



## **The Analysis of Tourism Service Quality Strategy On Tourist Satisfaction : The Case of Gili Iyang**

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### **ARTICLE INFO**

### **Abstract**

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*Gili Iyang is an island that accommodates a variety of potential natural tourist destinations, including the Oxygen Point with the world's best oxygen levels after Jordan. However, the available tourism facilities are not optimal, which has a negative impact on the level of tourist satisfaction. Therefore, strategy for improving the tourism service quality from tourism products or services need to be improved. The aim of this research is to find out what facilities tourists expect for their satisfaction and then to create a strategy for developing the quality of tourism service by improving tourism facilities that are less than optimal for more developed. The research methods are quantitative and qualitative case study with the Importance Performance Analysis (IPA) method as a tool for measuring tourist satisfaction, and SOAR Analysis as a formulation strategy development. The results in this research are based on the level of conformity between performance and expectations reaching 80% (satisfied category), but several facilities are inadequate and considered important by tourists, among them are Oxygen Point tourist attraction, toilets at tourist attractions, souvenirs, and tourism land transportation. The results of the SOAR analysis are alternative tourism service strategies obtained from the SOAR matrix.*

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### **Introduction**

At the beginning of the 21st century, international tourism has become one of the most important economic activities, and its impact is increasingly evident from the Arctic to the Antarctica (Mustaeva et al., 2022). Therefore, the world of tourism is very worthy of attention. Because, Indonesia is a country that is rich in natural resources, human resources, and has land and sea that stretches geographically

(Wildan, M. A., Imron, M. A., & Siswati, E. 2021). As in the "Nawa Cita" program designed by President Joko Widodo to bring about change for Indonesia, one of which is the tourism sector. Each country is expected to have Responsibility, Need and Opportunity (RNO) to develop and reap positive values from the tourism sector. In order to realize the optimization of tourism potential, the country is expected to create synergy between the central government, regional governments, the tourism industry and other stakeholders, because continuous and sustainable planning has significant potential in realizing successful tourism management (Fitri Anggreani, 2021).

Sumenep Regency is part of a region in Indonesia, located on Madura Island among three other districts, such as Pamekasan, Sampang and Bangkalan, where there is a lot of potential for the tourism industry. According to the 2021 Central Statistics Agency of Sumenep Regency, there are 48 inhabited islands out of 126 islands which are administratively classified as Sumenep Regency islands. So the natural resources in the form of islands with a fantastic number represent great potential for the Sumenep district to be utilized in various tourism industries, especially marine or island tourism (Mansyur, 2021).

In 2006, the National Space Agency discovered a potential oxygen point on one of the remote islands of Sumenep Regency, namely Gili Iyang Island which is geographically located at coordinates 6.96o – 7.01o South Latitude & 144.15o – 114.19o East Longitude with a population of 7,725 people. Then it was continued by the team from the Center for Utilization of Atmospheric and Climate Science from LAPAN (2006), the East Java Environmental Health and Disease Control Technical Center (BBTKLPP) (2012), and the BLH & Bappeda of Sumenep Regency and East Java Province (2014). It was discovered that oxygen levels in Gili Iyang Island was 21.5%. This percentage claims that oxygen levels on Gili Iyang Island are above normal standards, exceeding oxygen levels in other areas in Indonesia (DISPARBUDPORA Sumenep, 2015).

Kompas.com 2019, said that the oxygen content on Gili Iyang Island triggers eternal youth and influences the longevity of the people of Gili Iyang Island, even being able to reach 100 years of age. With oxygen levels above the normal quality standard, this type of therapy is very beneficial for health, including thalaso therapy, climatotherapy and heliotherapy (Zainuri et al., 2020). So the Oxygen Point on the island has great opportunities in the tourism sector, where in recent decades the environmental impacts caused by tourism have become the core of several theoretical discussions (McLoughlin et al., 2020).

One indicator of the growth of the tourism sector on Gili Iyang Island can be seen from the number of tourist visits in the last seven years. In 2016, domestic and foreign tourist visits reached 6.165 people. In 2017, it began to increase to 7.666 people. Meanwhile, in 2018 and 2019, the number began to decline, reaching 5.695 and 4.840 people. Then there was a fairly large decline in visitor numbers in 2020 to 603 people, because that year entered the Covid-19 pandemic, where the government of the Republic of Indonesia implemented a nationwide lock down on all activities from all sectors, including the tourism sector. In the following year it started to improve, namely in 2022 it reached 3.460 people (BPS. Sumenep Regency, 2021).

This fairly high number of tourist visits cannot be separated from the clean air conditions with the world's best oxygen levels which are branded as health tourism (Zainuri et al., 2018). One of the facts that emerges is the phenomenon of the local people of Gili Iyang who are more than 100 years old but are still in good health.

This has great potential if there is optimization in the management and development of the tourism sector on Gili Iyang as a tourism icon in Sumenep district (Utama et al., 2023). Where Priadaniswari et al. (2021) stated in their research that the recreational value of Gili Iyang Island reached a fantastic figure of IDR 1,625,301,381 in 2019.

Considering the potential resources, the support from the government for tourist destinations on Giliyang Island is not optimal regarding the facilities needed. This was revealed in research by Anekawati et al. (2021) that tourist destinations on Gili Iyang Island are considered to have not been managed optimally. Supported by research by Hasanah & Resdiana (2021), it shows that 50% of the bridge's condition does not meet the requirements as a place to rest for taxi boats between Gili Iyang Island and Dungkek Harbor. As a positive response from the community towards the potential of tourist destinations, a Tourism Awareness Group (POKDARWIS) organization was formed (Hasanah, et al., 2020). However, POKDARWIS is still unable to cooperate with the government regarding financing the development and maintenance of tourist destinations optimally because this requires large amounts of funds (Resdiana et al., 2021)

The lack of optimal tourism facilities on Gili Iyang Island certainly has a negative impact on tourist satisfaction during their visit. In line with Setiono & Hidayat (2022) shows that service quality has a significant positive impact on tourist satisfaction. So in this context it is very necessary to contribute to a development strategy that involves the government and local communities, where local community intervention in developing existing destinations is a must by playing an active and systematic role in order to avoid stagnation in fulfilling tourist expectations. As well as being able to create livelihoods by utilizing tourist visits to improve the economy (Musleh, 2023). Efforts to increase tourist satisfaction certainly cannot be separated from the quality of service provided to tourists. The Oxford Advanced Learner's Dictionary (2000) in Austin, (2021) describes satisfaction as *"The good feeling you have when you achieve something or when something you want to happen actually happens"; "the act of satisfying a need or desire"; and "an acceptable way to handle complaints, debts, injuries, etc."* So tourist satisfaction is the most important thing for the tourism industry, which depends on their ability to review purchases and analyze their positive experiences (Rahmiati et al., 2020). Research conducted by Asmelash & Kumar (2019) shows that tourists' perceptions of socio-cultural sustainability, institutional sustainability, and economic sustainability influence their satisfaction with tourism.

Tjiptono (2004:2) in Setiono & Hidayat (2022) defines service quality as a measure of the perfection of a product or service which consists of design quality and conformity quality. Because, employee performance is a stage of achievement as an employee's work performance (Safrizal, H. B. A., Eliyana, A., & Febriyanti, K. L. 2020). According to Kotler, Keller, and Armstrong (2008:372) in Hijrah & Derama (2022) services are any activity or performance provided by one party to another party which is positively intangible and does not result in a transfer of ownership. It's one frequency with other opinions is that services provided from one party to another are not for consumption but rather provide added value in the form of satisfaction, entertainment and other forms (Basalamah et al., 2020). Service quality in the tourism sector certainly has its own scope, which includes tour guide services, accessibility of infrastructure or transportation, and tourist attractions such as products and accommodation (Rahmawati et al., 2020).

Appropriate service quality is a positive factor that influences customer satisfaction (Uslu & Eren, 2020). According to Kotler and Armstrong (2017) in Rahmiati et al. (2020), every consumer demands that the company's products or services can provide great satisfaction. So that service quality that provides satisfaction to consumers is a must for companies by being sensitive to the map of consumer needs and desires so that consumers' positive perceptions of the company are maintained. Consumers' perceptions of company and brand image influence their willingness to buy, their trust, their loyalty and word of mouth communication about the brand to others, which is important for companies to consider when developing strategies (Fregidou-Malama et al., 2023).

Several studies regarding service quality, such as those conducted by Surahman et al. (2020) provide theoretical contributions to the role of service quality in increasing customer loyalty. Abdulla et al. (2019) shows that destination service quality factors (local transportation, accommodation, cleanliness, hospitality, recreational activities, language and communication, and airport services) influence tourist satisfaction. Also, it has been shown that the higher the quality of service, the more tourist satisfaction will increase (Bahar et al., 2020).

More specifically, regarding the dimensions of service quality expected by consumers according to Zeithmal & Berry (1988) in Setiono & Hidayat (2022) are Tangibles, Reliability, Responsiveness, Assurance, and Empathy. Supported by Setiono & Hidayat (2022) which shows that these five dimensions have a significant positive impact on consumer satisfaction.

Efforts to improve service quality include organizational resources (e.g. financial, human, physical, information, relational) helping companies improve their marketing strategies, achieve sustainable competitive advantage, and obtain better performance (Li et al., 2021). The source of the latest competitive advantage is innovation and creativity (Safrizal, H. B. A. 2023). Another opinion, Hasibun (2018) in Kusumawati (2022) states that development is an effort to improve employees' technical, theoretical, conceptual and moral abilities in accordance with job/position requirements through education and training. With the aim of having more soft skills and hard skills to carry out their responsibilities optimally (Meilia & Safrida, 2022). Voss et al. (2004) in Boonlertvanich (2019) shows that improving service quality strengthens customer satisfaction, and then influences customer loyalty.

Based on the description above, a service quality analysis needs to be carried out to identify the weaknesses and strengths of the services that have been implemented by measuring tourist satisfaction. One effort to find out is using the Importance Performance Analysis (IPA) method, a method introduced by Martilla and James in 1977 which was published in the Journal of Marketing (Arman & Nugraha, 2020). Mentioned in research by Simpson et al. (2020) three studies on tourism that utilized natural science techniques were able to identify key areas that needed to be improved management. This method aims to measure the level of customer satisfaction with the performance of other parties, known as quadrant analysis (Kurniawan & Febrianti, 2022). Then an assessment of each attribute is carried out, by comparing the interest variables and performance variables. This research was conducted to compare tourist perceptions and tourist comfort related to service quality and facilities owned by Gili Iyang Island Tourism. This is because the company must ensure the quality for its sustainability (Wildan, M. A. 2020).

After identifying the factors that cause tourist satisfaction and dissatisfaction using IPA Analysis, then carry out a SOAR Analysis (consisting of Strength, Opportunity, Aspiration and Result) as a "strength-based framework with a participatory approach for strategy analysis, strategy development and organizational change" (Stavros & Saint, 2010). This analysis is a new strategic planning framework created in 2009 which is an evolution of the SWOT (Strength, Weakness, Opportunity, Threat) analysis approach which is used to test internal and external variables to develop future-oriented strategies (Hijrah & Derama, 2022).

This research presents a number of significant novelties. *First*, this research introduces a new contribution by focusing on the quality of tourism services on Gili Iyang Island with a two-method IPA approach to measure the level of tourist satisfaction and SOAR analysis as an alternative development strategy, where previous researchers only focused on tourism development using the Community Based Tourism method with Suansri's (2003) Community Based Tourism theory, as in the research of Utama et al. (2023) and Musleh (2023). *Second*, this research combines comprehensive quantitative and qualitative methods to reveal the factors that influence tourist satisfaction, where previous research only focused on one of them, as was done by Wantara & Tambrin (2020) in finding out the factors that influence the tourist satisfaction using Structural Equation Modeling (SEM)

This research was conducted to provide alternative strategies for tourism stakeholders on Gili Iyang Island to be free from the stagnation of tourism development, which in the last seven years has not experienced a rapid increase in tourist visits, and tourist destinations that have not been optimally managed, as well as providing basic theory in decision making for stakeholders on a regular and measurable basis. The aim of this research is to find out what factors influence the decline in interest in visiting, find out the factors that must maintain their performance, find out the level of main priority that must be increased by Tourism Managers on Gili Iyang Island based on IPA analysis, to find out the developing strategies of service quality effectively for Gili Iyang Island tourism in accordance with current conditions based on the SOAR Matrix.

## RESEARCH METHODS

This research uses quantitative and qualitative case studies. Case-based methods are useful and destructive in the social sciences which have established quantitative and qualitative modes of exploration, interpretation and explanation of each other (Byrne, 2013, p. 9), may be descriptive, exploratory, explanatory, single or multiple (Yin, 2015; Takahashi & Araujo, 2020). Quantitative analysis with Importance Performance Analysis (IPA), and qualitative analysis with Strength, Opportunity, Aspiration, Result (SOAR) Analysis. The aim of this research is to measure tourist satisfaction in using tourism services using IPA, which is an easy-to-apply technique for measuring the importance and performance of attributes, which can identify the quality of effective tourism services (Parasakul, 2022). This research also aims to develop the quality of tourism services with a SOAR analysis approach to test internal and external variables in order to develop future-oriented strategies (Hijrah & Derama, 2022).

The population of this study are all tourists who have visited Gili Iyang Island. The sampling technique uses non-random sampling, which is determined by the researcher (Sugiyono, 2015) using the Cochran formula which is used because the population is unknown (Salmi & Falahati, 2020). It was obtained as 96.04, then rounded to 97 because in calculations that produce fractions (there is comma) it is

better to round up (Sugiyono, 2019: 143).

Data type of this study is primary and secondary data, with data collection techniques related to the tourism attributes of Gili Iyang Island by interviewing local residents and the head of POKDARWIS, as well as survey techniques with a questionnaire instrument using a Likert scale (Clark and Watson, 2019) with an interval of 1 to 5 which relate to statements about attitudes. Secondary data as research supporting data consists of BPS, journals and online newspapers. The duration of this research was carried out for two months starting from September – November 2023.

Data analysis in this research includes: (1) Identifying what factors influence the decline in interest in visiting, (2) Knowing what factors must maintain their performance, (3) Determining the main priorities that must be improved by tourism managers on the Gili Islands. This is based on IPA analysis, and (4) Determines the appropriate service quality development strategy for Gili Island tourism which is in accordance with current conditions based on the SOAR Matrix.

To determine the level of conformity between performance and tourist expectations through Importance Performance Analysis (IPA). The formula used to determine the level of suitability, the average value, and cartesian diagram are as follows:

Table 1. Formula of Importance Performance Analysis

Determining the level of suitability	$TKi = \frac{x_i}{y_i} \times 100\%$
Calculate the average value for each attribute	$\bar{x} = \frac{\sum x_i}{n}$ $\bar{y} = \frac{\sum y_i}{n}$
Cartesian Diagram Formula	$\bar{x} = \frac{\sum_{i=1}^n x_i}{k}$ $\bar{y} = \frac{\sum_{i=1}^n y_i}{k}$

Source : Adapted from J. Supranto (2011), Perepechko et al. (2017), Kurniawan & Febrianti (2022)

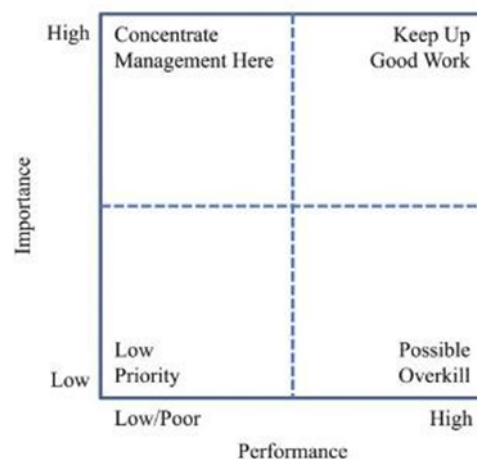


Figure 1. Quadrant of Importance Performance Analysis

Source : Adapted from Martila and James (1997), Simpson et al. (2020)

According to the explanation from Martilla and James (1977) in Simpson et al. (2020) the quadrant above is as follows: (Concentrate Management Here) shows factors that are considered very important and influence consumer satisfaction. However, management has not implemented it according to consumers' wishes, (Keep Up Good Work) shows that consumers are very satisfied with the service provided so it is worth maintaining, (Low Priority) shows factors that have a less important influence on consumers, implementation by the company is mediocre, so it is considered less important and less satisfying, and (Possible Overkill) shows factors that influence consumers are less important, but their implementation is excessive. Considered less important but very satisfying.

The final step is SOAR Analysis, which then produces a SOAR Matrix as an alternative strategy that functions to create a change process that inspires organizations and stakeholders to engage in results-oriented strategic planning efforts (Stavros & Cole, 2015; Hijrah & Derama, 2022). Explanation of the SOAR Matrix: (a) SA (Strengths- Aspirations) strategy is a strategy that utilizes all strengths to achieve the expected aspirations, (b) OA (Opportunities - Aspirations) strategy is a strategy to identify and fulfill the aspirations of each stakeholder that is opportunity oriented existing ones, (c) SR (Strengths-Results) Strategy is a strategy to realize strengths to achieve measurable results, and (d) OR (Opportunities – Results) Strategy is a strategy that is oriented towards opportunities to achieve measurable results

The service quality indicators for measuring tourist satisfaction based on Zeithmal & Berry (1988) in Setiono & Hidayat (2022), as follows: Tangibles, is the quality of tourism services in the form of direct evidence, Reliability, is the ability and reliability of tourism to provide reliable services, Responsiveness, where the responsiveness and ability of tourism to provide services quickly and precisely and responsive to tourists' wishes, Assurance, which is a guarantee for tourism parties to convince customers, and Empathy, where the firm but attentive attitude of tourism human resources towards tourists. This is because human resources have been important assets for the organization (Faidal, F. 2020).

## RESULT

### Tourism Facilities of Gili Iyang Toursm

Based on an interview with the chairman of Pokdarwis as the Gili Iyang Island tourism manager, the feasibility assessment indicators used refer to sustainable tourism development, namely the Environmental, Social and Economic Components (UNWTO, 2004; Abdulla et al., 2019) and four components of tourism facility feasibility including Attraction, Accessibility, Amenities, and Ancillary (Cooper et al., 2008; Tsani et al., 2021), with four assessment predicates, namely Deficient, Sufficient, Good, and Excellent. The following results were obtained:

No.	Tourism Facilities	Number of Units	Condition
1	Water taxi or Water bus (Taxi Boat)	9	Excellent
2	Tourism Destination	12	Good
3	Tourism transportation (Viar)	15	Defficient
4	Culinary/Restaurant	3	Sufficient
5	Villa	12	Defficient
6	Homestay	6	Good
7	Mountain Bike (Polygon)	20	Excellent

8	Food Court Area (provider of daily necessities at tourist attraction)	5	Defficient
9	Toilet	6	Defficient
10	Rubbish bin	15	Good
11	Place of Worship/Musolla	2	Sufficient
12	Ship harbor	1	Good
13	Taxi Boat Harbor	7	Good
14	Toursm Guide	5	Good
Total		118	

Table 2. Research Attributes  
Source : Processed by Researcher (2023)

### Importance Performance Analysis (IPA)

#### 1. Research Attributes

No.	Statement Items
	<i>Tangible</i>
1	Availability of hotel/homestay
2	Availability of culinary center
3	Availability of toilet at tourist attraction
4	Availability of prayer room at tourist attraction
5	Availability of harbor
6	Availability of Souvenir center
7	Availability of daily necessities shop at the tourist attraction
	Reliability
8	Taxi boat of toursm is served for 24 hours
9	Availability of Toursm transportation (Viar)
10	Tourist attraction
11	Superior tourist destination (Oxygen Point)
12	Unique and economical villa available
13	Travel agent provides non-stop service
	Responsiveness
14	A tour guide is willing to meet the tourist's needs
15	Friendly local community to the tourists
16	Availability of bicycle (polygon) rental service to explore natural beauty
	Assurance
17	Honest and responsible tour guide
18	Security of goods during at the homestay or while traveling
19	Cheap travel cost
	Empathy
20	Availability of integrated social media with tourism
21	Ease of reaching tourist destination location
22	Tourists can learn about the social culture and history of Gili lyang Island

Table 3. Research Attributes  
Source : Processed by Researcher (2023)

#### 2. Calculation of Conformity Level

Attributes	$\Sigma X$	$\Sigma Y$	Conformity Level	%
P1	380	426	0,89	89%
P2	304	431	0,71	71%
P3	315	455	0,69	69%



P4	365	412	0,89	89%
P5	402	452	0,89	89%
P6	144	441	0,33	33%
P7	404	391	1,03	103%
P8	451	397	1,14	114%
P9	403	467	0,86	86%
P10	363	409	0,89	89%
P11	465	475	0,98	98%
P12	329	396	0,83	83%
P13	167	307	0,54	54%
P14	398	455	0,87	87%
P15	459	456	1,01	101%
P16	338	297	1,14	114%
P17	405	436	0,93	93%
P18	442	456	0,97	97%
P19	358	453	0,79	79%
P20	404	471	0,86	86%
P21	407	468	0,87	87%
P22	429	340	1,26	126%
<b>Average of X and Y</b>			<b>0,88</b>	<b>88%</b>

Table 4. Calculation of Conformity Level  
Source : Processed by Researcher (2023)

Based on **Table 4**, it is explained that the lowest attribute of Gili Iyang Island tourism services at 30% is the availability of souvenir center. This is because there is no souvenir center available. Meanwhile, the attribute with the highest suitability level of 126% and considered satisfactory is that tourists can learn about the social culture and history of Gili Iyang Island. This explains that the community of Gili Iyang Island is very enthusiastic about the arrival of tourists.

Meanwhile, the average result of calculating the level of suitability of respondents was 88% of the 22 attributes deemed to meet tourists' expectations. This is supported by the opinion of Indriwinangsih and Sudaryanto in Kurniawan & Febrianti (2022), a percentage of 80-100% is categorized as meeting expectations but still needs further improvement.

### 3. Calculation of Average Value

Atribut	$\Sigma X$	$\Sigma Y$	Average of X	Average of Y
P1	380	426	3,92	4,39
P2	304	431	3,13	4,44
P3	315	455	3,25	4,69
P4	365	412	3,76	4,25
P5	402	452	4,14	4,66
P6	144	441	1,48	4,55
P7	404	391	4,16	4,03
P8	451	397	4,65	4,09
P9	403	467	4,15	4,81
P10	363	409	3,74	4,22
P11	465	475	4,79	4,9
P12	329	396	3,39	4,08
P13	167	307	1,72	3,16

P14	398	455	4,1	4,69
P15	459	456	4,73	4,7
P16	338	297	3,48	3,06
P17	405	436	4,18	4,49
P18	442	456	4,56	4,7
P19	358	453	3,69	4,67
P20	404	471	4,16	4,86
P21	407	468	4,2	4,82
P22	429	340	4,42	3,51
<b>Average of X and Y</b>			<b>3,81</b>	<b>4,35</b>

Table 5. Average Value Calculation  
Source : Processed by Researcher (2023)

Based on the calculations in **Table 5**, the average values for X and Y are 3.81 and 4.35. The average value is obtained from the sum of the average values of X and Y divided by 22 service attributes. This value is used as a barrier between the average values of X and Y which intersect to form four parts. Next, the results from table 4 are described in a Cartesian diagram, and the results can be seen in the figure below

#### 4. Cartesian Diagram

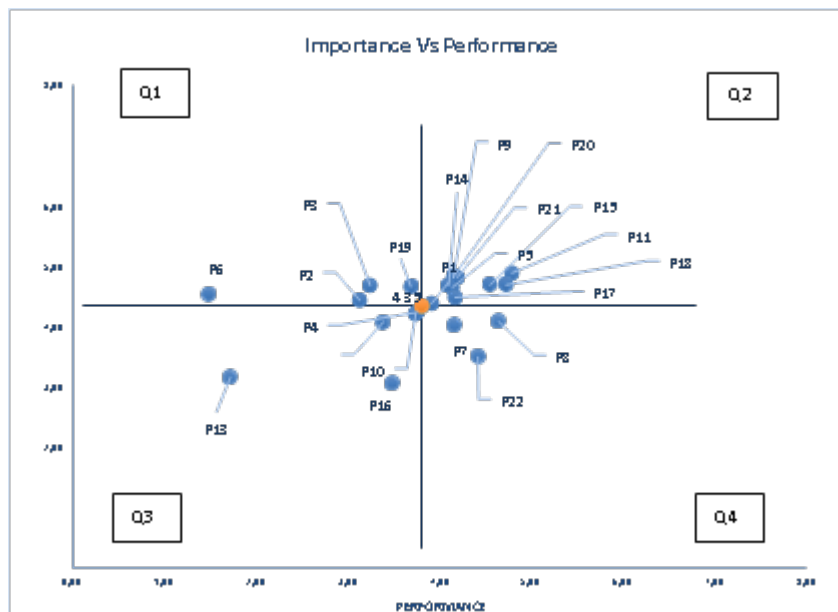


Figure 2. Cartesian Diagram  
Source : Microsoft Excel 2019 (2023)

The results of Figure 2 can be interpreted as follows:

Quadrant 1: The attributes of this quadrant are considered important by tourists, but tourist destination manager didn't implement it well. This quadrant includes (P2) Superior destination (Oxygen Point), (P3) Availability of toilet at the tourist destination, (P6) Availability of souvenir center, (P19) Availability of toursm transportation (Viar).

Quadrant 2: The attributes of this quadrant are considered important and satisfying for tourists and manager has implemented it well. This quadrant includes (P1)

Availability of hotel/homestay, (P15) Friendly local community to the tourists, (P5) Availability of harbor, (P17) Honest and responsible tour guide, (P21) Ease of reaching tourist destinations, (P9) Cheap travel cost, (P20) Availability of integrated social media with tourism, (P18) Security of goods during at the homestay or while traveling, (P11) Tourist attraction, and (P14) A tour guide is willing to meet the tourist's needs.

Quadrant 3: The attributes of this quadrant are considered less important and the company does not implement it well. This quadrant includes (P4) Availability of prayer room at tourist attraction, (P10) Availability of culinary center, (P12) Unique and economical villa available, (P13) Travel agent provides non-stop service, and (P16) Availability of bicycle (Polygon) rental service to explore natural beauty.

Quadrant 4: The attributes of this quadrant are considered less important by the company but is excessively implemented by managers. This quadrant includes (P7) Availability of daily necessities shops at tourist attractions, (P8) Taxi boat is served for 24 hours, and (P22) Tourists can learn about the socials cultures and histories of Gili Iyang Island

### Analysis SOAR

The formulation of the service quality strategy for stakeholder of Gili Iyang Island Tourism using SOAR analysis is as follows:

<b>INTERNAL</b>	<b>STRENGTH</b> Has superior tourist attractions Home stay availability Good service Availability of tour guide Adequate sea transportation Active social media Cheap tourism cost Active POKDARWIS Tourist attractions	<b>OPPORTUNITY</b> Optimization of superior tourist attractions Increasing the quantity and quality of tourism facilities Service is a primary need for tourists Changes in travel interest towards environmentally and sustainable tourism Improving service quality Responsive to market trends Create a website that is integrated with tourism Establish business partners with investors Collaborating with national and international tour guides Pay attention to sea and land transportation needs Determine travel rates that can be reached by all groups Participate in government programs Carrying out research and development
<b>EXTERNAL</b>		
<b>ASPIRATION</b> Increasing tourist attraction innovation Prevent environmental pollution Oxygen point as a health tourism attraction The environment is clean, neat and healthy Facilities at each tourist attraction are adequate Adequate land and sea transportation Good content packaging on social media Loyal and competent tour guides in regional, national and international languages Culinary and Souvenir Center Purchase travel tickets online Competent Pokdawis	<b>SA STRATEGY</b> Using superior tourist attractions such as oxygen points innovatively and avoiding environmental pollution in order to create health tourism objects (S1, A1, A3) Creating a home stay that provides comfort and security (S2, A4) Providing good service with maximum availability of facilities at every tourist attraction, culinary and souvenir center (S3, A5, A9) Facilitate professional tour guides (S4, S7) Leveraging social media with interesting content (S6, A7) Provides relatively cheap land and sea transportation (S7, A6)	<b>OA STRATEGY</b> Responsive to market trends by paying attention to the quantity and quality of tourism facilities in an innovative way to create adequate facilities (O6, O2, A1, A5) Taking advantage of changes in travel interest (environmentally friendly and sustainable tourism) by creating oxygen points as the most strategic travel alternative (O4, A3) Establish business partners with more competent tour guides to realize professionalism (O9, A8) Establishing business partners with investors to realize the oxygen point as a health destination (O8, A3) Utilizing websites to provide online travel ticket purchases (O7, A11)

RESULTS	SR STRATEGY	OR STRATEGY
Determining the right innovation model for tourist attractions Creating environmentally and sustainable tourism Making the oxygen point a health tourism destination Providing adequate sea and land transportation Providing interesting content on social media Providing a professional tour guide Providing an interesting culinary center and souvenirs Providing online ticket purchases Carrying out research and development on	Optimization of superior tourism (Oxygen Point) and tourist attractions to create environmentally and sustainable tourism (S1, S9, R2, R3) Utilizing social media with interesting content to attract online travel ticket purchases at affordable prices (S6, R9, S7)	Collaborating with the government to create a world health tourism destination (O12, R3,) Carrying out training and development for tour guides and managers so that they are able to fulfill tourists' needs in traveling (O13, R10,)

Figure 3. Matrix SOAR  
Source: Processed by Researcher (2023)

## DISCUSSION

Based on the results of the Importance Analysis (IPA) in **figure 1**, several findings were found, including facilities that cause a decrease in tourist satisfaction, facilities that need to maintain its performance, and facilities that need to be improved. *First*, several factors decreased tourist satisfaction caused by the quality of tourism services that occurred on Gili Iyang Island. It's because of the tourists expectation is higher than the results they experienced, so that the perceived quality is low and customers/tourists feel dissatisfied. It is explained that service quality: "Service quality refers to the service provider's ability to meet or exceed customer expectations" (Bui Thanh Trang & Nguyen Dong Phong, 2014; Tien et al., 2021). The following factors in this research include: (1) Toilets that are not maintained at tourist destinations. (2) Villas that are not managed optimally, resulting in a stalled project. (3) Souvenir center is not yet available. The most important in providing facilities is the completeness, cleanliness and tidiness of the facilities offered (Kiswanto, 2011:43). (4) The superior destination (Oxygen Point) is not adequate, based on empirical evidence showing that the supporting facilities and governance of the destination are not considered good. and (5) Inadequate land transportation. Zhang (2018) in Shamsu et al. (2022) stated that reliability is needed to provide a quality atmosphere and a delivery system that can work together with good attitudes, experience and personal service skills.

*Second*, several facilities that satisfy tourists during their visit to Gili Iyang Island and need to be maintained by stakeholders are as follows: (1) Availability of homestays, and (2) Availability of Taxi Boat Harbor. Two facilities are categorized as tangible facilities, related to the appearance of physical facilities, equipment and service provider personnel that need attention (Setiono & Hidayat, 2022). (3) The friendly of the local community and (4) The loyalty of the tour guide, is a positive response to tourists which influences their satisfaction. Based on Liong et al (2017) in Sutanto (2023) responsiveness reflects the willingness to immediately help and provide service to customers. (5) The honesty and responsibility of tour guides, (6) Cheap tourism cost (including sea and land transportation cost, consumption cost, and lodging), and (7) Security of goods both during the stay and while traveling, is a right that must be given to tourists as a guarantee, including a service reliability and error-free (Tjiptono, 2002; Nita et al., 2023). (8) Ease of reaching tourist destination locations and (9) Availability of social media that is integrated with tourism, which is empathy related to the physical facilities of tourist locations,

attention to tourist needs, comfort and tourist facilities (Orlovic Lovren, 2011; Wangetal., 2012; Bhuiyan & Darda, 2021). The reliability of the facilities found in this research is (10) Tourist attractions, such as beach, cave and cliff with a total of 12 tourism destinations. This is a natural resource that can be developed into a natural attraction, one of them is natural beauty (Cherapanukorn & Sugunnasil, 2022). On the five facilities above, they play an important role on the satisfaction of tourists visiting Gili Iyang Island, in line with the research results of Nita et al. (2023) that consumer satisfaction is influenced by the five factors above, namely tangible, empathy, responsiveness, reliability, and assurance. Therefore, the factors in the second quadrant (Q2) need to be maintained for their performance. Because tourist satisfaction refers to the alternative chosen that is in line with expectations or more (Arka, et al., 2017; Waluyo & Waluyo, 2020).

*Third*, facilities that need to be improved are considered a very important factor but its performance is low. So that, these facilities is the focus of this research, including (1) Superior destination (Oxygen Point). This destination has a good impact on the environment such as for health and fitness, and is very relevant to the focus of tourist interest in the environmentally based and sustainable tourism sector in recent decades (McLoughlin et al., 2020). Thus, the ability of industry to provide services is very important for customers because they make decisions based on reliability (Vega and Garcia, 2008; Jayasinghe, 2021), because a good destination provides a destination image that has unique characteristic features, namely features that differentiate a place from others (Echtner and Ritchie, 1991; Marques et al., 2021). Other factors that need to be improved are (2) Tourism transportation, such as Viar (three-wheeled vehicles) which is considered less than optimal, this accessibility should not only be based on affordability but also provide comfort (Ghose and Johann, 2018; Biswas et al., 2020). It's related with the chairman of POKDARWIS said that tourism transportation of Gili Iyang have to improved. (3) The availability of well-maintained toilets at tourist attractions also need to be considered because of this is one of the vital human needs, based on the ASEAN General Toilet Standard of the tourism context, toilet must be considered (Nevelyn & Aruan, 2020). (4) The availability of a souvenir center, which is not yet available on Gili I Island, is considered a very necessary provision because purchasing souvenir is an important source of pleasure, joy and satisfaction during the trip (Orgaz-Agüera & Moral-Cuadra, 2020).

In competitive destination markets, customer satisfaction is very important, not only influencing service or product performance but also forming trust in service providers which leads to the intention to revisit or recommend to others (Thi et al., 2020). Based on the results of the SOAR matrix Table [see Figure 3] regarding several tourism service quality strategies that have been created, as alternative strategies can be formulated that can be implemented by Gili Iyang Island Tourism to achieve tourist satisfaction during their visit, including: *First*, A strategy for developing innovative tourism facilities based on tourism market trends. *Second*, A strategy for developing tourism products to be more varied, based on environmentally and sustainable tourism. *Third*, A strategy for providing transportation that provides comfort and safety for tourists. *Fourth*, Digitalization-based service strategy. *Fifth*, A strategies that lead to optimizing superior tourist destination ( such as Oxygen Point) to produce more attractive tourist attractions. *Sixth*, Tourism management development strategy through research and training. *Seventh*, A strategy for developing tour guides to be competent and loyal to tourists. and *Tenth*, A strategy for establishing communication with local communities in order to maintain good relations with tourists.

## CONCLUSION

Based on the results of the IPA analysis, several things were found, including: *First*, the facilities that influence the decline of tourist satisfaction, such as toilet is not conducive, villa is stalled, souvenir center is not available, superior destination is not well managed, and tourism transportation (Viar) is inadequate. *Second*, the facilities that its performance needs to be maintained such as the availability of homestay, loyal community, suitability of taxi boat harbor, professional tour guide, affordable tourist destination location, cheap tourism cost, well-managed social media account, the security of traveling, and tourist attraction. and *Third*, Concentration on development, such as Oxygen Point Destination, toilet, souvenir center and transportation tourism

Based on the result of the SOAR Matrix, tourism service quality strategies that must be developed are innovative tourism facility, environmentally based and sustainable tourism products, appropriateness of transportation, online service, optimization of superior destination, development of managers and tour guides skills, and making local community more enthusiastic to the tourists.

The suggestions of this research is for stakeholders to establish business partners with investors for funding, to approach the government to maximize potential tourism resources, such as the World's Best Oxygen Point, so that it can be managed optimally as a tourism bargaining power in this republic, in particular is Gili Iyang Island Tourism.

Suggestions for future researcher is to carry out a correlation analysis between the level of satisfaction of each attribute and the characteristics of respondents such as age, gender, income level, education level and so on. As well as developing more focus on the "Oxygen Point" tourist destination to be transformed into a health destination.

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