nuryanti: 2-3).

By " unity", of course, development will go well. The unity of the community is the key to achieving all these ideals. As explained by Suyahmo, the essence of unity is manifested in community organizations or other organizations. As expected, the existence of a village tourism can bring changes including the population livelihoods which are then followed by changes in social structure, changes in the role of local leadership, cultural changes, and changes in the level of welfare of the community around the tourism village (Event M. Rogers 1976: 183).

One of the regions in Indonesia that is building an economic habitat through the tourism sector is West Manggarai Regency in East Nusa Tenggara. The development of tourism in West Manggarai began since the designation of Komodo by UNESCO as one of the World Heritage Nature in 1991 which then became very popular and visited by many tourists in 2012 after Komodo was designated as the New Seven Wonders followed by the implementation of SAIL Komodo in 2013.Labuan Bajo as the capital of West Manggarai was designated as one of the 10 National Tourism strategic areas developed by the government as a “new Bali”. This is done to increase foreign and domestic tourist visits. That is why tourist attractions around the city of Labuan Bajo will also be positively affected.

In 2020, the Regent of West Manggarai established 68 tourist villages in his decision Number: 27/KEP/HK/2020 concerning the Determination of Tourism Villages in West Manggarai Regency. Liang Ndara tourist village is included in one of them and is used as a pilot project in tourism. Liang Ndara Village is a village in Mbeliling sub-district, West Manggarai Regency. Flores Island, East Nusa Tenggara, about 20 kilometers from Labuan Bajo city, the capital of West Manggarai Regency. Liang Ndara Village is one of 5 villages that are made into culture-based tourism villages.

Liang Ndara Tourism Village is prioritized for tourism sector development as evidenced by the existence of adequate infrastructure, tourism facilities such as toilets. Liang Ndara Village has so many strengths besides culture and local wisdom. The village has Mbeliling forest for nature lovers Mbeliling mountain is another attraction of Liang Ndara tourism village the mountain peak as high as 1,132 meters above sea level can be reached by a four-hour hike from Cecer village in Liang Ndara village. Travelers can also camp near the mbeliling peak. Hikers can also observe various types of plants that are used by villagers and have special interest tours, namely Bird Watching since so many endemic birds are there, namely, Flores crow, Flores serindit, Flores wren and Flores kehicap. Liang Ndara Tourism Village also has three waterfalls that can be accessed by foot, namely Liang Kantor, Wae Satar and Wae Rewus, but the potential of Liang Ndara Tourism Village needs to be optimized again, especially since Liang Ndara Tourism Village is already a developing tourism village and is in the process of becoming a developed and independent tourism village.

Tabel I. The number of domestic and foreign tourist visits to the Liang Ndara Tourism Village 2018-2022

No	Year	Domestic Tourist	Foreigner	Total

1	2018	723	1.112	1.875
2	2019	918	775	1.693
3	2020	709	1.401	2.110
4	2021	-	-	-
5	2022	200	500	700

From the table above it can be seen that in 2018 the number of tourist visits reached 1,875 with the description of domestic tourists 723 and foreign tourists 1,112, in 2019 a total of 1,693 with the description of domestic tourists 918 and foreign tourists 775, in 2020 a total of 2,110 with the description of domestic tourists 709 and foreign tourists 1.401, in 2021 tourist visits decreased or did not have any tourist visits, therefore several tourism village developments are needed and of course the development is inseparable from the participation of the local community as the host of the Liang Ndara tourism village, furthermore, in 2022, there would be 700 tourist visits again, with 200 domestic tourists and 500 foreign tourists.

In the process of its development, since 1990 Liang Ndara Village has received assistance from several LSM likely non governmental organizations (NGOs) such as Yakines which is engaged in agricultural, gender and forest conservation issues, Burung Indonesia NGO which has also assisted the village with the issue of Mbeliling forest conservation and ecotourism. With the existence of various regional potentials, the capability of tourism awareness is an important factor to create a desired tourism condition in the midst of society through the elements of *Sapta Pesona* consequently and consistently on the basis of awareness that grows from oneself. Community involvement in development is absolutely necessary because people who understand the conditions, needs and attitudes of the local community. In addition, local communities have an important role in decision-making, influencing and benefiting their lives and environment. The local community of Liang Ndara Tourism Village has the opportunity to develop the potential of its resources, including human resources, natural resources, and other cultural products found in this area.

The development of this tourism village is not something that is impossible to affect the lives of local people, including influencing the participation of community members in the development efforts of this Liang Ndara tourism village.

Therefore, the author is keen to conduct research with the title "**The development of Liang Ndara Tourism Village in Mbeliling Sub-District, West Manggarai District**".

RESEARCH PROBLEMS

Based on the background explanation above, the problem formulations in this study are:

1. How are the development attempts of Liang Ndara Tourism Village in Mbeliling sub-district, West Manggarai Regency?
2. What factors are encourage the community in the development of Liang Ndara Tourism Village?

RESEARCH OBJECTIVES

Based on the formulation of the problem above, the objectives to be achieved in this study are to:

1. To describe the development attempt of Liang Ndara tourism village in Mbeliling sub-district, West Manggarai Regency.
2. To describe the factors that encourage the community in the development of Liang Ndara tourism village.

SIGNIFICANCE OF THE RESEARCH

This research is expected to be able to provide advantages and benefits both theoretically and practically.

a. Theoretical Significance
   1. This research is expected to add insight and as a source of reference for studies, especially in the field of tourism village development.

b. Practical Significance
   1. For the Community

      It is expected that the results of this study will make people understand the development of tourist villages, so that people can act properly related to the development of tourist villages in their area.

RESEARCH METHODS

This research was conducted in Liang Ndara tourism village The object of this research is the development of Liang Ndara Tourism Village in Mbeliling District, West Manggarai Regency, The subject of this research is the Liang Ndara village community in Mbeliling District, West Manggarai Regency. The types of data used in this study were qualitative and quantitative data, qualitative data in the form of interview and observation results while quantitative data was in the form of data on the results of tourist visits, the data source in this study was primary data. Data collection techniques in this study are observation, interviews and documentation. The data analysis techniques used were data reduction, data display, and conclusion drawing /verification.

RESULTS AND DISCUSSION

Results

Liang Ndara is one of the villages in Mbeliling sub-district which is designated as a tourist village, (Decree of the Regent of West Manggarai No.90/KEP/HK/2019) because it has cultural tourism attractions which are the basic needs of tourism activities. After being designated as a tourism village, of course, there will be various processes again so that it will develop further, and the process of developing this tourism village does not only involve the government, but also the participation of the local community itself. Since the local community is the host of this Liang Ndara tourism village. The successful development of this tourism village will provide additional value to tourism itself. In connection with community participation, the development of tourism villages should be based on, by and for local communities. Community participation aims to help empower human resources by providing job opportunities, providing ideas in a deliberation, avoiding social inequality, and exploitation of natural and cultural resources. This encourages researchers to examine more deeply about how the Liang Ndara tourism village development efforts and what factors encourage the community in the development of Liang Ndara tourism village:

1. Development Attempts of Liang Ndara Tourism Village in Mbeliling Sub-district, West Manggarai Regency
   a. Through Manpower

      Engaging in activities such as working together to clean the environment. This is certainly very good because it can be a forum for the community to have a cooperative spirit while making the relationship between the community closer.

   b. Through skills or expertise.

      Skills or expertise are shown by the community by joining cultural and artistic studios, when there is a government or tourist visit they will perform traditional dances such as Caci or Rangkuk Alu.

   c. Through thought

      In the form of thoughts is a question and answer attempt through the deliberation method carried out by the village head involving village officials and cultural groups. Isidora Rijun as one of the residents explained that the efforts made were to participate in deliberations where they would convey their ideas or ideas related to plans or things done for the development of Liang Ndara tourism village.

2. The Driving Community Factors in Developing Liang Ndara Tourism Village, Mbeliling sub-district, Manggarai Barat district

   In the development of Liang Ndara Tourism Village, there are internal driving factors of the community, namely community awareness. External factors that contribute to developing Liang Ndara tourism village are from the government. In addition, there is a deep sense of solidarity because the community has the same longing for the Liang Ndara tourism village to be more developed and of course it will also be beneficial for the local community. They aspire to make this tourism village more well-known to many people.

   The emergence of a sense of solidarity from the community in developing Liang Ndara tourism village is certainly due to the following:

   a. Opportunity

      According to Slamet, (Nurbaiti, 2017: 227), opportunity is the existence of an atmosphere or environmental conditions that are realized by the community who had the opportunity to be involved in the decision-making process. And Liang Ndara's community gets the opportunity as conveyed by Mrs. Isidora Rijun that they get the opportunity to express their opinions during deliberations.

   b. Willingness

      According to Slamet (Nurbaiti, 2017: 227), willingness is something that encourages or fosters their interests and attitudes same as Liang Ndara's community had the willingness to participate in mutual cooperation carried out for the smooth development of Liang Ndara tourism village.

   c. Ability

      According to Robbins (Malka 2015: 35), ability is an individual capacity to perform various duties or activities in a job. Liang Ndara tourism village is known for its culture, namely traditional dance performances such as Caci Dance and Rangkuk Alu, the Liang Ndara community has this ability where if there is a visit from the public who join the art and culture studio who took part in performing this Traditional Dance.

The development of a tourism village makes Liang Ndara village increasingly known by many people. It also has a positive impact for communities ranging from increasing scientific capacity and skills in preserving culture and also local resources. The results showed that the efforts to develop Liang Ndara tourism village are through energy, thoughts and skills or proficiency. The community contributes its manpower by doing mutual cooperation and is involved in the implementation of tourist village activities. In addition, the community actively contributes ideas, opinions, thoughts for the progress of the tourism village as well as contributing creative ideas and pouring them in the form of skills. and factors that encourage the community in the development of Liang Ndara tourism village are internal and external factors as well as a strong sense of solidarity among the community that makes the driving factor of this participation even stronger.

1. Internal factors

   Internal factors that encourage the community in developing Liang Ndara tourism village are due to the awareness of the community itself. Public awareness in developing Liang Ndara tourist village is very high, of course this is inseparable from the government's support in the form of technical guidance on tourism village management. Liang Ndara tourism village development activities due to community awareness factors are as follows:

   a. Maintaining tourism facilities

      Liang Ndara tourism village has facilities provided from internal and external parties. Tourist facilities provided by internal parties include tourist facilities in the form of accommodation such as homestays, then tourist facilities provided by external parties, namely the National Program for Community Empowerment (PNPM) Tourism, form assistance in the procurement of clean water facilities, assistance in the procurement of Caci art equipment, procurement of facilities for exploring and renovation for the creation of a model home stay. As a community, the awareness to maintain the facilities that have been provided is due to a strong sense of community concern for developing Liang Ndara tourism village. The community maintains tourism facilities by not damaging and not misusing them into negative and disadvantaging things.

   b. Implementation of Sapta Pesona

      The implementation of Sapta Pesona means that this village must have a pleasant attitude and a memorable memory for tourists. Public awareness shows that a pleasant impression of tourists can be obtained from a good community culture, making the community have the awareness to be hospitable, polite, and also to open up to tourists.

2. External factors

   a. The Indonesian Ministry of Tourism and Creative Economy through the Labuan Bajo Flores Authority encourages the optimization of the development of Liang Ndara tourism village in West Manggarai. Liang Ndara has many other potentialities besides culture and local wisdom. This village has Mbeliling forest which has the potential for special interest tourism, namely Bird Watching because there are so many endemic birds there, this was conveyed in the explanation of the Tourism Village Management Technical Guidance activities by the Directorate of Destination Development II, Deputy for Destination Development and infrastructure of the Ministry of Tourism and Creative Economy / Tourism and Creative Economy Agency in Liang Ndara.

b. The National Program for Community Empowerment of Tourism, consisting of assistance in the procurement of clean water facilities, assistance in the procurement of Caci art tools, procurement of facilities for exploring and renovation for the creation of a model of a lodging house.

   There are 35 home stays in Liang Ndara village that are characterized by Manggarai culture with traditional materials with reed roofs and tunnels.

Discussion

In this results' discussion of this study are compared between the results of this study with previous research, among others:

1. Aditya Agung Nugroho, 2019 "Community participation in the development of tourism villages (case study in Jembangan tourism village, Pocowarno District, Kebumen Regency), research using a qualitative approach with the results of the form of community participation in tourism village development by utilizing existing natural resources, while the driving factor is motivated by a strong sense of solidarity because they all have the same goal. The difference in this study is in terms of the participation of the community, in this study the participation of the community is formed by energy, thoughts and skills, while in the previous study the form of participation is formed by utilizing existing resources. In this study, the enforcing factors of participation are internal and external factors, while in the previous study the enforcing factor is due to a sense of solidarity. This study more specifically discusses the factors that boost community participation, namely due to internal and external factors, where in the internal factors there is awareness from the community itself to participate and external factors due to support from the government.
2. Lupi Sugianto, 2022 "Community participation in the development of the tourist village of Rawa Gede, Sirnajaya Village, Sukamakmur District, Bogor Regency" The results showed that the form of community participation was carried out in the development of a tourist village through a Village-Owned Enterprise with

deliberative activities of mutual cooperation and donations. The difference in this research is its form of community participation. This study discusses the form of participation of the community, namely through thoughts, manpower, and expertise, where the participation of the community is not only through the manpower to collaborate but also involves the community to convey their ideas or ideas about the development of tourism villages.

3. Dewa Putu Bagus Pujawan Putra, 2020 “Local community participation in the development of Carangsari tourism village”

   The results showed that community participation is a consultation with a vague and passive nature, the community has minimal participation, the factors which influence low participation are internal and external factors. The difference in this study is that the community is actively participating and participating in various forms of thoughts, energy and skills of the local community, which they certainly do for the progress of the development of tourism villages.

4. Fidhita Auliya, 2020 “Community participation in developing the Fory village tourism village”

   The results showed that there was community participation, and participation was carried out in an organized and sequential manner starting from the decision-making stage, the implementation stage, the benefit-taking stage, to the evaluation stage. The difference in this research is on the community participation. In this study, the community's participation is only in terms of contributions of ideas, energy, and skills. Whereas in the previous study the community's participation was very organized, and the community also followed all stages in the development of the tourism village.

5. Suci Indah Cahyani, 2022 “Participation of the Tehyan village community in developing a tourism village in Mekarsari village, Neglasari district, Tangerang city”

   The results of this study are the existence of participation concerning thoughts, manpower, thoughts and manpower, and the impact that has been felt by the community, both physical and non-physical impacts.

   The difference in this study is that the participation carried out by the community is not only thought but also power through mutual cooperation and the skills they have such as performing traditional dances such as the Caci dance, so it has a good impact, namely the increasingly recognized Liang Ndara tourist village by tourists, because the participation they did, was carried out not only for the community itself but also for the progress of the Liang Ndara tourism village.

6. Nova Ayu Wardani, 2021 “Community's participation in the development of tourism villages (study in Colo tourism village, Dawe District, Kudus Regency)”

   The results showed that there are two factors that drive participation, namely internal and external factors. In this study, it is specifically explained about the internal factors, namely economic prosperity, religious background and public awareness. Meanwhile, in this study, the internal factors that drive community participation are based on the awareness of the community itself, and the community has a strong solidarity. Because they have the same goal, namely for the progress and development of Liang Ndara tourism village.

7. Muhammad Aris Mauladani, 2018 “Community participation in developing Tambakrejo tourist village, Malang Regency”

   This research was conducted to find out how community participation in the management of tourist villages in the perspective of Community Based Tourism, analyzed using 5 dimensions of CBT (Community Based Tourism) development. And the results showed that the management of Tambakrejo tourism village in CBT perspective can be analyzed using the five dimensions.

   The difference in this study is that this study discusses the form of community's participation and the driving factors of community participation, thus obtaining the results, namely the form of participation from the local community in the form of manpower, thoughts and skills and the driving factors of participation due to internal and external factors.

8. Khoridatul Aulia Safitri, 2020 “Community participation in developing Banyubiru tourism village, Dukun District, Malang Regency”. The results showed that Mount Gono as one of the leading tourist destinations in Banyubiru village, which is rich in history and science, became the basis for the existence of a tourism village with the relics of Ganesha and Yoni statues, the mausoleum of Mbah Kyai Muhammad Mukri, and the first Mount Merapi monitoring post. The impact of community's participation in developing a tourism village is realized in terms of social, economic and community awareness. Community's participation in developing Banyubiru tourism village improved social relations among the community, increased community income, and raised a strong sense of ownership and responsibility.

The difference in this study is in the impact perceived, in the previous study the community's income also increased, while in this study the community did not fully perceive the impact, because their livelihoods were not only from the tourism sector but also from farming and so on, so the community participation that they did was based on a sense of solidarity for the progress and development of the tourism village.

9. Febryana Arinda Fitri, 2019 “Community participation in developing Gabugan Tourism Village, Turi District, Sleman Regency” This research uses descriptive qualitative methods and analysis of the 5A offering component assessment (Attractions, accessibility, amenity, activity and ansilarity) The results showed that based on the scoring results of tourists' perceptions of the 5A aspects, none of the five components scored less than 30. It can be concluded that the Gabugan Tourism Village tourism component is already in a good category, but it still needs to be developed again.

   The difference in this study is this study discusses the form of community participation and the factors driving community participation, so that the results of the form of community participation are found in the form of thoughts, power, and skills and the factors driving community participation are internal and external factors.

10. Rifqui Widayuni, 2019 “Community participation in developing a tourism village in Sidokaton Village, Gisting District, Tanggamus Regency”

    The results showed that there was community participation in the form of thoughts, power, and money that was carried out by the community in developing tourism villages, as well as the level of community participation carried out such as providing information, consultation, making joint decisions and providing support. The difference in this study is that the participation carried out by the community is discussed specifically such as participation through thoughts, namely by being involved in deliberations by providing ideas or ideas, physical labor participation through *gotong royong* and the last is participation through skills by performing traditional dances, namely Caci Dance.

CONCLUSION AND SUGGESTION

Conclusion

Based on the analysis results and discussion which has explain previously, it can be concluded as follows:

1. Liang Ndara tourism village development attempts in Mbeliling sub-district, West Manggarai Regency, namely through thoughts, manpower, and expertise or skills.
   a. Through thought, is a question and answer attempt through the deliberation method carried out by the chief of the village involving village apparatus and cultural association groups. Isidora Rijun as one of the residents explained that they participated in the deliberation where they would convey their opinions or ideas related to plans or things to be done for developing the Liang Ndara tourism village.
   b. Through manpower

      Engaging in activities such as teamwork to clean up the environment. This can be a great way for the community to develop a spirit of cooperation and strengthen the relationship between the communities.

      Through expertise or skills shown by the community by being involved in cultural and artistic organizations, when the government or tourists visit, they will perform traditional dances such as Caci and Rangkuk Alu.
2. Several factors that drive the community in the development of Liang Ndara tourism village in Mbeliling sub-district, West Manggarai Regency, namely internal factors and external factors. Internal factors include community awareness, and external factors are the support from the government related to the development of Liang Ndara tourism village.

Suggestion

Based on the conclusions above, some suggestions that the author can convey are as follows:

1. It is necessary to maintain the authenticity of culture and preserve the natural environment so that the Liang Ndara tourism village will be increasingly visited by domestic and foreign tourists.
2. Improving the entrance road access to be better quality and the facilities to sustain tourism so tourists will be comfortable.
3. Individual development, since additional skills and abilities for the community are also needed, such as soft skills training related to the use of social media to increase the promotion of Liang Ndara Village Tourism Attraction.

REFERENCES

Amirin, T. M. (2005). Membedah Konsep dan Teori Partisipasi sera Implikasi Operasionalnya dalam Penelitian Pendidikan. *Dinamika Pendidikan*, *12*(1).

Faizti, N. (2021). Mengenal Macam-Macam Analisis Data Kualitatif dalam Penelitian.

Fitri, F. A. (2019). Partisipasi Masyarakat Dalam Pengembangan Desa Wisata Gabugan Kecamatan Turi Kabupaten Sleman

Fitrianti, A., & Yunani, A. (2019). Pengembangan Desa Wisata Berbasis Partisipasi Masyarakat Lokal Di Desa. *JIEP: Jurnal Ilmu Ekonomi dan Pembangunan*, *2*(4), 1017-1027.

Gesi,B,Laan, R., &Lamaya F.(2019). Manajemen Dan Eksekutif. *Jurnal Manajemen*, *3*(2), 51-66.

Hiani, H., Maryani, E., & Hidayat, T. (2022). Kemenarikan Desa Wisata Budaya Liang Ndara di Manggarai Barat Nusa Tenggara Timur. *Tourism Scientific Journal*, *7*(2), 301-316.

Thabroni, G. (2022). Teknik Analisis Data Penelitian Kualitatif dan Kuantitatif. *Diakases pada*, *24*.

Noor, A. A. Pengertian MICE (Meeting Incentive Conference Exhibition).

Rahmadi, R. (2011). Pengantar metodologi penelitian.

Widiastuti, A., & Nurhayati, A. S. (2019). Faktor-Faktor yang Mempengaruhi Pengembangan Desa Wisata Nganggring Sleman. *Jurnal Ilmiah WUNY*, *1*(1).

ANALYSIS OF GREEN ECONOMY CONTRIBUTION TO CONSUMER SATISFACTION INDEX

TM Kusuma[1)], NW Deriani[2)]
[1,2)] Faculty of Business and Vocational, ITB STIKOM Bali, Indonesia
Corresponding author: tubagus.mahendra@gmail.com

ABSTRACT

This research investigates the effect of the Green Economy Index on the Consumer Satisfaction Index in Indonesia. The research problem addresses how green economic practices relate to consumer satisfaction levels, which is essential for sustainable development strategies. The objective is to determine whether a significant relationship exists between these indices. The research study uses statistical analysis methods, specifically the Pearson’s correlation test, to assess data distribution and the strength of association between variables. Results indicate that both the Green Economy Index and the Consumer Satisfaction Index are normally distributed. While the correlation between the two is positive and strong, it is not statistically significant, likely due to the small sample size. Despite the lack of statistical confirmation, the trend suggests that as Indonesia’s green economy grows, consumer satisfaction with products and services tends to increase. The conclusion emphasizes that while statistical significance was not achieved, the observed positive trend highlights the potential benefits of promoting green economic practices. This research implies that to enhance consumer satisfaction through green economy practices, strategic actions are required, including policy support, technological innovation, effective communication, and collaborative partnerships among stakeholders. These steps are critical to developing a sustainable economic model that supports both environmental goals and consumer well-being.

Keywords: green economy, consumer, satisfaction

INTRODUCTION

Customer satisfaction influences business sustainability, and companies must focus on providing maximum satisfaction to meet consumer expectations (Rusmadi, 2020). Consumer satisfaction is a complex concept that encompasses various factors, including product quality, price, service, and environmental impact. In the context of a green economy, consumer satisfaction is also influenced by their perception of the environmental benefits associated with products and services. Most customers consider environmentally friendly products to be of good quality and feel satisfied with these products, which leads to customer loyalty (B. Fabian, 2023). The analysis of the green economy's contribution to the consumer satisfaction index highlights the importance of considering environmental factors in consumer behavior. As the world transitions towards a more sustainable future, understanding the relationship between green economy practices and consumer satisfaction will be crucial for businesses and policymakers alike. The concept of a Green Economy is a multidimensional idea that focuses on balancing and synergizing the economic and environmental dimensions, without overlooking social issues (Merino-Saum et al., 2020). A 2022 survey by Katadata Insight Center revealed that a significant portion of Indonesian citizen remain unfamiliar with the concept of a green economy. The findings, with 39.5% of respondents indicating a lack of understanding and exposure to the term, underscore the need for widespread education and awareness initiatives to promote green economy principles and practices among the Indonesian populace . This research delves into the intricate relationship between the green economy and consumer satisfaction, highlighting the importance of consumer perception and behavior in shaping a sustainable future. Consumer satisfaction, measured through the Consumer Satisfaction Index, represents the degree of contentment experienced by consumers with the products or services they utilize(Tjiptono & Chandra, 2016; Yadav & Pathak, 2017). Conversely, the Green Economy Index serves as a benchmark for evaluating the progress and effectiveness of Indonesia's economic transformation towards a greener, more environmentally conscious approach. The Green Economy Index (GEI) is a metric used to evaluate a country’s or region's progress toward a sustainable economy that harmonizes environmental health, economic growth, and social well-being. The index generally considers various factors, such as resource efficiency, carbon emissions, renewable energy usage, waste management, and green jobs, to assess how well an economy integrates environmental objectives with economic policies.

The specific indicators within the GEI may vary by country or organization but typically cover areas like(Ansu-Mensah, 2021; Firmansyah, 2022; OECD, 2021; Rybalkin et al., 2021; Zain et al., 2023):

1. **Renewable Energy Adoption**: Measures the percentage of energy sourced from renewable resources.
2. **Carbon Emissions and Climate Impact**: Assesses carbon emissions and other pollutants that affect climate change.
3. **Resource Efficiency**: Evaluates how efficiently resources (e.g., water, minerals, forests) are utilized and conserved.
4. **Waste Management and Recycling**: Analyzes efforts to reduce, recycle, and properly manage waste.
5. **Green Jobs and Industry**: Tracks the creation of jobs and growth in sectors contributing to sustainability.

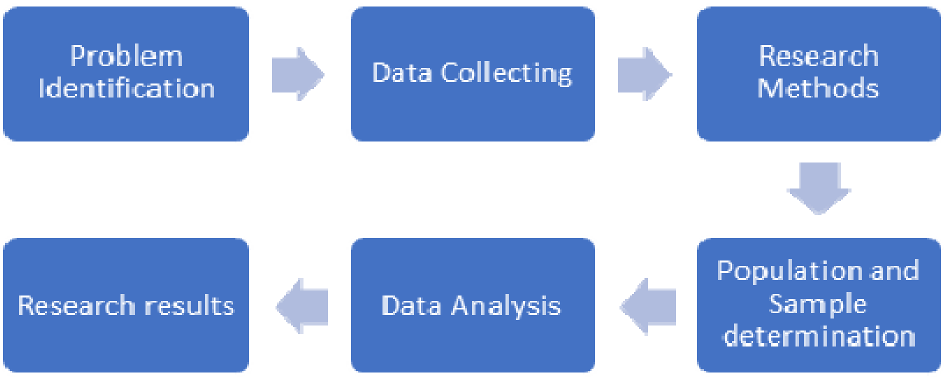
6. **Public Policy and Governance**: Assesses government policies and regulations that support sustainable practices.

The GEI provides policymakers, businesses, and researchers with a comprehensive view of a nation's or region's environmental and economic sustainability efforts, helping to guide decisions that promote a balance between economic development and ecological preservation.

METHODS

Distinct from research primarily focused on policy implementation for achieving a green economy, this study delves into analyzing the contribution of the green economy specifically to the consumer satisfaction index. This research not only sheds light on the relationship between the green economy and consumer satisfaction but also opens doors to identifying and seizing opportunities for fostering both green economy practices and enhanced consumer satisfaction. The research systematics can be shown below:

Table 1. Research Systematic



This research employed a time series data collection approach, spanning ten years from 2011 to 2020. The time series data was gathered from various sources to track trends and patterns over the specified period. The research employed a combination of statistical techniques to analyze the collected data and address the research questions. These techniques included: Shapiro-Wilk Test for Normality, The Shapiro-Wilk test is the most powerful test for assessing normality in statistical analysis(Khatun, 2021). the Shapiro-Wilk test was used to assess whether the data was normally distributed. This test is particularly useful for smaller sample sizes. If the data was found to be non-normal, appropriate transformations or non-parametric tests were employed. Measures of Association: To measure the strength and direction of. the linear relationship between two variables, appropriate statistical measures of association were utilized. These measures could include Pearson's correlation coefficient.

RESULTS

A. Shapiro-Wilk Test

The Shapiro-Wilk test was conducted to assess whether the Green Economy Index (GEI) data was normally distributed. The results of the test are presented in Table 2

Table 2. Shapiro-Wilk Test Results for GEI

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Green Economy Index	.158	10	.200*	.951	10	.681

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

The statistical value of 0.951 indicates the degree of proximity of the data distribution to the normal distribution. The closer the value in the test result is to 1, the closer the data distribution is to the normal distribution. The sig value (significance) of >0.05 i.e. 0.681 indicates the probability of normally distributed data. A significance value greater than 0.05 (significance level 95%) indicates that the data are statistically normally distributed. This is also supported by Figure 1. In the Q-Q Plot graph for the Green Economy Index variable, the data points follow a diagonal line pattern, it can be concluded that the data is normally distributed.

This conclusion is further corroborated by visual inspection in Figure 1. The Q-Q Plot for the Green Economy Index variable shows that the data points closely align with the diagonal line, indicating a pattern consistent with a normal distribution. The combination of both statistical indicators and the Q-Q Plot visual confirms the normality of the data distribution, validating its suitability for further parametric analysis.

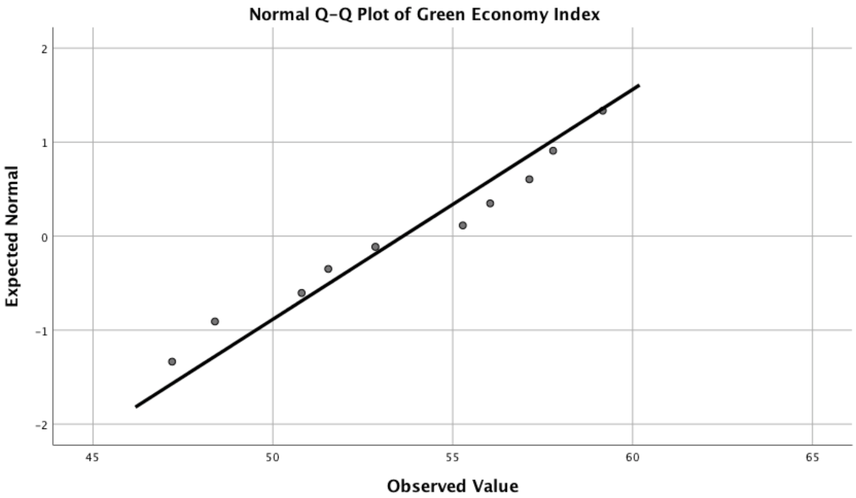


Figure 1

Q-Q Plot Graph

The Shapiro-Wilk test was conducted to assess whether the Consumer Satisfaction Index (CSI) data was normally distributed. The results of the test are presented in Table 3.

Tabel 3. Shapiro-Wilk Test Results for CSI

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Indeks Kepuasan Konsumen	.161	10	.200*	.926	10	.413

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

The statistical value of 0.926 indicates the degree of proximity of the data distribution to the normal distribution. The closer the value on the test result is to 1. The sig (significance) value of >0.05 which is 0.413 indicates the probability of normally distributed data. A significance value greater than 0.05 (significance level 95%) indicates that the data are statistically normally distributed. This is also supported by Figure 2. In the Q-Q Plot graph for the Consumer Satisfaction Index variable, the data points follow the pattern of diagonal lines, it can be concluded that the data is not normally distributed.

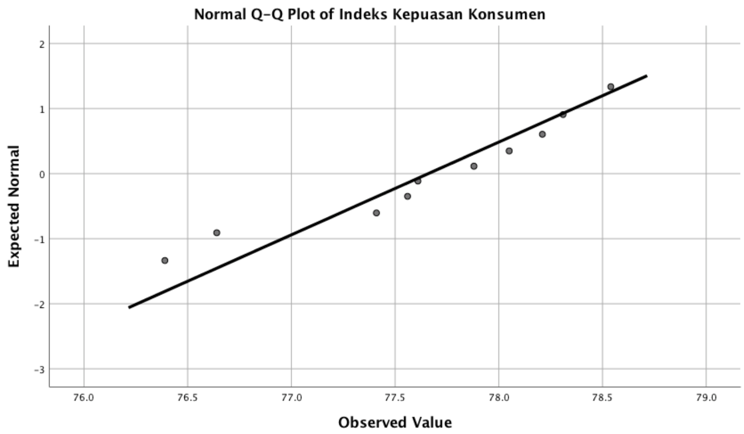


Figure 2. Q-Q Plot graph for the Consumer Satisfaction Index

B. Pearson Correlation Test

The next step in the analysis involves employing the Pearson correlation test to assess the strength and direction of the relationship between two variables. This test is particularly useful for examining linear relationships between continuous or interval-scale variables.

Table 4. Pearson's Correlation Test Result

Correlations

		Indeks Kepuasan Konsumen	Green Economy Index
Indeks Kepuasan Konsumen	Pearson Correlation	1	.333
	Sig. (2-tailed)		.347
	N	10	10
Green Economy Index	Pearson Correlation	.333	1
	Sig. (2-tailed)	.347	
	N	10	10

Based on the output in Table 4. obtained a correlation coefficient number of 0.333 shows that there is a positive relationship between the Green Economy Index and the Consumer Satisfaction Index, a positive relationship illustrates the direction of the relationship between two variables that the higher the Green Economy Index, the higher the consumer satisfaction index. It is known that the significance value (Sig.) of 0.347>0.05 means that there is an insignificant relationship between the Green Economy Index variable and the Consumer Satisfaction Index.

DISCUSSION

This research offers initial insights into the potential link between a thriving green economy and consumer satisfaction in Indonesia. While the data suggests a positive relationship between the Green Economy Index (GEI) and the Consumer Satisfaction Index (CSI), the current analysis indicates this association may not be statistically significant, possibly due to limitations in sample size. However, the Pearson'scorrelation test hints at a connection – as the green economy strengthens, consumer satisfaction might also rise. Further research with larger samples and potentially qualitative methods could provide a clearer picture of this relationship and its underlying mechanisms. Despite the potential limitations in statistical significance, the study offers valuable insights through the Pearson'scorrelation test. This test hints at a potential connection between a stronger green economy and rising consumer satisfaction. In simpler terms, as Indonesia progresses towards a more environmentally sustainable economy, consumers might become increasingly satisfied with the products and services available. This initial observation paves the way for further investigation.

To gain a deeper understanding of this potential link, future research could explore several avenues. Firstly, employing a larger sample size could strengthen the analysis and provide more robust evidence for the relationship between GEI and CSI. Additionally, incorporating qualitative research methods would be beneficial. Interviews or focus groups could provide valuable insights into the underlying mechanisms at play. By understanding how a green economy might influence consumer satisfaction on a personal level, researchers could build a more comprehensive picture of the connection.

Overall, this research offers a springboard for further exploration into the intriguing relationship between a green economy and consumer satisfaction in Indonesia. While the initial findings suggest a positive association, the need for more robust evidence through larger sample sizes and qualitative methods is evident. By delving deeper into this connection, policymakers can gain valuable insights into how green economy initiatives might not only benefit the environment but also contribute to enhanced consumer satisfaction and overall well-being.

ACKNOWLEDGMENT

We would like to express our sincere gratitude to the following individuals and organizations for their invaluable contributions to this research. Thank for National Statistcs Office that provided access to the data used in the research. Finally, we extend our deepest gratitude to all the participants who took the time to complete our survey. Their valuable contributions made this research possible

REFERENCES

Ansu-Mensah, P. (2021). Green Product Awareness Effect On Green Purchase Intentions Of University Students': An Emerging Market's Perspective. *Future Business Journal*, *7*(1). Https://Doi.Org/10.1186/S43093-021-00094-5

B. Fabian, D. R. (2023). Product Quality Perception, Customer Satisfaction, And Customer Loyalty On Green Products. *International Journal Of Research In Education Humanities And Commerce*, *04*(04), 200–206. Https://Doi.Org/10.37602/IJREHC.2023.4418

Firmansyah, M. (2022). *Konsep Turunan Green Economy Dan Penerapannya: Sebuah Analisis Literatur*. *5*(2), 141–149.

Khatun, N. (2021). Applications Of Normality Test In Statistical Analysis. *Open Journal Of Statistics*, *11*(01), 113–122. Https://Doi.Org/10.4236/Ojs.2021.111006

Merino-Saum, A., Clement, J., Wyss, R., & Baldi, M. G. (2020). Unpacking The Green Economy Concept: A Quantitative Analysis Of 140 Definitions. *Journal Of Cleaner Production*, *242*, 118339. Https://Doi.Org/10.1016/J.Jclepro.2019.118339

OECD. (2021). *Towards Green Growth*. OECD Publishing. Https://Doi.Org/10.1787/F5a24210-En

Rusmadi, R. (2020). Consumers Satisfaction In Marketing Management: A Conceptual Study. *International Journal For Educational And Vocational Studies*, *2*(4). Https://Doi.Org/10.29103/Ijevs.V2i4.2546

Rybalkin, O., Lavrinenko, O., Ignatjeva, S., & Danileviča, A. (2021). Introduction Of EEPSE Green Economy Index For The Analysis Of Regional Trends. *Entrepreneurship And Sustainability Issues*, *9*(1), 415–435. Https://Doi.Org/10.9770/Jesi.2021.9.1(26)

Tjiptono, F., & Chandra, G. (2016). *Service, Quality & Satisfaction*. Andi.

Yadav, R., & Pathak, G. S. (2017). Determinants Of Consumers' Green Purchase Behavior In A Developing Nation: Applying And Extending The Theory Of Planned Behavior. *Ecological Economics*, *134*, 114–122. Https://Doi.Org/10.1016/J.Ecolecon.2016.12.019

Zain, F., Abbas, M. Z., & Ali, M. R. (2023). Achieving Sustainable Business Performance Through Green Transformational Leadership, Green Innovation &Amp; Corporate Social Responsibility. *Journal Of Social Research Development*, *4*(01), 201–216. Https://Doi.Org/10.53664/JSRD/04-01-2023-18-201-216

USING IT SUPPORT TICKET MANAGEMENT SYSTEM TO OPTIMIZE INFORMATION TECHNOLOGY SERVICES IN GOVERNMENT

I Putu Arie Pratama[1) , Tria Hikmah Fratiwi[2)]

[1]Faculty of Business and Vocational Studies, ITB STIKOM Bali
Email: ariepratama@stikom-bali.ac.id

[2]Faculty of Business and Vocational Studies, ITB STIKOM Bali
Email: triahikmahfratiwi@stikom-bali.ac.id

ABSTRACT

The development of information technology (IT) has changed work patterns in both the business and government sectors. The IT development in the government attempts to improve the quality of public services, transparency, and accountability and meet society's increasing needs. In its implementation, the government invests in suitable IT infrastructure and the growth of human resources as the key success of technology implementation in government. The IT support team is one of the IT human resources required by the government. The team is in charge of ensuring that the IT system runs well and providing technical support. To guarantee optimal performance, the team must be supported by adopting effective IT management. Support ticket management system is critical in this environment. The system enables IT support teams to manage support requests centrally, track the statuses, and respond quickly and accurately. The system also enables the team to review history in order to detect trends and patterns of commonly occurring problems. The system can also be used to track team performance and automate certain routine tasks, such as reporting. Thus, support ticket management system implementation establishes an IT management approach to support digital transformation in government and optimize IT development in increasing public service quality.

Keywords: Government IT development, IT support, Support ticket management

INTRODUCTION

The development of information technology (IT) has changed work patterns in both the business and government sectors (Maulani, Isma, 2023).. If the business sector uses IT to increase efficiency and profit, the government sector uses it to improve the quality of public services, transparency, and accountability. Although they have different goals, both influence each other. The business sector is often a pioneer in adopting new technologies, while the government sector applies them to meet the increasingly complex needs of society. The challenges faced are also different. The business sector is more flexible but faces tough competition, while the government sector is bound by regulations but has a broader impact on society (Ardiansyah, W. M., 2023). Collaboration between the two sectors is key to encouraging innovation and more optimal use of technology.

In order to optimally utilize technology, the government needs to invest in providing adequate Information Technology (IT) infrastructure and developing competent human resources (HR). Reliable IT infrastructure includes extensive communication networks, secure data centers, and strong cybersecurity systems. In addition, the government also needs to provide hardware and software that is in accordance with public service needs (Nugroho, Rossi & Purbokusumo, Yuyun., 2020). On the other hand, developing IT HR is the key to the success of technology implementation in government (Muhammad H. D. & Irfan B. & Tri C. N. & Iswadi A. & Erwing Y., 2024). The government needs to recruit and train employees who have expertise in information technology, and provide opportunities for them to continue to develop themselves, so that the government can ensure that existing technology is utilized effectively and efficiently to improve the quality of public services.

The government needs competent IT human resources (HR), especially software developer team and IT support team in providing electronic services. Software developers play a crucial role in building and developing applications and information systems needed to support various public services (Hilarion H., 2023). Software developers in the government often involve third parties, but many are also carried out by internal teams. Meanwhile, the IT support team is responsible for ensuring the smooth operation of IT systems, providing technical support to users, and carrying out regular system maintenance (Mauliana, Phitsa & Wiguna, Wildan & Permana, Abrian, 2020). With adequate IT HR, the government can create new innovations in public services, increase work efficiency, and reduce human error.

The government is taking a strategic step by establishing an internal IT support team. However, in order for this team to perform optimally, appropriate IT management must be implemented. The implementation of the IT Support Ticket Management System in this context is crucial. With this management system, the IT support team can centrally manage user requests, track the status of each request, and provide fast and accurate responses. The management system also allows the team to analyze historical data of user requests, so that they can identify trends and patterns of problems that often occur. This allows the team to take preventive actions and improve the overall quality of service. In addition, this system can also be used to measure the performance of the IT support team and automate some routine tasks, such as report generation. Thus, the implementation of the management system creates comprehensive IT management to support digital transformation in government and maximize the development of information technology in improving the quality of public services.

METHODOLOGY

The object of this research is the local government in Bali Province. The local government in Bali Province has carried out a digital transformation that can be seen from various work programs that lead to the use of information technology, one of which is Bali Smart Island (Balipost.com, 2022). Various applications have been developed to realize the use of this technology, for example in 2 Regency Governments in Bali Province, namely the Gianyar Regency Government which manages 46 applications and the Klungkung Regency Government which manages 97 different types of applications (Radarbali.id, 2023).

A system is a collection of integrated elements that work together to achieve a goal. Information systems support the organization's operational, managerial, and strategic functions, and provide external reporting. Effective use of systems allows computers to replace repetitive tasks (Jogianto H.M, 2001). IT Support or IT Helpdesk team is a part or division in an organization that provides support to users of products, services and technologies. This team serves or responds to technical questions from users (R. Rico, 2016). The ticket referred to here is a unique identification code for a disturbance report (also called a problem report) used within an organization to track the detection, reporting, and resolution of several problems (W. D. Suryono, Saptono, Ristu, & W. Wiranto, 2017). Thus, the IT Support ticket management system is an organized system that manages problems reported from users to the support team by creating a unique code called a ticket to resolve existing problems in the user and as a complement to a service function.

The IT Support Ticket Management System in government agencies aims to facilitate recording, tracking, and resolving technical problems in electronic services efficiently. Needs analysis needs to be carried out to be able to realize these goals and provide the right solutions. In this study, needs analysis was conducted through field surveys and interviews with the Regional Government in Bali Province. We also carried out a needs analysis through literature studies on the material of the Electronic-Based

Government System (in Indonesia: Sistem Pemerintahan Berbasis Elektronik, abbreviated as SPBE) which must be implemented by all government agencies in Indonesia. The SPBE is a digital transformation framework in Indonesian governance to improve efficiency, transparency, and accountability of public services. The SPBE integrates various information systems across government agencies by utilizing information technology to support administrative processes, decision-making, and public services in an integrated manner. Materials on the SPBE can be accessed through various official sources, especially from government agencies such as the Ministry of State Apparatus Empowerment and Bureaucratic Reform, which is responsible for the SPBE policies and implementation.

Management of the management of information technology implementation problems, especially the use of applications, by utilizing the IT approach has been carried out in a company that implements ERP. The system implemented, namely the helpdesk ticketing system, provides convenience in the reporting system and handling of IT problems in the company (Effendi, Husnil & Assegaff, Setiawan, 2022). The information system for problem management has even been developed using web-based technology to create a more effective and efficient problem reporting system (Siahaan, Mangapul & Kelvin, 2023). This ticket management system has also been applied to hospital services that are closely related to the community, but this system focuses on handling complaints on services provided by the hospital. The concept of handling management in this service has characteristics of a service process that is similar to public services provided by the government (Alfauzain, Alfauzain et al., 2021). The use of helpdesk ticket management has also been implemented in governments outside the province of Bali, namely DKI Jakarta, but its use is only specific to managing problems in one agency in the local government environment. The results of this application are to support business processes to be better and get accurate and precise information compared to the previous system which was still conventional (Alfian, A. & Dewi, Y. & Fibriany, F. & Rianto, H. & Sari, A., 2020). Based on previous studies, this study will propose the utilization of an IT support ticket management system to manage IT problem reports in local government as a whole, especially local governments in the Province of Bali.

FINDINGS AND DISCUSSION

In this study, we found that local governments in the Province use general applications provided by the Indonesian government nationally. Apart from the applications built by each local government separately for the provision of special services. Generally, the agency that manages the provision of this application is the Communication and Informatics Office. This agency is also tasked with understanding the use and maintenance of applications so that they can provide support services to users or other agencies. We also found that information technology personnel such as technology infrastructure managers, application developers and IT support are provided at this agency. Other agencies may have IT support personnel who specifically manage the use of technology at the agency, but the scope of management is smaller, namely only on user device problems such as personal computers, notebooks, etc. Thus, the IT Support Ticket Management System will be implemented at the Communication and Informatics Office which is an agency that provides technology infrastructure and application management in local governments in the Province of Bali.

We found that in managing problem reports, users in the local government in Bali Province report problems directly to the Communication and Informatics Agency through employees or contacts provided. Therefore, the proposed IT Support Ticket Management System must certainly facilitate this reporting mechanism. However, we also added a direct reporting pattern to this system through a page that provides a problem reporting form to improve time efficiency and report handling. Then for problem handling, reports are distributed to several technical teams in the Communication and Informatics Agency according to the problem content and the duties and functions of each technical team. The distribution pattern is carried out according to the category selected when creating the problem report, so that the categories provided by the system need to contain various scopes of existing IT problems. In addition, the system also needs to provide categories that are not ambiguous and do not overlap between problem handling and solving so that there are no errors in report distribution that can have an impact on delays in problem handling time. In this study, we propose categories according to table 1 below.

Table 1. Categories of IT problem reports in government

Category	Description
System / application	Technical issues such as errors, applications not responding, crashes, bugs and other technical issues related to the application.
Computer networks and WiFi	Connectivity issues such as unable to connect to a Wi-Fi network, local area network (LAN) interference, slow or disconnected internet connection, and network device configuration.
Government institution email	Issues related to official email access, such as forgetting passwords, not being able to send or receive emails, emails going to the spam folder, or incorrect email configuration.
Server / hosting / cloud	Problems related to local servers, website hosting, cloud services, or other server/hosting/cloud issues such as full storage capacity, or cloud service access failure.
Domain name / name of government institution website	Issues related to the management of domains or official local government website names, such as expired domains, changes in domain names/DNS, or inactive domains.
CCTV	Technical issues related to CCTV devices, such as cameras not recording, loss of access to recordings, quality of recorded video, and access to CCTV recordings.
Cyber security	Issues related to cyber threats such as malware, phishing, data leaks, or unauthorized access to local government systems.
Public content / media	Issues related to the management and publication of content/information on official government media, such as websites, applications, or social media.
Others	Other issues outside the above categories.

In handling, the problem reports can be forwarded to other technical teams by sharing report tickets. This action is taken to resolve problems that require collaboration between the IT support team and other technical teams or between technical teams. Follow-up handling of this problem report can be carried out by the team until the problem is resolved, where the problem report ticket is marked with a closed status. The teams are also able to open their previous responses and review the histories in order to detect trends and patterns of commonly occurring problems. The teams can also utilize the system to automate certain routine tasks, such as generating monthly reports and annual reports. In addition, the team's performance may also be tracked in the system. Figure 1 below shows the flow and stages of handling IT problem reports that we propose.

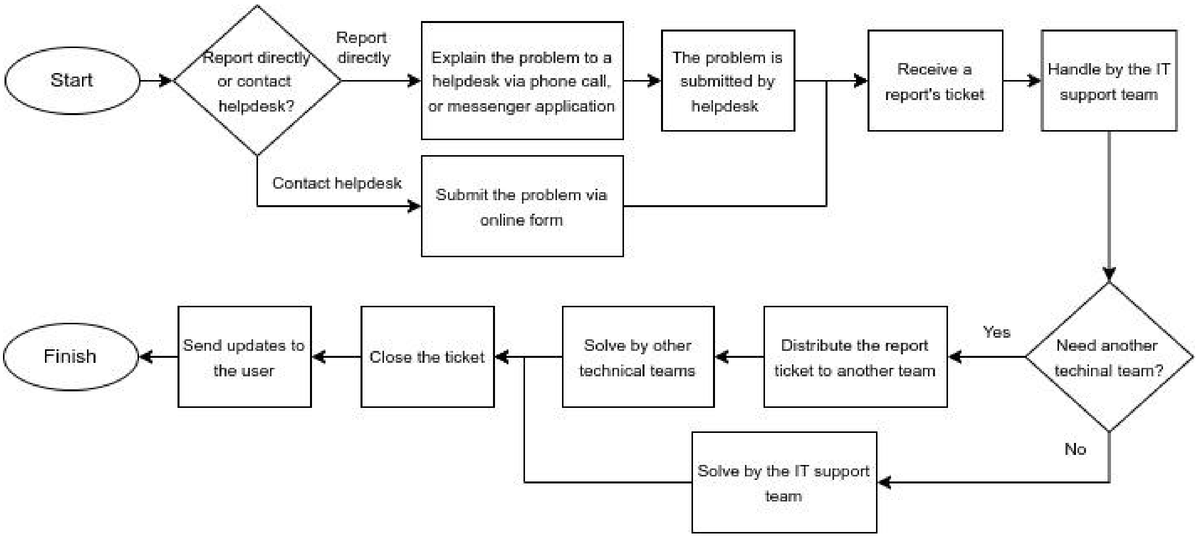


Figure 1. Flow and stages of handling IT problem reports in government

The IT support ticket management system provides a feature for monitoring the status and following up on handling IT problem reports that can be accessed by users independently and easily. This feature is provided on a public page that can be accessed by users anytime and anywhere, so there are no restrictions for users to monitor the handling of reported IT problems. This monitoring is done through a unique ticket number for searching or opening IT problem reports. Figure 2 below visualizes the public page for searching ticket numbers and monitoring reports.

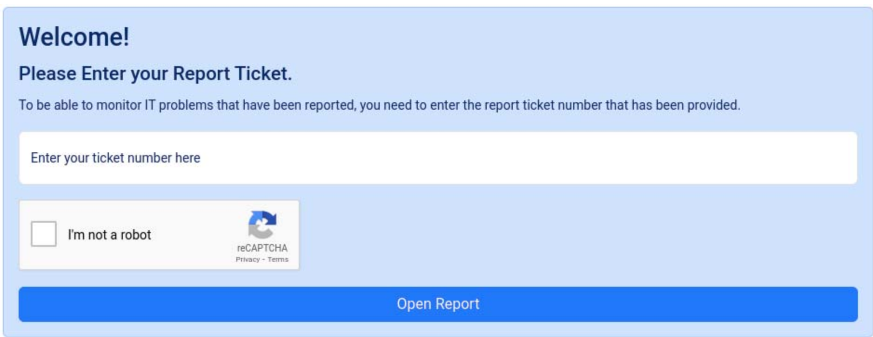


Figure 2. Public page for searching ticket number and monitoring reports

In addition to independent report monitoring through public page access, we can also send follow-up report handling update notifications via email and the user's mobile phone number included in the creation of the IT problem report. However, the government certainly needs to prepare a budget for the use of the SMS Delivery service to be able to implement the update notification service to the user's mobile phone number, even the use of the WhatsApp Delivery service for update notifications to the user's WhatsApp account.

CONCLUSIONS AND SUGGESTIONS

Based on this study, management of IT problems with the implementation of IT support ticket management system is expected to support service and operational activities in the implementation and development of technology in local governments, especially in the Province of Bali. The needs analysis is also designed based on field surveys and in accordance with expectations from digitalization in general so that it can facilitate implementation without reducing the benefits of utilizing technology and electronic / digital services. The implementation of this management system creates comprehensive IT management to support digital transformation in government and maximize the development of information technology in improving the quality of public services.

The management of IT problem reports can be improved by providing user satisfaction assessments after ticket resolution is also recommended to measure service quality and obtain constructive feedback. In addition, management can also be improved by utilizing automation, such as the implementation of artificial intelligence (AI) systems to automatically answer similar or previously handled problems. By using an AI-based virtual assistant, users can immediately receive solutions from a continuously updated knowledge database without having to wait for a manual response. This not only reduces user waiting time but also allows the IT team to focus more on complex problems that require special handling. In addition, the integration of machine learning features allows the system to continuously learn from user patterns and feedback, so that the solutions provided are increasingly relevant and accurate. This implementation also supports automatic documentation, which helps create a neater and more structured problem archive for future analysis and evaluation.

BIBLIOGRAPHY

Ardiansyah, W. M. (2023). Peran Teknologi dalam Transformasi Ekonomi dan Bisnis di Era Digital. JMEB Jurnal Manajemen Ekonomi & Bisnis. 1(1). 12-14.

Alfauzain, Alfauzain et al. (2021). Sosialisasi Penerapan Sistem Helpdesk Ticketing Berbasis Web dalam Penanganan Keluhan Layanan di Rumah Sakit Ibu dan Anak Mutiara Bunda Padang. Jurnal Abdidas. 2(6). 1479-1486. https://doi.org/10.31004/abdidas.v2i6.528.

Alfian, A. & Dewi, Y. & Fibriany, F. & Rianto, H. & Sari, A. (2020). Rancang Bangun Sistem Informasi Ticketing Helpdesk pada DPMPTS Pemprov DKI Jakarta. JURIKOM (Jurnal Riset Komputer). 7. 334. 10.30865/jurikom.v7i2.2114.

Balipost.com (2022). Catatan Akhir Tahun: Wujudkan Bali Jadi Surganya Komunitas Digital. 27 Desember 2022, diakses dari https://www.balipost.com/news/2022/12/27/313371/ Wujudkan-BaliJadi-Surganya-Komunitas...html.

Effendi, Husnil & Assegaff, Setiawan. (2022). IT Helpdesk Ticketing System Berbasis Web Pada Bagian ERP (Enterprise Resource Planning) PT Perkebunan Nusantara VI. Jurnal Manajemen Sistem Informasi. 7(3). 340-354. 10.33998/jurnalmsi.2022.7.3.173.

Hilarion H. (2023). Sistem Informasi Prioritas Untuk Layanan Publik Pada Pemerintahan Berbasis Elektronik (SPBE) Kota Palangkaraya. Jurnal Studi Komunikasi dan Media. 27 (1). 51-66. https://doi.org/10.17933/jskm.2023.5125.

Jogianto H.M (2001). Analisis dan Desain Sistem Informasi. Yogyakarta: Andi Offset.

Maulani, Isma. (2023). Pengaruh Teknologi Informasi Terhadap Perkembangan Bisnis Modern. Jurnal Sosial Teknologi. 3. 94-98. 10.36418/jurnalsostech.v3i2.635.

Mauliana, Phitsa & Wiguna, Wildan & Permana, Abrian. (2020). Pengembangan E-Helpdesk Support System Berbasis Web di PT Akur Pratama. Jurnal Responsif : Riset Sains dan Informatika. 2. 19-29. 10.51977/jti.v2i1.158.

Muhammad H. D. & Irfan B. & Tri C. N. & Iswadi A. & Erwing Y. (2024). Implementasi E-Government dalam Pelayanan Publik Berbasis Website di Desa Tondowolio Kabupaten Kolaka. Kolaborasi: Jurnal Administrasi Publik. Volume 10 (2). 158-170. https://doi.org/10.26618/kjap.v10i2.15588.

Nugroho, Rossi & Purbokusumo, Yuyun. (2020). E-Government Readiness: Penilaian Kesiapan Aktor Utama Penerapan E-Government di Indonesia E-Government Readiness: Main Actor Readiness Assessment for E- Government Application in Indonesia. JURNAL IPTEKKOM Jurnal Ilmu Pengetahuan & Teknologi Informasi. 22 No 1 Juni 2020. 1-17. 10.33164/iptekkom.22.1.2020.1-17.

Radarbali.id (2023). Ketika Kabupaten dan Kota di Bali Menarget Smart City(3): Gianyar Kucurkan Rp 400 Juta Per Tahun. 10 September 2023, diakses dari https://radarbali.jawapos.com/cover-story/702951469/ketika-kabupaten-dan-kota-di-bali-menarget-smart-city3-gianyar-kucurkan-rp-400-juta-per-tahun.

Radarbali.id (2023). Ketika Kabupaten dan Kota di Bali Menarget Smart City(4): Klungkung Punya 97 Aplikasi. 10 September 2023, diakses dari https://radarbali.jawapos.com/cover-story/702951508/ketika-kabupaten-dan-kota-di-bali-menarget-smart-city4-klungkung-punya-97-aplikasi.

R. Rico (2016). Analisis Dan Perancangan Sistem Informasi It-Helpdesk (Studi Kasus : Pt . Lontar Papyrus Pulp & Paper Industry). Jurnal Ilmiah MEDIA SISFO, 10(2). 296–305.

Siahaan, Mangapul & Kelvin (2023). Pengembangan Helpdesk Ticketing System berbasis Website dengan menggunakan metode SDLC, XP, dan Scrum. Jurnal Kajian Ilmiah Informatika dan Komputer. 4(2). 1399-1410. https://doi.org/10.30865/klik.v4i3.1400

W. D. Suryono, Saptono, Ristu, & W. Wiranto (2017). Implementasi Pengembangan Smart Helpdesk di UPT TIK UNS Menggunakan Algoritma Naive Bayes Classifier. Seminar Nasional Aplikasi Teknologi Informasi (SNATi). 39–43.

WORKLOAD, WORK ENVIRONMENT, AND SELF EFFICACY ITS INFLUENCE ON EMPLOYEE PERFORMANCE PT BPR SUKAWATI PANCAKANTI

Ida Ayu Komang Juniasih[1], Ida Bagus Radendra Suastama [2,] Ni Luh Indah Cahyaningsih [3]
[123] Sekolah Tinggi Ilmu Manajemen Indonesia Handayani
dayukomangjuniasih@gmail.com

ABSTRACT

There are several factors that can influence employee performance, such as workload and work environment, which are external factors for each individual employee, as well as self-efficacy, which is an internal factor for each individual employee. This study aims to analyze the influence of workload, work environment, and self-efficacy on the performance of employees at PT BPR Sukawati Pancakanti. The types of data used are qualitative data and quantitative data. The data sources are primary and secondary data. The research results indicate that workload partially has a positive but not significant effect on the performance of employees at PT BPR Sukawati Pancakanti, the work environment partially has a positive and significant effect on the performance of employees at PT BPR Sukawati Pancakanti, and self-efficacy partially has a positive and significant effect on the performance of employees at PT BPR Sukawati Pancakanti. Simultaneously, workload, work environment, and self-efficacy affect the performance of employees at PT BPR Sukawati Pancakanti.

Keywords: *Workload, Work environment, Self-efficacy, and Employee performance*

INTRODUCTION

An organization in the process of achieving its predetermined goals must certainly pay attention to employee performance, as employees are the main drivers of the organization. According to Hamizar (2020), to assess the progress of a company, it can be evaluated based on employee performance achievements. If the company has high-performing employees, it will impact the achievement of the company's goals. Employee performance will be optimal if individuals or groups carry out their work well; therefore, it is necessary to appreciate employee performance by assigning workloads that match their capabilities (Maghfirah et al, 2023). One of the factors that contributes to influencing employee performance is the workload.

Workload is a technique for analyzing the time used by human resources to complete a task in a work unit under normal conditions (Edison, 2016). Workload is often associated with something burdensome for employees if the amount of work assigned is excessive and requires abilities beyond the employees' capacity. Not infrequently, in several cases, performance is greatly influenced by the level of workload assigned by the supervisor to employees, which tends to exceed the employees' capabilities or even their reasonable working hours. With the occurrence of such a situation, it can be concluded that the workload has a negative impact on employee performance.There are studies that support this theory, namely the research conducted by Santoso and Rijanti (2022), Hermawan (2022) which shows that workload has a negative and significant impact on employee performance. This is in contrast to the research conducted by Ahmad, Tewal, and Taroreh (2019), which stated that workload partially does not significantly affect employee performance. The study is also supported by the research conducted by Polakitang, Koleangan, & Ogi (2019), which shows that partially, workload does not have a positive and significant effect on employee performance.

The work environment plays an important role in the continuity of an organization. The work environment encompasses everything related to the workplace, equipment layout, workspaces, lighting, ventilation or air circulation, and occupational safety and health equipment (Simanjuntak, 2011). The work environment is the entire set of facilities and infrastructure surrounding employees who are performing their tasks, which can influence the execution of their work (Sutrisno, 2013).Employees who work with complete facilities and infrastructure are able to complete their tasks smoothly. Especially if the work environment is conducive, it will affect the mood and mindset of the employees. The more conducive the work environment, the greater the potential to create a good working atmosphere for the employees.This is evidenced by research conducted by Sihaloho & Siregar (2020) and Marisya (2022), which shows that the work environment has a positive and significant impact on employee performance.

The internal aspect of self-efficacy is the individual's belief in facing and solving problems encountered in various situations and their ability to determine actions to resolve these problems. According to Luthan (2014:338), self-efficacy refers to the self-belief regarding one's ability to motivate cognitive resources and actions necessary to succeed in performing a specific task. The higher the self-efficacy, the more it will contribute to achieving good performance because the individual has strong motivation, clear goals, and stable emotions.Motivation and leadership factors are important factors in improving employee performance (Juniasih et al., 2022). Several empirical studies show that employee performance is influenced by several factors, including self-efficacy, as found by Khaerana (2020), that self-efficacy has a positive and significant impact on employee performance. Based on the observations at PT BPR Sukawati Pancakanti, it can be concluded that the financial report for September 2023 shows good financial performance. However, there is an issue regarding the credit achievement target in the report on the plan and realization of targets for the period ending November 30, 2023. In the report, the credit achievement target was only reached at 81.51%, whereas during the planning phase, it was targeted at 100%. Of course, there are several factors that influenced the failure to achieve that target.

The failure to achieve the credit targets set by the organization can be caused by an excessive workload, where employees feel that the tasks assigned to them are too heavy in terms of both quality and quantity. From the perspective of the work environment, it can also have an impact, which can be seen from the surroundings where employees work, whether in the office or in the field, as well as the relationship between employees and their superiors. Then, from the perspective of self-efficacy, employees who feel less confident in fulfilling and carrying out the tasks assigned to them.

Based on this phenomenon, a study was conducted with the aim of understanding and analyzing the influence of workload, work environment, and self-efficacy on the performance of employees at PT BPR Sukawati Pancakanti.

METHODOLOGY

The type of research is associative causality research. The objects of the research are workload, work environment, self-efficacy, and employee performance. The subjects of the research are the employees of PT BPR Sukawati Pancakanti. The research population consists of 151 people divided into 7 divisions, and the sample size was determined using the Slovin formula and the Stratified Random Sampling technique (Sugiyono, 2015). amounting to 60 samples.The types of data are qualitative data and quantitative data, sourced from primary data and secondary data. Data is processed using SPSS (Statistical Package for Social Science) version 20 software.

FINDINGS AND DISCUSSION

1. Characteristics of Research Respondents

The characteristics of the research respondents based on gender are 68.33% male and 31.6% female. Based on age, 46.67% fall within the 36-45 year age range, which is considered a productive age. 75% of the respondents have a bachelor's/master's degree, while the rest have a high school/vocational school education (23.33%) and a diploma (1.6%). 48.33% of the respondents have work experience of 1-5 years, and 16.67% have more than 10 years, 25% have work experience of 6-10 years, and 10% have less than 1 year of work experience.

2. Descriptive Analysis

The workload variable in this study was measured using 3 indicators (Koesomowidjojo, 2017), namely work conditions, time usage, and targets to be achieved.Shows an average of 3.53 and falls within the interval of 3.43 – 4.23, categorizing it as good. The work environment variable is measured using indicators from Soetjipto (2009), consisting of physical work environment indicators such as lighting, air circulation, noise, color, air humidity, facilities, and non-physical work environment indicators such as harmonious relationships, opportunities for advancement, and job security. Based on the research results, the average score is 4.00, categorized as good. This means that both the physical and non-physical work environments are very good for the employees of PT BPR Sukawati Pancakanti.

Employee performance variables are measured using 5 indicators from Mathis and Jackson (2013), namely work quantity, work quality, time utilization, cooperation, and attendance.Based on the research results, the average score is 4.10, categorized as good. This can be interpreted as all indicators being responded to well and the employees of PT BPR Sukawati Pancakanti having given their best performance and dedication.

3. T-test

a. The Influence of Workload (X1) on Employee Performance (Y)

Based on the test results through the T-test, it shows that the workload (X1) has a positive but not significant effect on the employee performance variable at PT BPR Sukawati Pancakanti. This can be interpreted that a heavy or light workload does not significantly impact employee performance at PT BPR Sukawati Pancakanti.This research is supported by a study conducted by Ahmad, Tewal, and Taroreh (2019) which states that workload partially does not significantly affect employee performance. The results of this study certainly contradict the theory that states that a high workload will cause work stress, which has the potential to decrease employee performance. There are several factors that may cause the theory to contradict this research, where the workload has a positive and significant impact on employee performance at PT BPR Sukawati Pancakanti.Motivation has a significant impact on employee performance (Juniasih and Artini, 2021).

b. The Influence of Work Environment (X2) on Employee Performance (Y)

Based on the test results through the T-test, it shows that the work environment (X2) has a positive and significant effect on the employee performance variable at PT BPR Sukawati Pancakanti. This means that the more conducive the work environment is for employees, both physically and non-physically, the more it has the potential to improve employee performance. Because if the physical work environment, viewed from the aspect of work necessities such as facilities, equipment, and complete and easily accessible work supplies, is conducive, employees will be motivated to perform their tasks. Furthermore, from the aspect of the non-physical work environment, where relationships among coworkers and with supervisors are well-established, it will provide comfort for employees while they are at work. Employees can share and help each other in the process of completing their work.This is in line with the research conducted by Sihaloho & Siregar (2020), which shows that the work environment has a positive and significant impact on employee performance.

c. The Influence of Self Efficacy (X3) on Employee Performance (Y)

Based on the test results through the T-test, it shows that self-efficacy (X3) has a positive and significant effect on the employee performance variable at PT BPR Sukawati Pancakanti. This can be interpreted to mean that the higher the self-efficacy, the greater the potential for employees to contribute to the performance of the company where they dedicate their efforts and thoughts. Additionally, it can be interpreted that the employees of PT BPR Sukawati Pancakanti have a high level of self-efficacy, allowing them to complete their work and responsibilities well.

The higher someone's self-efficacy, the greater the likelihood that they will successfully achieve their predetermined goals because they have a high level of confidence in their ability to achieve what they want to accomplish. If someone's self-efficacy is low, it will cause doubt within themselves, especially when faced with situations and conditions that tend to be difficult and very exhausting, testing their level of self-confidence in their own abilities.This is supported by the research conducted by Khaerana (2020), which found that self-efficacy has a positive and significant impact on employee performance.

4. Results of the Simultaneous Regression Test (F-test)

The F-test analysis in this study is used to determine simultaneously or collectively the effect of the workload variable (X1), work environment (X2), and self-efficacy (X3) on the dependent variable of employee performance (Y). The results of the F test can be seen in the following Table.

Table 1. Results of the regression test Simultaneous (F-test)

ANOVA [a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	493,158	3	164,386	39,664	.000 [b]
1	Residual	232,092	56	4.145		
	Total	725,250	59			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Self efficacy, Workload, Environment Work

Source : Primary Data Processed, 2024

The test results through the F test, it shows that simultaneously or together the workload variables (X1), work environment (X2), and self-efficacy (X3) have a significant effect on employee performance variables at PT BPR Sukawati Pancakanti. The more stable the workload level, the more conducive the work environment and the increasing employee self-efficacy, it will contribute well to employee performance. Therefore, to improve employee performance, a company must pay attention to the level of workload given, ensure a conducive employee work environment and stable employee self-efficacy so that they can contribute to their performance for the company. The results of this study are in line with research conducted by Azhar, Sumantri, & Suhardi, (2023) which shows that Self-efficacy (X3) has a significant effect on employee performance variables.

Table 2. Results of the Determination Coefficient Test (R^2)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.825 [a]	.680	.663	2,036

a. Predictors: (Constant), Self efficacy, Workload, Environment Work

Source : Processed Primary Data, 2024

Based on Table 2, can seen that coefficient determination (R^2) is of 0.680 or 68%. This is own meaning that variable independent or variable free burden work (X1), environment work (X2), and self efficacy (X3) affects variable dependent or variable bound that is performance employee by 68%, while the rest namely 32% is influenced by other variables.

CONCLUSIONS AND SUGESTIONS

Based on the results of the previous research and discussion, the conclusions in this study are:

1. Workload has a positive but insignificant effect on employee performance at PT BPR Sukawati Pancakanti. This was concluded based on the results of the T-Test regression where the regression coefficient value was positive at 0.016 with a significance value of 0.842 which was much greater than the significance level of 0.05. So hypothesis 1 is rejected. In addition,

it can be interpreted that a large or small workload does not have a significant impact on the performance of PT BPR Sukawati Pancakanti employees

2. The work environment has a positive and significant influence on the performance of PT BPR Sukawati Pancakanti employees. This is concluded based on the results of the T-test regression where the regression coefficient value is positive at 0.214 with a significance value of 0.006 which means it is less than the significance level of 0.05. Therefore, hypothesis 2 is accepted. In addition, it can be interpreted that if the work environment is good or positive, it will improve employee performance. If the work environment is not good and not conducive, it will affect the condition of employees both physically and mentally and has the potential to reduce employee performance because a non-conducive work environment causes discomfort in working.

3. Self-efficacy has a positive and significant influence on the performance of PT BPR Sukawati Pancakanti employees. This is concluded based on the results of the T-test regression where the regression coefficient value is positive at 0.340 with a significance value of 0.000 which is much lower than the significance level of 0.05. So hypothesis 3 is accepted. In addition, it can be interpreted that the higher the self-efficacy of employees, the greater the possibility of increasing employee performance because they have a high level of confidence in their ability to complete work and problems. If employee self-efficacy is low, it has the potential to contribute to low employee performance.

4. Workload, work environment, and self-efficacy have a significant influence on employee performance. This is concluded based on the results of the F-test regression where the regression significance value is 0.000, much smaller than the significance level value of 5% or 0.05. In other words, it can be interpreted that workload (X1), work environment (X2), and self-efficacy (X3) together or simultaneously have a significant effect, and therefore the hypothesis is accepted.

The suggestion that can be given is that self-efficacy is something that supports an individual. Employees must have the confidence that they can complete the work and responsibilities given to them. In addition, leaders should also continue to provide motivation so that they can feel that they are appreciated and their existence is very meaningful for the continuity of the company so that they can continue to strive to give their best for the company.

BIBLIOGRAPHY

Ahmad, Y., Tewal, B., & Taroreh, R.N. (2019). The Influence Stres Work, Workload, and Environment Work On Employee Performance at PT. Fif Group Manado. EMBA Journal : Journal of Economic, Management, Business and Accounting Research, 7 (3).

Azhar, MF, Sumantri, BA, & Suhardi, S. (2023). The Influence of Workload, Environment Work, and Self Efficacy on Employee Performance BPJS Employment at the Kediri Branch Office (Doctoral Dissertation, Nusantara Pgri University, Kediri).

Edison, Emron. Yohny anwar, Imas Komariyah. (2016). Management Human Resources. Bandung : Alfabeta.

Hamizar, A. 2020. " The Effect of Workload On Employee Performance (Case Study at BPS Maluku)." Journal of Islamic Economic and Business 2(1): 52–63.

Hartati, Y., Ratnasari, SL, & Susanti, EN (2020). The Influence competence, communication, and environment Work to performance PT. Indotirta employees Asylum. Journal Dimensions, 9 (2), 294-306.

Hernawan, E. (2022). The Influence Environment Work, Stress Work, and Workload On the Performance of PT. Sakti Mobile Jakarta. Journal of Scientific Studies, 22 (2), 173-180.

Juniasih, IAK, & Artini, NLA (2021, January). Influence Motivation Intrinsic, Discipline Work and Environment Work on Employee Performance at PT. Bali Adventure Tours. In Management Forum (Vol. 19, No. 1, pp. 93-109).

Juniasih , IA K, Suastama , IBR, and Ramli, TAY (2022). Motivation and Leadership Its influence on Employee Performance The Tusita Hotel Kuta. National Seminar Results Research, College of Science Indonesian Management Handayani. Proceedings. Pages 148-158. https://scholar.google.com/citations?view_op=view_citation&hl=en&user=bTSbx2sAAAAJ&pagesize=80&citation_for_view=bTSbx2sAAAAJ:ufrVoPGSRksC

Khaerana, K. (2020). Influence Self Efficacy On Employee Performance at the Secretariat Commission Regional General Election (KPUD) Regency East Luwu. Journal Ecoment Global, 5 (1), 80-89.

Kholilah, K., Gergita, A., Puspasari, M., & Kohar, Z. (2021). The Influence Environment Work and Discipline Work On Employee Performance of PT. Anugrah Argon Medica Palembang. MOTIVATION, 6 (1), 38-44.

Koesomowidjojo, SM 2017. Workload Analysis. Achieve Hope of Success, Jakarta.

Luthans, Fred. 2014. Organizational Behavior, Singapore: Megraw HillBook co.

Maghfira, A., Joesyiana, K., & Harahap, ARI (2023). The Influence of Workload and Occupational Health and Safety (K3) on Employee Performance at PT. Hokkan Deltapack Industri Kampar Branch. Journal of Tax and Business, 4 (1), 13-19.

Marisya, F. (2022). The Influence Environment Work On Employee Performance at PT. Al Bilad Tour And Travel, South Sumatra. MAMEN: Journal Management, 1 (4), 576-585.

Mathis, R.L., & Jackson, J.H. (2013). Management Human Resources, Book I. Jakarta: Salemba Four.lunen

Polakitang, AF, Koleangan, R., & Ogi, IW (2019). The Influence of burden work, environment work, and work stress on Employee Performance at PT. Esta Group Jaya. EMBA Journal : Journal of Economic, Management, Business and Accounting Research, 7 (3).

Sihaloho, RD, & Siregar, H. (2020). The Influence Environment Work On Employee Performance At PT. Super Setia Sagita Medan. Journal Scientific Socio Secretum, 9 (2), 273-281.

Simanjuntak, PJ (2011). Performance Management and Evaluation. Jakarta: Faculty of Economics, University of Indonesia.

Soetjipto, Budi W. 2009. New Paradigm of Management Human Resources, Yogyakarta : Amara Book.

Sugiyono, PD (2015). Educational Research Methods; Approach Quantitative, Qualitative, and R & D, 11th ed. alphabeta.

Sutrisno, E. (2013). Management Human Resources. Jakarta : Kencana Prenada Media Group.

Zimmerman, M., Morgan, T. A., & Stanton, K. (2018). The severity of psychiatric disorders. World Psychiatry, 17(3), 258–275.