e-Jurnal Apresiasi Ekonomi Volume 12, Nomor 1, Januari 2024: 125-139 ISSN Cetak : 2337-3997
ISSN Online : 2613-9774

# DIMENSIONS OF TOURISM DEVELOPMENT: TOURISM STRATEGIES AND PERFORMANCE INDICATORS (CASE STUDY IN PARIAMAN CITY)

**Reni Yuliviona[1], Zaitul[2], Radiatul Husna[3] Dahliana Kamener[4]**

[1,2,3,4]Faculty of Economic and Business, Universitas Bung Hatta
[1]email: reniyuliviona@bunghatta.ac.id [2]email: zaitul@bunghatta.ac.id
[3]email: radiatulhusna@gmail.ac.id [4]email: dahlianakamener@bunghatta.ac.id

***ABSTRACT***

*This research aims to examine the development of tourism strategies and performance indicators in Pariaman City West Sumatra. The data used primary data that was obtained through focus group discussions and limited interviews with relevant informants, while the quantitative method used primary data was obtained through surveys and secondary data. The sample technique was the census method with 390 respondents. The data was processed using structural equation modelling with Smart-PLS 3.0 software. The research concluded that the city of Pariaman has adequate tourist destinations which are important factors in determining tourist satisfaction and intent to revisit in the future. The research showed Tourist image, reliability, and responsiveness affect significantly tourist satisfaction. Besides, tourist satisfaction affects significant on intention to revisit.*

***Keywords: Performance, Strategy, Satisfaction, Intention to Return***

## INTRODUCTION

Seeing the extent of success or failure in the performance of a government agency, it is carried out through assessment and measurement of that performance, which is the obligation of every government agency to submit reports on the performance of its organization. From a human resource management (HR) perspective, agencies need to find ways to guarantee organizational satisfaction with their worked, because the higher the satisfaction, the higher the performance (Elsayed et al., 2021).

Performance measurement is very useful for interested parties both within and outside the organization. Performance measurement is designed to monitor and implement plans that have been made by the organization and determine when these plans are not successful and how to improve them (Atkinson, 1998). Furthermore, performance measurement is used to focus on organizational goals, to measure and report performance, and to understand how process performance influences organizational learning. Performance measurement can also be used to identify operational problems and even fundamental problems that require adjustments to the organization's strategy. Performance measurement also helps with organizational accountability to stakeholders, especially in public-sector organizations.

The importance of performance measurement in the context of improvement lies in service delivery, accountability, and transparency (Hoontis & Kim, 2012). Government Performance Measurement is still an important topic to be discussed around the world. This is evidenced by Research Mapping conducted through the Open Knowledge Maps application that can capture 100 of the latest published articles by March 2021 in the public or government sector. The results of the mapping only obtained 38 articles that discussed public sector performance (Erwin et al., 2022). Performance measurement in the public sector is concerned with assessing the performance of organizations, organizational units, and programs (Pollanen, 2005) . The main function of performance measurement is to monitor the achievement of organizational and management objectives and provide information. It is used in planning, controlling, and decision-making. Performance measurement can improve performance by encouraging internal management accountability and quick corrective action. External reporting of performance measurements can increase accountability because stakeholders can see management activities from the dimensions used in performance measurement (Kloot & Martin, 2000). In theory, an ideal performance measurement system in public sector organizations can assist in evaluating the impact of programs on interested parties (Pollanen, 2005). However, the importance of internal control in the public sector is often overlooked, especially internal control in village government (Ilona et al., 2022).

## RESEARCH METHODS

The study of tourism performance indicators for the city of Pariaman uses two approaches, namely qualitative and quantitative. The qualitative approach uses primary data obtained through FGDs and limited interviews with relevant informants. Meanwhile, this quantitative method uses primary data obtained through surveys and secondary data. There are two data points in this research, namely primary data as survey answers given to tourists who visit tourist attractions (destinations and events) in the city of Pariaman using a sample technique testing strategy (census method), specifically respondents. Apart from primary data, there is additional data, namely secondary data, which comes from each tourist attraction, namely 34 (16 natural tourist destinations, 11 historical and cultural tourist destinations, 3 tourist village destinations, and 4 culinary tourist destinations). The research variables were measured using a Likert scale consisting of five alternative answers, namely strongly agree given a score of 5, agree given a score of 4, neutral given a score of 3, disagree given a score of 2, and strongly disagree given a score of 1. The data were processed using structural equations. model with Smart-PLS 3.0 software, two studies were used, namely the measurement model and the structural model.

## RESULTS AND DISCUSSION

Based the respondenr demographic it with 306 respondents, it tends to be seen that the number of respondents was dominated by 183 men and 123 women. Furthermore, based on age, the majority of respondents were less than 25 years old, 169, while tourists aged > 58 years were the smallest number of respondents, namely only 2% of the total respondents. Based on their latest education, most of the respondents were from high school (as many as 152 people), and respondents with master's level education were only 4% of the total respondents. For tourism origin, it is dominated by people outside the city of Pariaman, and the majority of tourist jobs are manual workers (108 people), followed by tourist income of less than < Rp. 36 million, while the respondents with the lowest percentage were those who had income between IDR 66 million and IDR 80 million, which was only 2% of the total respondents. Furthermore, the frequency of visits is mostly one to two times a year, namely 142 people with the motivation to visit mostly during the holiday period.

**Table 1. Table of Tourist Expenditures at Tourist Locations**

| No | Tourist Fees | Average (Rp) |
|---|---|---|
| 1 | Accommodation Costs | 53.170 |
| 2 | Transportation costs | 59.265 |
| 3 | Consumption Costs | 96.774 |
| 4 | Souvenir Fees | 47.467 |
| 5 | Miscellaneous expense | 15.007 |
| 6 | Game Fees | 24.141 |
| 7 | Total Travel Costs | 341.117 |

Based on the information in Table 1. it can be seen that the total costs incurred by tourists visiting tourist attractions in Pariaman City are IDR 341,117, with details of costs as shown above. The highest costs incurred by tourists are consumption, which reaches IDR 96,774, and the lowest costs they incur are for other things that appear at tourist locations, namely IDR 15,007 per tourist.

Based on the data estimation results, it is known that the highest answer score was given by respondents in assessing the statement of feeling satisfied with visiting Pariaman City as a tourist destination because of its beautiful beaches, as well as comfortable tourism and hotel services. The average answer score given by respondents reached 4.19, while the respondent's achievement level reached 83.79%. From the observation results, it was found that the lowest answer score was given by respondents in assessing the statement of tourists' feelings of satisfaction with the price of goods, such as accommodation, travel costs, guidance, and souvenirs, as well as good value for money. The average score obtained was 4.00, with a TCR percentage of 80.70%. Overall, all the statements used to measure the satisfaction variable resulted in an average accumulated score of 4.11, with a TCR percentage reaching 82.12%. Thus, it can be concluded that the level of satisfaction of tourists visiting tourist attractions in Pariaman City is high.

In accordance with the observations that have been made, it can be seen that the highest total answer score was given by respondents in

assessing statements that expressed the desire to be able to visit Pariaman City again in the future. The average score obtained was 4.08 with a Respondent Achievement Rate (TCR) percentage of 81.57%, while the lowest answer score given by respondents was when responding to a statement that stated that Kota Pariaman would remain one of the main choices for tourists. The average score obtained was 3.96, with a TCR percentage of 79.15%. If observed overall, the average score given by respondents was 4.04, with an overall TCR percentage reaching 80.78%. Thus, it can be concluded that the desire of tourists to visit tourist attractions in kota Pariaman is quite high. In accordance with the data estimation results, it can be seen that the highest answer score given by respondents was in answering the statement about the beautiful views of marine and cultural tourism destinations in Pariaman City. The average score given by respondents was 4.12, with the percentage of Respondent Achievement Level (TCR) reaching 82.48%, while the lowest answer score was given by respondents in assessing the statement that Kota Pariaman is the best tourist destination city. The average score given by respondents was 3.95, with a TCR percentage of 79.08%. Overall, the average accumulated score was 4.03, with a TCR percentage of 80.61. Thus, it can be concluded that the tourist image in Kota Pariaman, according to tourists, is relatively good.

Based on the results of the observations that have been made, it is known that the highest score was given by respondents in assessing the statement that the kota Pariaman tourist location was quite comfortable. The average score was 4.07, with a TCR percentage of 81.37%. From the observations that have been made, it is also known that the lowest answer score was given by respondents in assessing the statement that the Pariaman City tourist location has adequate facilities. The average score given by respondents was 3.93, with a TCR percentage of 78.63%. Overall, the total average score was 4.01 with a TCR percentage reaching 80.20%, so it can be concluded that the value of physical evidence at tourist locations in Kota Pariaman is relatively good.

Data processing that has been carried out, it was identified that the majority of respondents gave the highest assessment scores in response to the statement that the Kota Pariaman tourist attraction was well laid out and made tourists comfortable. The average score obtained was 3.97 with a percentage of Respondent Achievement Level of 79.35%, while the lowest answer score given by respondents was in assessing tourists' statements about getting information about prices at reasonable prices; the average score obtained was 3.84 with a TCR percentage reaching 76.80%. If observed thoroughly, the average accumulated score is 3.93 with a TCR percentage of 78.59%. Thus, it can be concluded that the level of service consistency or reliability felt by tourists when visiting tourist attractions in Pariaman City is in the sufficient category.

In accordance with the results of the observations that have been made, it is known that the majority of respondents gave the highest assessment in responding to statements from tour guides and the community, as well as SMEs that maintain intense communication with tourists. This statement produced an average score of 3.96 with a TCR percentage reaching 79.21%, while the lowest answer score was given by respondents in assessing the statements of tour guides and the community as well as SMEs around the tourist attraction of Pariaan City who were responsive to tourist complaints. The average score given by respondents was 3.83, with a TCR percentage reaching 76.54%. Overall, the accumulated average score was 3.90, with a TCR percentage of 77.96%. Thus, the responsiveness of tourism managers, consisting of guides and SMEs, to tourist complaints in Pariaman City is relatively high.

Based on the results of the observations that have been made, the highest assessment information was given by the majority of respondents in assessing the statement that the tourist location of Kota Pariaman has a positive image. The average score given by respondents was 4.06, with a TCR percentage of 81.18%. Apart from that, from the observation results, it was also known that the lowest assessment score was given by respondents in assessing the statement that tour guides, the public, and MSMEs at the Kota Pariaman tourist attraction respected tourists' privacy. The average score given by respondents was 3.98, with a TCR of 79.61%. Overall, the four statements used to measure the collateral variable produced an average accumulated score of 4.03 with a TCR percentage of 80.51%. Thus, it can be concluded that the guarantee for tourists to get the best service from tourist attraction managers in Kota Pariaman is relatively high.

In accordance with the results of the observations that have been carried out, it was identified that the highest rating given by respondents was given in response to the statement about the ease of obtaining information on tourist objects in Pariaman City. The average score of the respondents' assessment results was 4.06, with a

TCR percentage reaching 81.18%, while the lowest answer score was given by respondents in assessing the sensitivity statement of tourist guides, MSMEs, and the public to pay attention to suggestions and criticism. The average score obtained by respondents reached 4.00, with a TCR percentage of 80%. Furthermore, the overall average score was 4.02 with a TCR percentage of 80.47%. Thus, it can be concluded that the empathy value felt by tourists from tour guides, SME managers, and the community around tourist destinations in Kota Pariaman is relatively high.

**Table 2. Convergent Validity analysis results**

| Variable | Items | Outer loading | Composite Reliability | Cronbach Alpha | Average Variance Extracted |
|---|---|---|---|---|---|
| Physical form | bf2 | 0.808 | 0.920 | 0.892 | 0.698 |
| | bf3 | 0.825 | | | |
| | bf4 | 0.830 | | | |
| | bf5 | 0.850 | | | |
| | bf6 | 0.862 | | | |
| Tourism Image | cw1 | 0.885 | 0.919 | 0.871 | 0.790 |
| | cw2 | 0.915 | | | |
| | cw3 | 0.865 | | | |
| Responsiveness | dt1 | 0.892 | 0.910 | 0.859 | 0.772 |
| | dt2 | 0.907 | | | |
| | dt4 | 0.834 | | | |
| Empathy | ept1 | 0.782 | 0.917 | 0.877 | 0.734 |
| | ept2 | 0.875 | | | |
| | ept3 | 0.902 | | | |
| | ept4 | 0.863 | | | |
| Guarantee | jmn1 | 0.852 | 0.913 | 0.875 | 0.723 |
| | jmn2 | 0.860 | | | |
| | jmn3 | 0.858 | | | |
| | jmn4 | 0.832 | | | |
| Reliability | card1 | 0.896 | 0.931 | 0.905 | 0.771 |
| | card2 | 0.891 | | | |
| | card3 | 0.893 | | | |
| | card4 | 0.830 | | | |
| Tourist Satisfaction | kw1 | 0.809 | 0.926 | 0.909 | 0.716 |
| | kw2 | 0.833 | | | |
| | kw3 | 0.865 | | | |
| | kw4 | 0.847 | | | |
| | kw5 | 0.876 | | | |
| Intention to Revisit | nku1 | 0.787 | 0.918 | 0.897 | 0.653 |
| | nku2 | 0.845 | | | |
| | nku3 | 0.816 | | | |
| | nku4 | 0.771 | | | |
| | nku5 | 0.842 | | | |
| | nku6 | 0.783 | | | |

Convergent validity aims to test the accuracy and reliability of the statement instrument used to measure research variables. According to Hair et al., (2014) each statement will have good validity if it has a factor loading ≥ 0.70 and high reliability if it has a composite reliability coefficient, Cronbach's alpha ≥ 0.70, and average variance extracted ≥ 0.50. In accordance with the results of the data processing that has been carried out, it can be seen that each research variable, which includes physical form, tourist image, responsiveness, empathy, guarantee, reliability, tourist decisions, and intention to visit, has a factor loading coefficient ≥ 0.70 from the testing

procedures as well. It can be seen that each variable has a composite reliability coefficient, Cronbahch's alpha ≥ 0.70, and an AVE coefficient ≥ 0.50. Thus, it can be concluded that each research variable that will be analyzed has good accuracy and reliability, so that it can continue to be used in further data processing procedures.

**Table 3.Discriminant validity analysis results: Fornell-Lacker criterion**

| Variable | BF | CW | DT | EPT | JMN | KAD | KW | NKU |
|---|---|---|---|---|---|---|---|---|
| Physical form | **0.835** | | | | | | | |
| Tourism Image | 0.545 | **0.889** | | | | | | |
| Responsiveness | 0.625 | 0.443 | **0.878** | | | | | |
| Empathy | 0.607 | 0.524 | 0.644 | **0.857** | | | | |
| Guarantee | 0.662 | 0.497 | 0.655 | 0.673 | **0.851** | | | |
| Reliability | 0.709 | 0.514 | 0.686 | 0.617 | 0.620 | **0.878** | | |
| Tourist Satisfaction | 0.500 | 0.478 | 0.483 | 0.427 | 0.470 | 0.489 | **0.846** | |
| Intention to Revisit | 0.599 | 0.614 | 0.552 | 0.536 | 0.522 | 0.620 | 0.543 | **0.808** |

In accordance with the test results, it can be seen that each research variable has been supported by a former Larcker criterion coefficient of > 0.70, although the analysis matrix still shows a number of weaknesses. Thus, it can be concluded that each variable used has been measured using an appropriate statement instrument so that further data processing procedures can be carried out (Fornell & Larcker, 1994).

Fulfillment of the discriminant validity procedure of the former Larcker criterion will be in line with the cross-loading matrix, where each statement will be measured using an appropriate statement instrument as shown in Table 3 below:

**Table 4. Results of Discriminant validity analysis: Cross-Loading**

| Items/Variables | BF | CW | DT | EPT | JMN | KAD | KW | NKU |
|---|---|---|---|---|---|---|---|---|
| bf2 | **0.808** | 0.469 | 0.494 | 0.464 | 0.538 | 0.543 | 0.438 | 0.487 |
| bf3 | **0.825** | 0.439 | 0.507 | 0.481 | 0.548 | 0.527 | 0.435 | 0.481 |
| bf4 | **0.830** | 0.460 | 0.492 | 0.495 | 0.493 | 0.607 | 0.367 | 0.493 |
| bf5 | **0.850** | 0.463 | 0.564 | 0.563 | 0.579 | 0.622 | 0.429 | 0.505 |
| bf6 | **0.862** | 0.446 | 0.549 | 0.530 | 0.600 | 0.663 | 0.416 | 0.534 |
| cw1 | 0.494 | **0.885** | 0.372 | 0.518 | 0.433 | 0.444 | 0.425 | 0.528 |
| cw2 | 0.509 | **0.915** | 0.429 | 0.499 | 0.482 | 0.535 | 0.442 | 0.588 |
| cw3 | 0.447 | **0.865** | 0.377 | 0.377 | 0.406 | 0.384 | 0.407 | 0.518 |
| dt1 | 0.539 | 0.420 | **0.892** | 0.568 | 0.561 | 0.666 | 0.459 | 0.493 |
| dt2 | 0.569 | 0.393 | **0.907** | 0.573 | 0.532 | 0.599 | 0.408 | 0.539 |
| dt4 | 0.540 | 0.351 | **0.834** | 0.559 | 0.646 | 0.536 | 0.405 | 0.414 |
| ept1 | 0.525 | 0.522 | 0.466 | **0.782** | 0.625 | 0.441 | 0.367 | 0.493 |
| ept2 | 0.487 | 0.423 | 0.585 | **0.875** | 0.530 | 0.521 | 0.345 | 0.454 |
| ept3 | 0.553 | 0.441 | 0.571 | **0.902** | 0.558 | 0.574 | 0.348 | 0.444 |
| ept4 | 0.510 | 0.402 | 0.586 | **0.863** | 0.582 | 0.578 | 0.400 | 0.439 |
| jmn1 | 0.528 | 0.440 | 0.651 | 0.592 | **0.852** | 0.560 | 0.447 | 0.475 |
| jmn2 | 0.568 | 0.424 | 0.508 | 0.523 | **0.860** | 0.524 | 0.420 | 0.418 |
| jmn3 | 0.567 | 0.362 | 0.544 | 0.546 | **0.858** | 0.519 | 0.372 | 0.403 |
| jmn4 | 0.591 | 0.457 | 0.515 | 0.625 | **0.832** | 0.502 | 0.352 | 0.474 |
| card1 | 0.645 | 0.499 | 0.596 | 0.563 | 0.588 | **0.896** | 0.474 | 0.582 |
| card2 | 0.691 | 0.449 | 0.587 | 0.576 | 0.582 | **0.891** | 0.418 | 0.564 |
| card3 | 0.607 | 0.450 | 0.615 | 0.527 | 0.480 | **0.893** | 0.429 | 0.538 |
| card4 | 0.540 | 0.400 | 0.615 | 0.497 | 0.525 | **0.830** | 0.389 | 0.486 |
| kw1 | 0.397 | 0.318 | 0.336 | 0.336 | 0.404 | 0.367 | **0.809** | 0.341 |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| kw2 | 0.420 | 0.376 | 0.346 | 0.339 | 0.380 | 0.401 | **0.833** | 0.412 |
| kw3 | 0.430 | 0.454 | 0.421 | 0.338 | 0.436 | 0.418 | **0.865** | 0.456 |
| kw4 | 0.450 | 0.434 | 0.472 | 0.394 | 0.352 | 0.470 | **0.847** | 0.503 |
| kw5 | 0.416 | 0.422 | 0.444 | 0.394 | 0.420 | 0.403 | **0.876** | 0.551 |
| nku1 | 0.476 | 0.480 | 0.443 | 0.399 | 0.360 | 0.533 | 0.363 | **0.787** |
| nku2 | 0.505 | 0.549 | 0.429 | 0.465 | 0.425 | 0.529 | 0.439 | **0.845** |
| nku3 | 0.476 | 0.472 | 0.433 | 0.350 | 0.387 | 0.436 | 0.430 | **0.816** |
| nku4 | 0.466 | 0.427 | 0.439 | 0.397 | 0.424 | 0.475 | 0.445 | **0.771** |
| nku5 | 0.535 | 0.545 | 0.509 | 0.526 | 0.514 | 0.561 | 0.548 | **0.842** |
| nku6 | 0.438 | 0.492 | 0.414 | 0.445 | 0.405 | 0.459 | 0.391 | **0.783** |

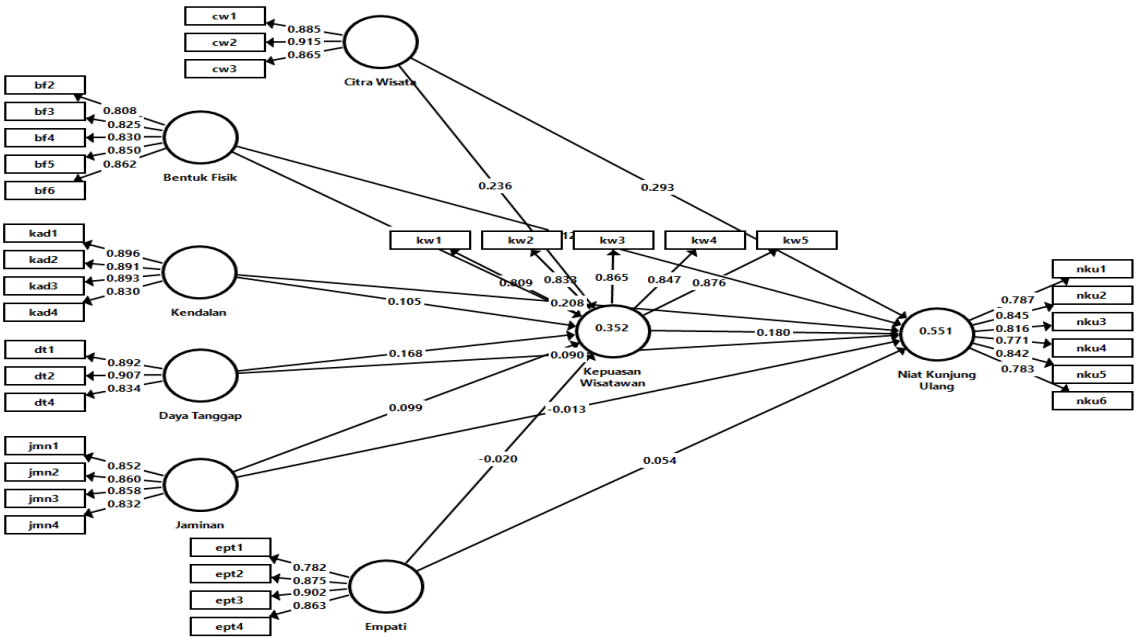
In accordance with the results of the cross-loading matrix analysis, it can be seen that each variable is supported by the correct statement because each statement has a loading factor ≥ 0.70. In this way, all the variables that will be analyzed in this research can continue to be used in a series of further data processing procedures.

**Table 5. Hetero Trite Mono Trite (HTMT) analysis results**

| Variable | BF | CW | DT | EPT | JMN | KAD | KW | NKU |
|---|---|---|---|---|---|---|---|---|
| Physical form | | | | | | | | |
| Tourism Image | 0.619 | | | | | | | |
| Responsiveness | 0.717 | 0.513 | | | | | | |
| Empathy | 0.684 | 0.597 | 0.747 | | | | | |
| Guarantee | 0.750 | 0.567 | 0.762 | 0.764 | | | | |
| Reliability | 0.789 | 0.576 | 0.782 | 0.693 | 0.697 | | | |
| Tourist Satisfaction | 0.556 | 0.535 | 0.545 | 0.477 | 0.528 | 0.538 | | |
| Intention to Revisit | 0.670 | 0.694 | 0.628 | 0.600 | 0.586 | 0.687 | 0.592 | |

Based on the test results, it can be seen that the correlation coefficient value for each variable ranges from 0.538 to 0.764, so that not a single variable has a correlation coefficient > 0.80. Thus, it can be concluded that the analysis model that will be carried out is free from serial correlation. In this way, further data processing procedures can be carried out immediately.

Next, structural model assessment (SMA) testing uses the following *bootstrapping procedure:*



In the structural picture of the assessment model, it can be seen that each variable has the right measurements because it has an outer loading coefficient ≥ 0.70. Apart from that, from the picture, it can be seen that each variable has a different magnitude and direction of influence from one another. In the structural model assessment, the first R-square value was 0.352 and the second R-square was 0.551. These findings can be interpreted as follows: in the first substructure, it can be seen that the variables of reliability, physical form, responsiveness, and guarantee are only able to contribute to influencing changes in tourist satisfaction when visiting tourist attractions in Kota Pariaman, amounting to 35.20%, while the remaining 64.80% and other contributions are influenced by other variables, which are not used in the current analysis model.

Furthermore, in the second structural framework model, an R-square value of 0.551 was obtained. These findings indicated that reliability, physical form, responsiveness, guarantee, and satisfaction were only able to contribute to influencing changes in tourists' intentions to revisit tourist attractions in Kota Pariaman by 55.10%, while the remaining 44.90% of the contribution is influenced by other variables not used in the current research model.

***Direct Effect Test Results (Direct Effect)***

The hypothesis testing procedure in this research was carried out using two stages, namely direct effect testing and indirect effect testing. Based on the results of direct effect testing using the T-statistic test, the results obtained are shown below:

**Table 6. Direct Effect Table**

| Direct Influence | Original Sample (O) | T Statistics (\|O/STDEV\|) | P Values | Conclusion |
|---|---|---|---|---|
| Physical Form -> Tourist Satisfaction | 0.139 | 1,929 | 0.054 | Supported |
| Physical Form -> Intention to Revisit | 0.122 | 1,270 | 0.205 | Supported |
| Tourism Image -> Tourist Satisfaction | 0.236 | 3,859 | 0,000 | Supported |
| Tourism Image -> Intention to Revisit | 0.293 | 3,966 | 0,000 | Supported |
| Responsiveness -> Tourist Satisfaction | 0.168 | 2,146 | 0.032 | Supported |
| Responsiveness -> Revisit Intention | 0.090 | 1,075 | 0.283 | not supported |
| Empathy -> Tourist Satisfaction | -0.020 | 0.264 | 0.792 | not supported |
| Empathy -> Intention to Revisit | 0.054 | 0.803 | 0.422 | not supported |
| Guarantee -> Tourist Satisfaction | 0.099 | 1,242 | 0.215 | not supported |
| Guarantee -> Intention to Revisit | -0.013 | 0.186 | 0.853 | not supported |
| Reliability -> Tourist Satisfaction | 0.105 | 1,150 | 0.251 | supported |
| Reliability -> Revisit Intention | 0.208 | 2,631 | 0.009 | Supported |
| Tourist Satisfaction -> Intention to Revisit | 0.180 | 2,162 | 0.031 | Supported |

The test results show that the physical evidence variable has a path coefficient of 0.139 on tourist satisfaction. Statistically, this influence is strengthened by a P-value of 0.054. The error rate used is 0.10. These findings show a P-value of 0.054 < 0.10, so it can be concluded that physical evidence has a positive and significant effect on tourist satisfaction when visiting tourist attractions in Pariaman City.

In the summary of test results, it can be seen that the physical evidence variable has an influence on intention to revisit by 0.122. Statistically, the influence formed is strengthened by a P-value of 0.205. The data processing procedure was carried out using an error rate of 0.05. Thus, the P-value is 0.205 > 0.05, so it can be concluded that physical evidence has no significant effect on tourists' intention to revisit tourist attractions in Pariaman City.

In line with the summary of the results of the direct influence test, it is also known that the destination image variable has a positive influence

on tourist satisfaction of 0.236. Statistically, this influence is strengthened by a P-value of 0.000. The testing procedure was carried out using an error rate of 0.05, so that the P-value of 0.000 is far below 0.05, so it can be concluded that tourist image has a positive and significant effect on tourist satisfaction in visiting tourist attractions in Pariaman City.

In the summary description of the direct influence test results, it is also known that the destination image variable has a positive influence on revisit intention of 0.293. Statistically, this influence is strengthened by a P-value of 0.000. The testing procedure was carried out using an error rate of 0.05, so that the P-value of 0.000 is far below 0.05, it can be concluded that tourist image has a positive and significant effect on tourists' repeat visit intentions in visiting tourist attractions in Pariaman City.

Furthermore, from the description of the results of the direct influence test, it can be seen that the responsiveness variable has a path coefficient of 0.168, and the contribution of this influence is statistically proven by a P-value of 0.032. The statistical testing stages were carried out using an error rate of 0.05. Thus, since the P-value is <0.05, it can be concluded that responsiveness has a positive and significant effect on tourist satisfaction when visiting tourist attractions in Pariaman City.

Based on the description of the results of the direct influence test, it can be seen that the responsiveness variable has a path coefficient of 0.090, and the contribution of this influence is statistically proven by a P-value of 0.282. The statistical testing stages were carried out using an error rate of 0.05. Thus, since the P-value is > 0.05, it can be concluded that responsiveness has a positive and significant effect on tourists' intention to revisit tourist attractions in Pariaman City.

At the direct influence testing stage, it was also discovered that the empathy variable had a large direct influence on tourist satisfaction of -0.020, which was proven statistically with a P-value of 0.792. The testing process was carried out with an error rate of 0.05. Thus, the P-value is 0.264 > 0.05, so the conclusion is that empathy does not have a significant influence on tourist satisfaction when visiting tourist attractions in Pariaman City.

In accordance with the summary of the results of the direct influence test, it is also known that the empathy variable has a path coefficient of 0.054, which is proven statistically with a P-value of 0.422. The testing process was carried out with an error rate of 0.05. Thus, the P-value is 0.422 > 0.05, so the conclusion is that empathy does not have a significant influence on the intention to revisit tourist attractions in Pariaman City.

A part from that, from the description of the results of the direct influence test, it is also known that the guarantee variable has a path coefficient of 0.099. Statistically, the magnitude of this influence is proven by the P-value of 0.215. Statistical testing procedures were carried out using an error rate of 0.05. Thus, the P-value is 0.215 > 0.05. So it can be concluded that the guarantee has no effect on tourist satisfaction when visiting tourist attractions in Pariaman City.

Referring to the description of the results of the direct influence test, it is also known that the guarantee variable has a path coefficient with a negative sign of -0.013. Statistically, the magnitude of this influence is proven by the P-value of 0.853. Statistical testing procedures were carried out using an error rate of 0.05. Thus, the P-value is 0.853 > 0.05. It can be concluded that the guarantee has no effect on tourists' intention to revisit tourist locations in Kota Pariaman.

Based on the results of direct influence testing, it was also found that the reliability variable had a path coefficient with a positive sign of 0105. Statistically, the results obtained were strengthened by a P-value of 0.251. The testing procedure was carried out using an error rate of 0.05. Thus, the P-value is 0.251 > 0.05. It can be concluded that reliability has no significant effect on tourist satisfaction when visiting tourist attractions in Pariaman City.

Furthermore, in line with the results of the direct influence test, it was also found that the reliability variable had a positive path coefficient of 0.208. Statistically, the results obtained are strengthened by a P-value of 0.009. The testing procedure was carried out using an error rate of 0.05. Thus, the P-value is 0.009 < 0.05. It can be concluded that reliability has a positive and significant effect on tourists' intentions to revisit tourist attractions in Pariaman City.

Apart from that, from the results of the direct influence test, it can be seen that tourist satisfaction has a direct influence of 0.180 on tourists' intentions to revisit. The results obtained are statistically proven by the P-value of 0.031. Data processing was carried out using an error rate of 0.05. Thus, the P-value is 0.031 < 0.05. Therefore, it can be concluded that tourist satisfaction has a positive and significant effect on tourists' intention to revisit tourist attractions in Pariaman City.

***Indirect Effect Test Results (Indirect Effect)***

The second stage of hypothesis testing is to test the indirect effect because it uses mediating variables as variables that mediate the relationship that occurs between exogenous variables and endogenous variables. In accordance with the results of data processing, a description of the results can be seen in the table:

**Table 7. Indirect Effect Table**

| Indirect influence | Original Sample (O) | T Statistics (\|O/STDEV\|) | P Values | Conclusion |
|---|---|---|---|---|
| Reliability -> Tourist Satisfaction -> Intention to Revisit | 0.019 | 0.834 | 0.405 | not supported |
| Guarantee -> Tourist Satisfaction -> Intention to Revisit | 0.018 | 0.951 | 0.342 | not supported |
| Responsiveness -> Tourist Satisfaction -> Intention to Revisit | 0.030 | 1,431 | 0.153 | not supported |
| Physical Form -> Tourist Satisfaction -> Intention to Revisit | 0.025 | 1,227 | 0.220 | not supported |
| Tourism Image -> Tourist Satisfaction -> Intention to Revisit | 0.042 | 1,834 | 0.067* | supported |
| Empathy -> Tourist Satisfaction -> Intention to Revisit | -0.004 | 0.229 | 0.819 | not supported |

Paint. *significant at α=10%

In accordance to the results of the indirect influence test, it can be seen that the magnitude of the path coefficient, which shows the mediation of satisfaction in explaining the relationship between reliability and intention to revisit, is 0.019 and is statistically strengthened by a P-value of 0.405. The testing procedure was carried out using an error rate of 0.10. Therefore, the P-value is 0.405 > 0.10. So it can be concluded that tourist satisfaction does not mediate the relationship between reliability and tourists' intention to revisit tourist attractions in Pariaman City.

Based on the results of the indirect influence test, it can be seen that the magnitude of the path coefficient indicating the mediation of satisfaction in explaining the relationship between collateral and intention to revisit is 0.018 and is statistically strengthened by a P-value of 0.342. The testing procedure was carried out using an error rate of 0.10. Moreover, the P-value is 0.342 > 0.10. So it can be concluded that tourist satisfaction does not mediate the relationship between guarantees and tourists' intention to revisit tourist attractions in Pariaman City.

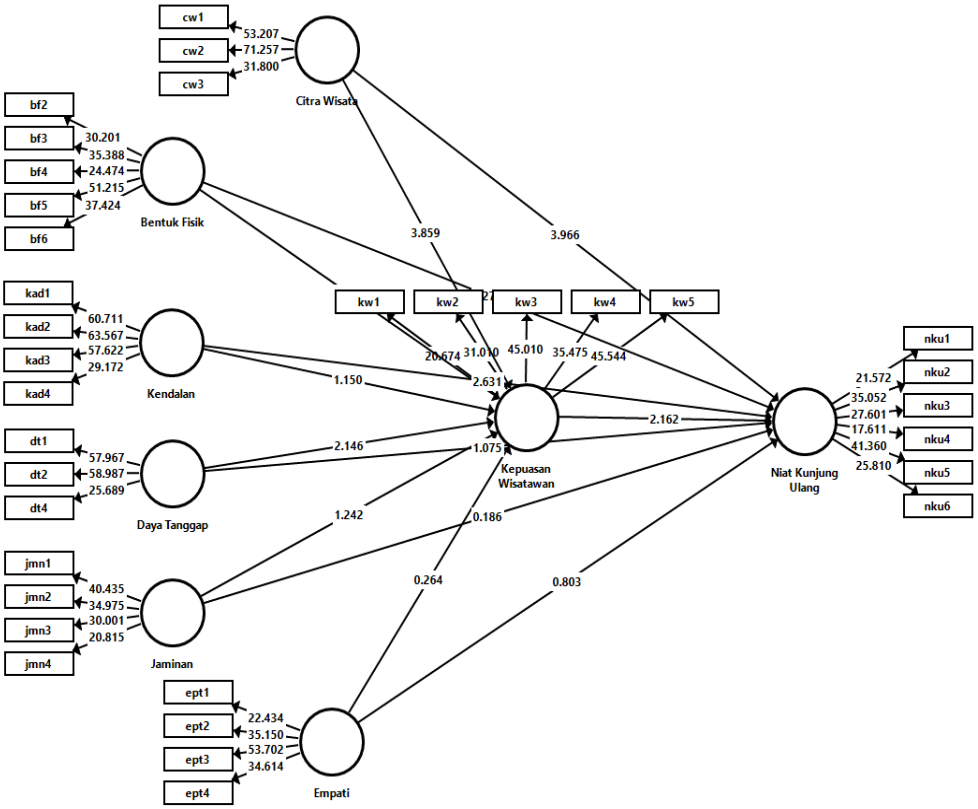
Based on the results of the indirect influence test, the magnitude of the path coefficient indicating the mediation of satisfaction in explaining the relationship between responsiveness and intention to revisit is 0.030 and is statistically strengthened with a P-value of 0.153. The testing procedure was carried out using an error rate of 0.10. Therefore, the P-value is 0.153 > 0.10. It can be concluded that tourist satisfaction does not mediate the relationship between responsiveness and tourists' intention to revisit tourist attractions in Pariaman City.

Apart from that, from the description of the results of the indirect influence test, it can be seen that the magnitude of the path coefficient, which shows the mediation of satisfaction in explaining the relationship between physical form and intention to revisit, is 0.025 and is strengthened statistically with a P-value of 0.220. The testing procedure was carried out using an error rate of 0.10 with the P-value is 0.220 > 0.10. Therefore, it can be concluded that tourist satisfaction not mediate the relationship between physical form and tourists' intention to revisit tourist attractions in Pariaman City.

Based on the description of the results of the indirect influence test, it was found that the path coefficient indicating the mediation of satisfaction in explaining the relationship between tourist image and intention to revisit was 0.042 and was strengthened statistically with a P-value of 0.067. The testing procedure was carried out using an error rate of 0.10 with the P-value is 0.067 < 0.10. Therefore, it can be concluded that tourist satisfaction is able to mediate the relationship between tourist image and tourists' intention to revisit tourist attractions in Pariaman City.

Furthermore, according to the summary of the results of the indirect influence test, it is known that the path coefficient, which shows the mediation of satisfaction in explaining the relationship between physical form and intention to revisit, is -0.004 and is statistically strengthened with a P-value of 0.819. The testing procedure was carried out using an error rate of 0.10. with the P-value is 0.819 > 0.10. Hence, it can be concluded that tourist satisfaction does not mediate the relationship between empathy and tourists' intention to revisit tourist attractions in Pariaman City.

In line with the summary description of the results of the direct and indirect influence tests that have been carried out, a comprehensive summary of the test results can be seen in Figure 3 below:




***Important performance map analysis (IPMA)* analysis**

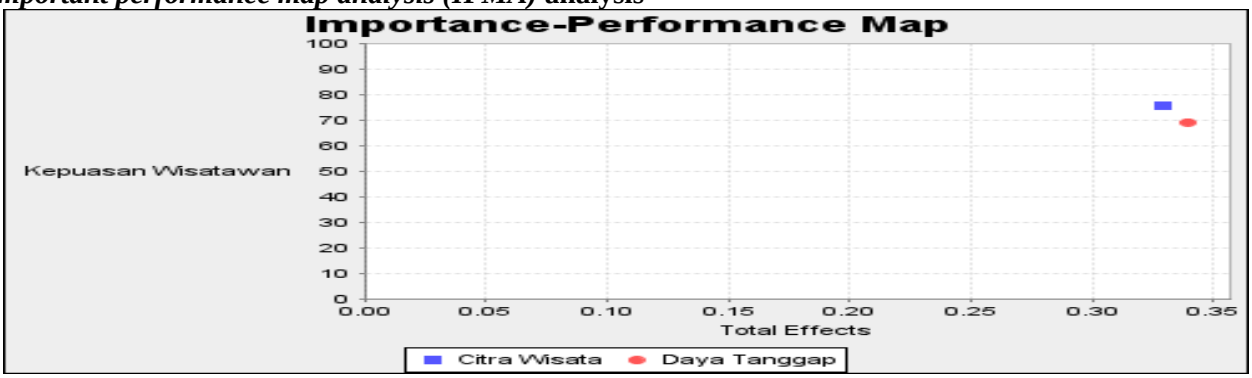



**Chart 1 IPMA Satisfaction**

On the map, it can be seen that the level of importance and performance felt by tourists from the dimensions of tourist image and responsiveness is in the third quadrant. This shows that the

managers of tourist destinations in Kota Pariaman, consisting of the government, tour guides, SME managers, and the community around the tourist location, are lacking to pay attention to the image of the tourist destination they manage. Apart from that, destination managers also pay less attention to their responsiveness in responding to tourists' wishes. This certainly must be improved in the future, because tourists assess the image of tourist destinations and the responsiveness of managers as important things to increase their satisfaction in visiting tourist destinations in Pariaman City.

The results obtained from the first map are strengthened by the important performance description in the second map, which shows the extent of tourists' feelings about visiting tourist attractions in Kota Pariaman as observed from the dimensions of tourist image, reliability, and tourist satisfaction as seen in Figure 5 below:

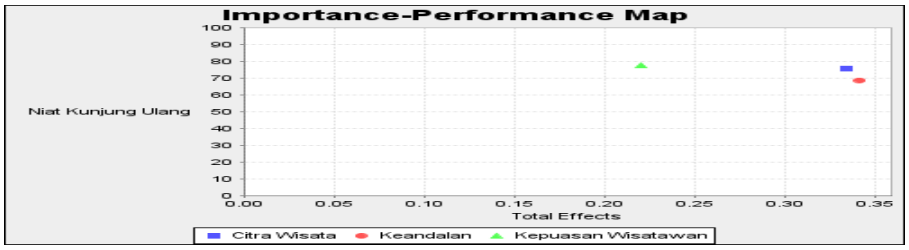



**Chart 2. IPMA Intention to Revisit**

In the second importance-performance map, it can be seen that the implementation of services perceived by tourists from the dimensions of tourism image and reliability is relatively not yet optimal because it is in quadrant III. This shows that tourism managers, including local government, tour guides, SMEs, and local communities, do not yet consider it is important. The needed to maintain the image of the destination and consistency of service has an impact on the satisfaction felt by tourists, which is still in the adequate category. The appearance of a scatter point describing the importance and performance felt by tourists in quadrant III indicates that in general, tourists really hope that the destination image, reliability, and their level of satisfaction will be improved, so that they have a positive impression that encourages them to come back to visit tourist destinations in Kota Pariaman.

**Development Strategy**

Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis Results

**Table 7.SWOT Matrix**

| INTERNAL ANALYSIS | |
|---|---|
| **STRENGTH** | **WEAKNESS** |
| 1. Pariaman City has many tourist attractions, ranging from marine tourism to religious tourism, traditional tourism, and historical tourism.<br>2. Pariaman City has natural tourist attractions that are still very natural and have not been developed professionally.<br>3. Transportation access to tourist attractions is relatively good and smooth, such as roads to tourist locations that are neatly paved with concrete, as well as the continued development of train transportation to Pariaman City.<br>4. Pariaman City has high human resource potential, which is believed to be able to encourage progress in the tourism sector.<br>5. Pariaman City is known nationally and internationally for its Tabuik performance, which has become an annual event.<br>6. The people of Kota Pariaman also really master various Minang arts such as dance and various traditional rituals, which of course can attract the attention of tourists. | 1. There is still concern among all parties that the COVID-19 pandemic will occur again in the future, so that it could paralyze the progress and development of tourist attractions in Pariaman City.<br>2. Cultural assimilation occurs due to tourism activities, thereby shifting noble local cultural values.<br>3. It is believed that the economic recession that is looming over the Indonesian nation and the world in 2023 will have an impact on the development of the tourism sector in Indonesia, especially in Pariaman City.<br>4. Rejection from the Pariaman community, especially indigenous people, in the context of developing the tourism sector, such as the development of tourist facilities that include the opening of entertainment venues, inns, hotels, and various other accommodations, is considered to affect behavioral, cultural, and religious norms.<br>5. Despite the status quo, many people still |

7. The community culture of always being open and polite towards newcomers, especially tourists, will encourage an increase in the image of tourist destinations in Pariaman City.

**OPPORTUNITY**

1. The great attention of the Pariaman City government to the progress of local tourism can help the management and development of tourist destinations in Pariaman City.
2. The regional government's great attention to tourism will increase the possibility of collaboration with the private sector, both national and foreign, to jointly manage and develop tourist attractions in Pariaman City.
3. There is a high desire from the community and the Pariaman City government to improve the community's economy through advancing and developing the tourism sector in Pariaman City.
4. The more complete means of transportation, such as public transportation and even trains going to Pariaman, make it easier for people visiting Pariaman City.
5. The high public attention to regional economic progress through the management and development of tourist destinations in Pariaman City will certainly create public awareness to maintain the image of tourist attractions through polite and friendly behavior towards every tourist.
6. The availability of adequate internet networks and services can help the development of tourist attractions, especially encouraging tourists' comfort while in cities that provide tourist destinations.
7. Technological developments as a form of innovation provide opportunities for more effective tourism promotion, namely through websites and social media networks.

question ownership of customary land when their land is developed for public infrastructure in the context of developing tourist attractions.

**THREAT**

1. There is still concern among all parties that the COVID-19 pandemic will occur again in the future, so that it could paralyze the progress and development of tourist attractions in Pariaman City.
2. Cultural assimilation occurs due to tourism activities, thereby shifting noble local cultural values.
3. It is believed that the economic recession that is looming over the Indonesian nation and the world in 2023 will have an impact on the development of the tourism sector in Indonesia, especially in Pariaman City.
4. Rejection from the Pariaman community, especially indigenous people, in the context of developing the tourism sector, such as the development of tourist facilities that include the opening of entertainment venues, inns, hotels, and various other accommodations, is considered to affect behavioral, cultural, and religious norms.
5. Despite the status quo, many people still question ownership of customary land when their land is developed for public infrastructure in the context of developing tourist attractions.

**Strategy to increase the number of visits, length of stay, and tourist expenditure**

In accordance with the description of the SWOT matrix, two strategies can be derived that can be used as a reference for the Pariaman City government in developing tourist attractions in the future, as shown in Table 2 below:

**Table 8. SWOT Matrix**

| STRATEGY ST | WT STRATEGY |
|---|---|
| 1. Pariaman has natural beauty and is still not managed well by the community. This potential can certainly encourage the development of the tourism sector in Pariaman City.<br>2. Developing the tourism sector is one way for the Pariaman City government to encourage improvements in the community's economy. | 1. Increase public awareness of the dangers of the COVID-19 pandemic by familiarizing tourism activities with complete proof of vaccination.<br>2. The government must choose to develop sharia tourism that upholds religious and traditional values, so this program.<br>3. The local government must make improvements to the tourism sector in Pariaman City.<br>4. The government must strive to increase public |

| | |
|---|---|
| 3. Pariaman City has a lot of potential for developing marine tourism objects because, geographically, it is located on the west coast of Sumatra.<br>4. Pariaman City has strong traditions, making it possible to develop traditional tourism or historical tourism.<br>5. The Pariaman community also has highly religious rituals such as the Tabuik performance, which can be used as an annual event and can encourage an increase in the number of tourist visits in Pariaman City. | awareness of the development of tourist attractions, such as by being willing to cooperate with the government when land becomes part of a tourism development project.<br>5. The local government must collaborate with the private sector, both national and foreign, in order to develop tourist attractions in Pariaman City.<br>6. Local governments must also carry out outreach programs for the community to create tourism awareness for the community.<br>7. Local governments must ensure that tourism development will not eliminate local culture, which has become a community tradition.<br>8. The government must also have the courage to spend high investment costs to develop tourism-supporting infrastructure in Pariaman City, such as an internet network, accommodations, hotel services, and so on.<br>9. Increase the active role of the community, especially tourist guides and SMEs, to encourage an increase in the number of tourist visits to Pariaman City. |
| **STRATEGY ST** | **WT STRATEGY** |
| 1. Optimizing the tourism promotion strategy for the city of Pariaman by using a good tourism image.<br>2. Improving the quality of tourism resources in Pariaman City.<br>3. Increased tourist satisfaction with tourist services and destinations. | 1. Improving the quality of tourist facilities that pay attention to comfort and safety.<br>2. Reviewing the arrangement of tourist facilities by prioritizing tourist comfort and safety.<br>3. Optimizing tourist instructions in the form of floor plans and tourist locations.<br>4. Increasing the responsiveness of SMEs and the public to tourist complaints.<br>5. Increased communication between the community and SMEs with tourists.<br>6. Increased response from tourists and SMEs to tourist complaints. |

## CONCLUSION

Based on the results and discussions previously stated that several conclusions were obtained, namely that the city of Pariaman has adequate tourist destinations. The number of tourist visits from September 2021 to August 2022 was 771,370 tourists with the average length of stay was 1.6879 days. Furthermore, tourist expenditure was IDR. 341,117/day with the dominant age of visitors in visiting tourist destinations is under 25 years. Moreover, the dominant gender of tourists is female, meanwhile, the dominant tourist's education is high school graduation. The dominant tourist's origin is outside the city of Pariaman, and the dominant tourist's job is as a worker. Furthermore, the dominant tourist's income is less than Rp. 36 million with the frequency of tourist visits is one to two time visits. Moreover, the dominant motivation for tourist to visit Pariaman is mostly for vacation which showed satisfaction. Meanwhile, tourist intention to revisit is high with good tourist's image. The physical appearance of tourism is good, reliability is quite reliable, responsiveness is quite high, high assurance, high empathy, and important factors determining tourist satisfaction and intention to revisit are tourist image, reliability, and responsiveness.

## SUGGESTION

Some of the suggestions in this research are to increase the quantity and the quality of tourist destinations, design a tourist detection system for entering tourist destinations using technology such as barcodes at entrances so that the government knows exactly what the number of tourists visit to Pariaman destination by recognizing tickets sold with certainty. By designing other tourism products such as increasing tourism activities in local communities (cultural attractions) can invite tourists who are of productive age, high education, high income, from outside Sumatra and even abroad, activating the Pokdarwis of each tourist destination to be able to

plays an important role in increasing tourist satisfaction by providing service training, communication, improving the quality and skills of producing souvenirs and unique items such handmade of local communities that it can increased the satisfaction and intention to revisit the destination. The government should formulate strategy to improve service quality and the quality of tourism resources in the city of Pariaman. Besides, tourism promotion can be done through increasing cooperation with available local or international tourism provider or media to make it easier for tourists to get access and information about the existence of tourist destinations in Pariaman.

## BIBLIOGRAPHY

Atkinson, A. (1998). Strategic performance measurement and incentive compensation. *European Management Journal*, *16*(5), 552–561. https://doi.org/10.1016/S0263-2373(98)00032-2

Elsayed, W., Baskiewicz, N., Yousif, N. B. A., & Borisov, V. (2021). Job satisfaction of public social workers. *Administratie Si Management Public*, *2021*(36), 134–148. https://doi.org/10.24818/AMP/2021.36-08

Erwin, H. H., Sarjon, D., Zefriyenni, Z., & Nanik, I. (2022). Local government performance model through innovation: leadership, organizational culture and competency in Padang Lawas Utara Regency Indonesia. *Administratie Si Management Public*, *2022*(38), 90–103. https://doi.org/10.24818/amp/2022.38-05

Fornell, C., & Larcker, D. (1994). Structural equation models with unobservable variables and measurement error: Algebra and statistics. Journal of marketing research. *Advances Methods of Marketing Research*, *18*(3), 382-388.

Hair, J. F., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling (PLS-SEM): An emerging tool in business research. *European Business Review*, *26*(2), 106–121. https://doi.org/10.1108/EBR-10-2013-0128

Hoontis, P., & Kim, T. (2012). Antecedents to municipal performance measurement implementation. *Public Performance and Management Review*, *36*(1), 158–173. https://doi.org/10.2753/PMR1530-9576360108

Ilona, D., Zaitul, Z., & Novianti, N. (2022). Internal control in village government: the case of Indonesia's village government. *Administratie Si Management Public*, *2022*(38), 162–179. https://doi.org/10.24818/amp/2022.38-10

Kloot, L., & Martin, J. (2000). Strategic performance management: A balanced approach to performance management issues in local government. *Management Accounting Research*, *11*(2), 231–251. https://doi.org/10.1006/mare.2000.0130

Pollanen, R. M. (2005). Performance measurement in municipalities: Empirical evidence in Canadian context. *International Journal of Public Sector Management*, *18*(1), 4–24. https://doi.org/10.1108/09513550510576125