

Developing Service Quality Strategy for Homestays in Mount Dempo Pagar Alam Regency Using IFAS and EFAS Method

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Abstract

The purpose of this research is to determine effective strategies for improving the tourism destination in Pagar Alam, South Sumatra through the development of homestays in the Gunung Dempo area. The research method used is a combination of qualitative and quantitative methods. The qualitative method is used to describe the appropriate strategies, while the quantitative method is used to analyze the IFAS and EFAS data in the form of numbers. Data were collected through direct observation, interviews, and the distribution of questionnaires to 95 respondents who had visited homestays in the Gunung Dempo area. The results of the SWOT analysis showed that the homestays in the Gunung Dempo area are in quadrant 1, which means that the internal and external conditions are positive and quite good. In this quadrant, homestays are very advantageous with opportunities (1.55) and strengths (1.77). The appropriate alternative strategy for homestay development is an aggressive strategy that utilizes opportunities to increase strengths. Therefore, it can be concluded that alternative strategies and priority strategies can be applied to the development of homestays in the Gunung Dempo area to improve the tourism destination. Suggestions that can be given from this research are to promote advantages in quality of service, unique architecture, and affordable accommodation prices. In addition, it is recommended to collaborate with local and central governments to increase domestic and foreign tourist visits.

Keywords: *SWOT analysis, IFAS, EFAS, Homestay, Gunung Dempo*

Abstrak

Tujuan dari penelitian ini adalah untuk menentukan strategi yang efektif untuk meningkatkan destinasi pariwisata di Pagar Alam, Sumatera Selatan melalui pengembangan homestay di kawasan Gunung Dempo. Metode penelitian yang digunakan adalah kombinasi antara metode kualitatif dan kuantitatif. Metode kualitatif digunakan untuk menggambarkan strategi yang tepat, sedangkan metode kuantitatif digunakan untuk menganalisis data IFAS dan EFAS dalam bentuk angka. Data dikumpulkan melalui observasi langsung, wawancara, dan sebaran kuesioner kepada 95 responden yang pernah berkunjung ke homestay di kawasan Gunung Dempo. Hasil analisis SWOT menunjukkan bahwa homestay di kawasan Gunung Dempo berada pada kuadran 1, yang berarti kondisi internal dan eksternal positif dan cukup baik. Di kuadran ini, homestay sangat menguntungkan dengan peluang (1,55) dan kekuatan (1,77). Strategi alternatif yang tepat untuk pengembangan homestay adalah strategi agresif yang memanfaatkan peluang untuk meningkatkan kekuatan. Oleh karena itu, dapat disimpulkan bahwa alternatif strategi dan strategi prioritas dapat diterapkan pada pengembangan homestay di kawasan Gunung Dempo untuk meningkatkan destinasi pariwisata. Saran yang dapat diberikan dari penelitian ini adalah untuk mempromosikan keunggulan dalam kualitas layanan, arsitektur yang unik, dan harga akomodasi yang terjangkau. Selain itu, disarankan untuk berkolaborasi dengan pemerintah daerah dan pusat untuk meningkatkan kunjungan wisatawan domestik dan mancanegara.

Kata Kunci: *SWOT analysis, IFAS, EFAS, Homestay, Gunung Dempo*

A. INTRODUCTION

The city of Pagar Alam is the second largest city in South Sumatra after Palembang. Its natural potential can attract tourists who come for vacations or culinary tourism. As its name suggests, Pagar Alam is surrounded by the Bukit Barisan mountain range, and the highest peak is Mount Dempo (Roni, Mahriani, and Nomaini 2020). According to the explanation in Law No. 10 of 2009 concerning Tourism, the development of the tourism industry has an important role in promoting equal business opportunities and providing economic benefits to the community. In addition, the tourism industry is expected to address the changes that occur at the local,

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national, and global levels. In Government Regulation No. 50 of 2011 concerning the National Tourism Development Master Plan (RIPARNAS), there are 88 National Tourism Strategic Areas (KSPN) that have been established. Pagar Alam is listed as number 38 out of a total of 88 national tourism strategic areas.

This city is located approximately 298 km away from Palembang and also about 60 km southwest of Lahat Regency. In addition to being accessible by land transportation, Pagar Alam also has an airport that can shorten travel time. This airport route serves domestic flights to cities such as Bengkulu, Jakarta, and Palembang. Pagar Alam has a rich tourism potential, in addition to natural attractions, there are also prehistoric sites and at least 33 waterfalls and 26 menhir sites that have been recorded (Kusmiati 2020). There are many factors that support this sector, starting from the natural scenery and beauty of Pagar Alam City, tourist attractions such as Gunung Dempo surrounded by beautiful valleys, waterfalls located in several locations, historical sites, historical relics such as ancient human stone carvings, stone houses, rice pounders, and so on (Novellind et al, 2022) These tourist attractions are amazing because of their beauty and uniqueness that cannot be found in other regions..

One of the famous tourist attractions in Pagar Alam is Mount Dempo. It is the highest mountain in the South Sumatra region, reaching a height of 3,195 meters above sea level. The Mount Dempo area is the only mountain tourism destination in the entire South Sumatra region. From a certain height, visitors can enjoy breathtaking views of the vast green tea plantation. The 1,500-hectare tea plantation is owned by PT Perkebunan Nusantara PTPN VII. Mount Dempo has become the main symbol in the tourism sector in Pagar Alam and has been recognized by the central government as a suitable location for paragliding sports events (Gustiana et al, 2020).

Regarding tourists who visit Kota Pagar Alam, here is the data that the author obtained directly from the Department of Tourism Pagar Alam regarding the number of domestic and foreign tourist visits from 2018 to 2021.

Table 1. Visitor Arrival Data for Domestic and International Tourists
Years 2018-2021 in Pagar Alam

No.	Year	Tourist	
		Domestic	International
1.	2018	256.802	162
2.	2019	302.119	97
3.	2020	275.015	102
4.	2021	314.481	8
TOTAL		1.148.417	369

Source : Department of Tourism Pagar Alam, (2022)

Based on table 1, it can be seen that there has been an increase in tourists in each year, in 2018 there were 256,802 tourists and continued to increase until 2021 to 314,481 tourists. This also has an impact on the increase in the number of accommodations around the tourist areas, especially Gunung Dempo. The type of accommodation that has experienced a significant increase is homestays. There are many reasons why people choose to stay in homestays, such as the price offered by homestays which can be said to be friendly. In addition, the atmosphere offered by homestay managers is different from other lodgings where tourists feel at home (Wiarti 2018). Based on previous research (Permatasari, Pratiyudha, 2020) accommodation products can influence guests' decisions to stay.

Figure 1. Homestay in Pagar Alam



Source: Observation (2022).

Here are the active homestays that are available for tourists to stay in during their visit to Pagar Alam:

Table 2. List of Homestay in Pagar Alam

No.	Homestay	No of rooms
1.	RR Homestay	5
2.	ALEV Homestay	4
3.	Caca Homestay	2
4.	Azalea garden homestay	6
5.	Mahesa Homestay	3
6.	Safira homestay	5
7.	Kadafafi Homestay	4
8.	Zahrah homestay	4
9.	Az-Zahra homestay	4
10.	Ok homestay	3
11.	Dedusun Homestay	3
12.	Teguh homestay	3
13.	Rpw homestay	3
14.	Mr ok homestay	3
15.	Banana homestay	2
16.	Vulgaris homestay	4
17.	Kalih Homestay	4
18.	Teras Homestay	4
19.	Alainas Homestay	3
20.	Amanda homestay (lili)	2
21.	Kinantan Homestay	2
22.	bunda homestay	3
23.	Tandang Homestay	3
24.	Anaqi Homestay	3
25.	Wahyudi Homestay	5
26.	Runsiah	7
27.	B Tigo	4
28.	RBA Homestay	3
29.	Firdaus homestay	2
30.	Zidane homestay	4
31.	Zahfi homestay	1

Source : Observation (2022)

With the decreasing impact of the COVID-19 pandemic on the tourism sector, it is expected that the number of tourists visiting Kota Pagar Alam in general, and the Gunung Dempo tourism area in particular, will continue to increase. Therefore, in addition to preparing attractive tourist attractions, homestay accommodations must also be operated as optimally as possible so that tourists can enjoy their stay and will come back again and recommend this accommodation to their family and friends. Factors that can increase guest satisfaction levels are the quality of service that can be provided by the accommodation managers (Kawatak, Lucia, and Karundeng 2022).

According to (Adita 2016) homestay is defined as a simple yet safe and comfortable accommodation that results from the conversion of a residential house. Meanwhile, according to (Aryasih and Aryanata 2018) when staying at a homestay, tourists can directly obtain information about local community life, including.

culture and language, as well as daily customs and traditions. Homestay has unique characteristics that distinguish it from other types of accommodation, namely: (1) Location, where homestays are usually located in residential areas close to tourist destinations, and (2) Facilities, as it functions as a temporary accommodation for tourists, homestays must be equipped with bedrooms, bathrooms, and other supporting facilities (Prihartini 2017).

According to the ASEAN Tourism Strategic Plan (ATSP) for 2011-2015, several criteria must be met when building homestays. These criteria include: (1) having a host consisting of the village, community, and accommodation providers; (2) providing decent accommodation, including the overall house and the provided bedrooms and bathrooms; (3) offering tourism-oriented activities; (4) having competent local community members as managers; (5) being located in a well-accessible transportation area; (6) maintaining the cleanliness and tidiness of the accommodation and the surrounding environment; (7) providing good security personnel and features; (8) implementing sustainable processes in its operations (Wulandari 2020).

The Service Quality Model, also known as the SERVQUAL Model, was introduced by Zeithaml, Berry, and Parasuraman in 1998. The model is divided into five dimensions as follows: (1) Tangibles, which refers to things that can be directly seen by customers, such as physical facilities, equipment, employee uniforms, and so on; (2) Reliability, which relates to the ability to provide service as promised, such as quality of products as advertised, price not deviating from what it should be, and so on; (3) Responsiveness, which is the ability to respond to customer needs and complaints accurately and quickly; (4) Assurance, which refers to everything related to the ability to assure and gain customer trust so that they feel safe and comfortable; (5) Empathy, which relates to the ability to provide personal attention and care to satisfy customers' specific needs (Sarjono and Natalia 2014).

To improve the quality of homestay services in the Gunung Dempo Pagar Alam area in Tangerang, good management is needed to provide benefits. From the research problem and the determined focus, specific formulations are needed to accurately answer the problem, as follows:

1. To determine the results of Internal Factor Analysis Strategy (IFAS) for the development strategy of homestay service quality in the Gunung Dempo Pagar Alam area.
2. To determine the results of External Factor Analysis Strategy (EFAS) for the development strategy of homestay service quality in the Gunung Dempo Pagar Alam area.
3. To determine alternative strategies carried out by the researcher based on SWOT analysis for the development of homestay service quality in the Gunung Dempo Pagar Alam area.

B. RESEARCH METHOD

The research object chosen by the researcher is the homestay managers and tourists who visit the Gunung Dempo Pagar Alam Tourism Area. The subject of this research is the development of homestay service quality in the Gunung Dempo Pagar Alam area using the IFAS and EFAS methods in Pagar Alam, South Sumatra. The subject of this study was chosen because it is a tourist area that offers

accommodation for tourists visiting Gunung Dempo Pagar Alam. In this study, a mixed method approach is used, based on the philosophy of pragmatism (a combination of positivism and post-positivism) (Hermawan 2019). The mixed method approach is used to investigate natural and artificial object conditions (laboratory) where the researcher can become an instrument and use instruments for measurement, data collection techniques using tests, questionnaires, and triangulation (combination), and data analysis is both inductive (qualitative) and deductive (quantitative). The results of this mixed method research can help to understand the meaning of the data obtained and make generalizations (Sarwono 2013).

The sample in the study of Development of Service Quality of Homestay in Gunung Dempo Pagar Alam Area uses the Lemeshow formula, here is the formula:

$$n = \frac{Z^2 P(1 - P)}{d^2}$$

where:

- n = sample size
- $Z_{\alpha/2}$ = Z-score for the desired confidence level (e.g. 1.96 for 95% confidence level)
- p = estimated proportion of population with certain characteristic =0.5
- d = desired margin of error = 10%

$$n = \frac{(1.96)^2 0.5(1 - 0.5)}{0.1^2} n = \frac{(3.8416)(0.25)}{0.01}$$

$$n = 96.04$$

Based on the above formula, it can be planned that the sample size in this study will be at least 96.04 samples. In this data analysis method, the researcher summarizes the results of identifying problem factors that occur in the management of Homestays in the Gunung Dempo area for important input needed in strategy formulation. The implementation in this research uses quantitative matrices, namely by using IFAS, EFAS, and SWOT matrices that explain external and internal factors. This aims to show the development strategy for tourism destinations improvement, so that alternative development and evaluation strategies become more effective by determining the combination of internal and external factors (Azizah 2021), (Untari and Satria 2017).

C. RESULT AND ANALYSIS

The results of this study include data and facts obtained directly from several homestays in the Gunung Dempo Tourist Area. The data was then analyzed using the SWOT method to determine the appropriate strategy in improving the quality of homestay services and to assist in selecting alternative strategies for developing the Gunung Dempo Pagar Alam area. In the SWOT analysis, an evaluation was conducted on the strengths, weaknesses, opportunities, and threats faced by homestays in the area. Based on the results of the analysis, the most appropriate strategy will be selected to improve the quality of homestay services and to develop the area effectively.

Table 3. Identification of Internal and External Factors

INTERNAL FACTOR			
No	STRENGTHS	No	WEAKNESSES
S1	The homestay management has been able to provide polite and friendly service.	W1	Minimally knowledge about hospitality science such as service in making beds and serving food and drinks.
S2	Located near tea plantations and offers a pristine natural scenery.	W2	Lack of information about homestays on the internet.

S3	Provides tours and tracking activities.	W3	Many differences in the services offered by each homestay.
S4	The homestay is well maintained, clean, tidy, and comfortable.	W4	Homestay rooms have not met tourism standards.
S5	Complete facilities available in the homestay.	W5	Room sales have not been widely promoted through online media.
S6	The homestay development still pays attention to local wisdom/local culture.	W6	Limited parking space for vehicles.
S7	There is a local community/enterprise organization.		

EXTERNAL FACTOR			
No	OPPORTUNITIES	No	THREATS
01	The homestay's location is close to tourist attractions in the Gunung Dempo Tourism Area.	T1	The presence of other types of accommodation that become competitors in the area near the Gunung Dempo Tourism Area.
02	The city of Pagar Alam has various natural attractions that can attract tourists to visit.	T2	Varied prices of homestays can lead to differences in room occupancy rates.
03	The direct airport connection between Palembang and Pagar Alam with a travel time of 20 minutes provides convenience for tourists.	T3	Negative influence of foreign cultures.
04	The reopening of opportunities for domestic and foreign tourists to visit various tourism destinations in Indonesia.	T4	Overdependence on tourism.
05	Support from the Tourism and Culture Agency of Pagar Alam in providing training to improve the competency of each homestay manager.	T5	Rising land prices.
06	The ease of using technology for promotion purposes.		

IFAS Matrix (Internal Factor Analysis Summary)

The IFAS analysis is conducted to identify the strategic internal factors of the Homestay in the Gunung Dempo Tourism Area, consisting of strengths and weaknesses. This analysis uses a quantitative method by calculating weights, ratings, and scores to provide an overview of the condition of the area. The weighting should not exceed a total of 1.00, while the rating value is calculated based on a scale from 1 (very weak/not important) to 4 (very strong) for each factor. Therefore, the IFAS analysis provides relevant information to objectively identify the strengths and weaknesses of the internal factors of the homestays in the Gunung Dempo Tourism Area.

Table 4. IFAS Matrix for Homestays in the Mount Dempo Tourism Area

No.	Internal Factor Strategy	Weight	Rating	Score
A. (Strength)				
1	The homestay management has been able to provide polite and friendly service.	0.09	4	0.36
2	Located near tea plantations and offers a pristine natural scenery.	0.08	4	0.32
3	Provides tours and tracking activities.	0.1	4	0.4

4	The homestay is well maintained, clean, tidy, and comfortable.	0.06	2	0.12
5	Complete facilities available in the homestay.	0.09	2	0.18
6	The homestay development still pays attention to local wisdom/local culture.	0.06	3	0.18
7	There is a local community/enterprise organization.	0.07	3	0.21
TOTAL STRENGTH		0.55		1.77
B. (Weakness)				
1	Minimally knowledge about hospitality science such as service in making beds and serving food and drinks.	0.09	4	0.36
2	Lack of information about homestays on the internet.	0.08	3	0.24
3	Many differences in the services offered by each homestay.	0.05	3	0.15
4	Homestay rooms have not met tourism standards.	0.06	3	0.18
5	Room sales have not been widely promoted through online media.	0.1	4	0.4
6	Limited parking space for vehicles.	0.07	3	0.21
TOTAL WEAKNESS		0.45		1.54
TOTAL IFAS		1		3.310

Based on the IFAS matrix analysis presented in Table 4, it can be concluded that the homestays in the Gunung Dempo Tourism Area have strong internal capabilities and are able to innovate and improve to enhance their internal resources, which are their strengths. This is supported by the total IFAS weighting score of 3.310, which indicates the internal superiority of homestays in the Gunung Dempo Tourism Area.

EFAS Matrix (External Factor Analysis Summary)

To identify the strategic external factors of Homestay in the Mount Dempo Tourism Area, an EFAS analysis is conducted to obtain information on the opportunities and threats that affect the area. This analysis uses a quantitative method that calculates weights, ratings, and scores to determine the impact of external factors on the area. As with IFAS analysis, EFAS analysis also uses weightings that should not exceed 1.00 and rating values that are calculated on a scale of 1 (very poor/unimportant) to 4 (very good) for each factor. Thus, EFAS analysis provides objective information about the external opportunities and threats that affect Homestay in the Mount Dempo Tourism Area.

Table 5. EFAS Matrix in Mount Dempo Tourism Area

No	External Factor Strategy	Weight	Rating	Score
A. (Opportunity)				
1	The homestay's location is close to tourist attractions in the Gunung Dempo Tourism Area.	0.12	4	0.48
2	The city of Pagar Alam has various natural attractions that can attract tourists to visit.	0.12	4	0.48
3	The direct airport connection between Palembang and Pagar Alam with a travel time of 20 minutes provides convenience for tourists.	0.1	3	0.3
4	The reopening of opportunities for domestic and foreign tourists to visit various tourism destinations in Indonesia.	0.09	3	0.27
5	Support from the Tourism and Culture Agency of Pagar Alam in providing training to improve the competency of each homestay manager.	0.12	3	0.36
TOTAL OPPORTUNITY		0.55		1.89
B. (Threat)				
1	The presence of other types of accommodation that become competitors in the area near the Gunung Dempo Tourism Area.	0.12	4	0.48
2	Varied prices of homestays can lead to differences in room occupancy rates.	0.08	3	0.24
3	Negative influence of foreign cultures.	0.09	3	0.27
4	Overdependence on tourism.	0.08	3	0.24
5	Rising land prices.	0.08	4	0.32
TOTAL THREAT		0.45		1.55
TOTAL EFAS		1		3.440

Based on the results of the EFAS matrix analysis in Table 5, it can be concluded that the total weighted score of EFAS is 3.440. From this score, it can be seen that the opportunity factors have a total score of 1.77, which is higher than the threat factors that only have a total score of 1.54. This indicates that the opportunity factors play a greater role in the development strategy of homestays in the Gunung Dempo area. By focusing on the opportunity factors, homestays in the area can respond to and utilize the opportunities in the tourism industry, especially in the homestay accommodation sector.

1. Grand Strategy Matrix for the Development of Homestays in the Gunung Dempo Area

To determine the position of homestays in the Gunung Dempo area in the development strategy, a SWOT analysis diagram is used based on the IFAS matrix calculation in Table 4 with a total score of 3.310 and EFAS in Table 5 with a total score of 3.440. The diagram consists of 4 quadrants, each representing different situations and strategy handling. To determine the position of the homestay development strategy in the Gunung Dempo area, the coordinate point on the Cartesian diagram must be found by calculating the values of X and Y factors.

$$\begin{aligned} X \text{ Value} &= \text{Total Score of Strength Factors} - \text{Total Score of Weakness Factors} \\ &= 1.77 - 1.54 = 0.23 \end{aligned}$$

$$\begin{aligned} Y \text{ Value} &= \text{Total Score of Opportunity Factors} - \text{Total Score of Threat Factors} \\ &= 1.89 - 1.55 = 0.34 \end{aligned}$$

Therefore, the coordinate point is located at (0.23; 0.34).

<ol style="list-style-type: none"> 1. Opportunity for homestays located near tourist attractions in the Gunung Dempo Tourist Area 2. The city of Pagar Alam has various natural attractions that can attract tourists to come to Pagar Alam 3. The existence of a direct airport that can take tourists from Palembang to Pagar Alam and vice versa with a travel time of 20 minutes 4. The reopening of opportunities for domestic and foreign tourists to visit various tourist destinations in Indonesia 5. Support from the Pagar Alam City Tourism and Culture Office in providing training to improve the competence of each homestay manager. 6. The convenience of technology in promoting. 	<p>and relatively cheap prices by optimizing word-of-mouth, especially to visitors of tourist destinations around the Gunung Dempo area.</p> <ol style="list-style-type: none"> 2. Optimizing collaboration with local and central government, especially in terms of promotion, to introduce homestays in the Gunung Dempo Tourist Area to a wider domestic and foreign tourist market. 	<p>to the completeness of facilities and availability of clean water in homestays in the Gunung Dempo Tourist Area.</p> <ol style="list-style-type: none"> 2. Collaborating with the government to provide training, especially foreign language training, to homestay managers and communities around the Gunung Dempo Tourist Area.
<p><i>Threat</i></p> <ol style="list-style-type: none"> 1. The presence of other types of accommodation that become competitors in the area adjacent to Gunung Dempo Tourism Area. 2. Varied homestay prices can create differences in room occupancy rates. 3. Negative influence of foreign culture. 4. Excessive dependence on tourism. 5. Rising land prices or land costs 	<p><i>Strength - Threat (ST)</i></p> <ol style="list-style-type: none"> 1. Maintaining and even improving the quality of services provided to all guests staying in homestays in the Gunung Dempo Tourism Area by emphasizing local wisdom. 2. Collaborating with other businesses in the Gunung Dempo Tourism Area and surrounding areas to create tour packages that can attract tourists, for example by offering packages to stay in homestays and receive discounts when visiting tourist attractions or when shopping and/or eating at souvenir and culinary businesses around the Gunung Dempo Tourism Area. 	<p><i>Weakness - Opportunity (WO)</i></p> <ol style="list-style-type: none"> 1. Improving the competitiveness of existing homestays in the Gunung Dempo Tourism Area, especially in foreign language proficiency, for example by creating a language exchange community between local residents and foreign tourists, both verbally and in writing through social media applications. 2. Completing the facilities that are still lacking, especially by emphasizing the provision of facilities related to the implementation of health protocols.

D. CONCLUSION

1. Based on the results of the IFAS matrix calculation on the strengths and weaknesses of homestays in the Gunung Dempo Tourism Area, it can be concluded that the position of the homestays is quite good with a total score of 3.310. The strength factor of the homestays has a higher score than the weakness factor. Therefore, an alternative strategy that can be taken is to consistently maintain the strengths and reduce the weaknesses through improvements and innovation.
2. The results of the EFAS matrix calculation on homestays in the Gunung Dempo Tourism Area show that the external environmental factors have a total score of 3.440. The score on the opportunity factor is higher than the score on the threat factor, so homestays in the Gunung Dempo area have more opportunities than threats. Therefore, an alternative strategy that can be used is to take advantage of every opportunity and develop it well. By doing so, the negative impact of the received threats can be minimized.
3. Based on the calculation of the internal and external conditions of homestays in the Gunung Dempo Tourism Area, it can be concluded that the homestays are in quadrant 1. Quadrant 1 is obtained from the internal condition with a total score of strength (1.77) and weakness (1.54), as well as the external condition with a total score of opportunity (1.89) and threat (1.55). The combination of these two conditions produces a value of (X = 0.23; Y = 0.34), indicating that the condition of the homestays is positive. Therefore, an alternative development strategy for homestays in the Gunung Dempo Tourism Area that can be used is the Aggressive strategy.

4. Suggestion based on the research results above is promoting various advantages in service quality, unique architecture, and relatively cheap prices by optimizing word-of-mouth, especially to visitors of tourist destinations around the Gunung Dempo area. Optimizing collaboration with local and central government, especially in terms of promotion, to introduce homestays in the Gunung Dempo Tourist Area to a wider domestic and foreign tourist market.

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