

Quality of Tourism Services in Creating Visitor Satisfaction : A Case Study on the Revitalization of Taman Mini Indonesia Indah

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Abstract : Tourist satisfaction is a reference for the company's success in providing services to consumers. The first tourist attraction in Indonesia with a cultural theme, one of which is Taman Mini Indonesia Indah (TMII), which has just been revitalized in 2022. After revitalization, it turns out there are still many complaints from visitors regarding the quality of tourism products and services. This research is aimed at answering questions about what aspects visitors complain about and what solutions the management should take. This is a qualitative research with a case study approach. Data collection was carried out by in-depth interviews with 20 visitors consisting of teenagers, adults, the elderly and people with disabilities. The research results show that tourism services after TMII was revitalized have not been able to provide satisfaction to visitors. TMII has not been able to meet the needs of visitors both in terms of product quality and service quality. TMII is also considered not friendly enough to the elderly and people with disabilities.

Keywords : Quality of Tourism Services; Visitor Satisfaction; Revitalization

Abstrak : Kepuasan wisatawan menjadi acuan keberhasilan perusahaan dalam memberikan pelayanannya pada konsumen. Obyek wisata pertama di Indonesia yang bertemakan budaya, salah satunya adalah Taman Mini Indonesia Indah (TMII), yang baru selesai direvitalisasi pada tahun 2022 lalu. Setelah revitalisasi, ternyata masih banyak keluhan dari pengunjung terkait kualitas produk wisata dan pelayanannya. Penelitian ini ditujukan untuk menjawab pertanyaan aspek-aspek apa yang dikeluhkan oleh pengunjung dan apa solusi yang harus dilakukan oleh pihak pengelola. Ini adalah sebuah penelitian kualitatif dengan pendekatan studi kasus. Pengumpulan data dilakukan dengan wawancara mendalam terhadap 20 pengunjung yang terdiri atas kaum remaja, dewasa, lansia dan penyandang disabilitas. Hasil penelitian menunjukkan bahwa pelayanan kepariwisataan setelah TMII direvitalisasi ternyata belum dapat memberikan kepuasan kepada pengunjung. TMII belum dapat memenuhi kebutuhan pengunjung baik dari sisi kualitas produk maupun kualitas pelayanannya. TMII juga dianggap belum cukup ramah kepada lansia dan penyandang disabilitas.

Kata Kunci : Kualitas Pelayanan Wisata; Kepuasan Pengunjung; Revitalisasi TMII

INTRODUCTION

The tourism sector as one of the *prima donnas* in industrial development was developed in order to further increase the rate of national development. The tourism sector has proven to be able to support the people's economy and currently its existence is very necessary and is one of the important sectors for obtaining foreign exchange and increasing government revenues outside of oil and natural gas. For this reason, it is necessary for the government to continue to increase resilience, policies and increase tourism development with the aim of further developing the people's economy and achieving strategic matters between income and equal distribution of employment opportunities, encouraging regional development, utilization of natural resources and the development of arts and culture. through the tourism industry.

In recent times, tourism has received more and more special attention from developed and developing countries. Tourism has developed into an industry capable of providing a high contribution to the country's foreign exchange earnings. In its 2020 tourism vision, the United Nations World Tourism Organization (UNWTO) predicts that international tourist arrivals are estimated to reach 1.6 billion people in 2020. Of this number, 1.2 billion tourists come from interregional (intraregional), while 378 million people are tourists who make long trips or long hauls (Anshori, 2010).

According to I Made Murdana, et al. (2023:250), there are 11 types of tourist attractions that need to be known, namely: historical tourism, ecotourism, beach tourism, culinary tourism, shopping tourism, religious tourism, adventure tourism, arts and culture tourism, health and fitness tourism, educational tourism and family travel. One of the arts and cultural tourism attractions which is an icon of the city of Jakarta is Taman Mini Indonesia Indah (TMII). TMII is the first tourist attraction in Indonesia with a cultural theme. This park was built on an area of 150 hectares and is located in East Jakarta. Different from other tourist attractions, at TMII various Indonesian cultures are presented from Sabang to Merauke. This park, which was built during the era of President Soeharto, is one of the most complete cultural tourism destinations in Indonesia. TMII was built in 1972 and was inaugurated on April 20, 1975. Various aspects of Indonesia's natural and cultural riches to the use of modern technology were demonstrated in an area of 150 hectares (Savitri, 2022).

The Central Statistics Agency (BPS) (2022) reported that the number of visits to TMII reached 889,993 in 2021. This number decreased by 20.78% from the previous year which reached 1.1 million visits. However, the number of visitors to TMII will increase again in 2022 after revitalization.

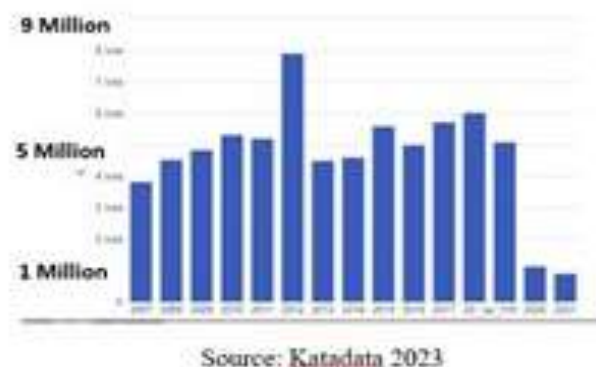


Figure 1. Visitors of TMII 2017-2022

In January 2022, TMII began to be revitalized as a form of preparation to support the implementation of a series of events supporting the 2022 G20 Summit in Jakarta (Yusuf, 2022). The revitalization project also returns TMII to the regional master plan, namely 70 percent green open space and 30 percent buildings. A total of 33 regional pavilions along with museum facilities at tourist destinations with the theme Exploring Indonesia have been beautified with inclusive, cultural and smart concepts. The Minister of State Owned Company said that the new face of TMII which was realized through the revitalization project was based on three philosophies. The first

philosophy, namely inclusiveness while maintaining the strength of the Indonesian nation, namely Pancasila. TMII exists as a tourist destination that is open to all levels of society who tolerate each other and respect culture.

The green philosophy is also applied in the TMII area through the policy of using electric vehicles around the area along with environmentally friendly energy supplies. Seventy percent of TMII is maintained green and we try to ensure that the vehicles that enter are electrified, and all lights and energy lines are green. The next philosophy is intelligence through the implementation of digital platforms, as a representation of Indonesia in the future. Everything is technology. Starting with ticketing, and there will also be an all-digital scene. Lastly, the cultural philosophy where TMII becomes a tourist destination that represents the diversity of Indonesian culture. This philosophy is realized through optimizing arts and cultural activities, and a variety of attractions on open stages so that visitors have the opportunity to witness arts and cultural performances directly, as well as being involved in being part of the culture itself.

Apart from expanding green space, TMII has been made into a low-emission area, where visitors can no longer travel around the TMII area using motorbikes or private cars. Instead, visitors can use emission-free transportation available within the area, such as cable cars, the Garuda Kencana aeromovel, and mobile transportation services. For the mobile transportation service itself, a fleet of electric-powered microbus vehicle is used, which reaches the entire TMII area with four different corridors. Visitors who want to take the mobile service must wait at bus stops throughout the area. Apart from using mobile services, visitors can also rent electric scooters, golf carts or bicycles. With this revitalization, it is hoped that people will be able to enjoy and visit the new face of TMII which is neatly arranged, greener, more beautiful and more comfortable.

The revitalization of infrastructure at TMII has indeed enabled visitors to enjoy the facilities and infrastructure that have been repaired, but there are things that have not yet been realized, such as the main entrance only being opened through gate three and creating a long queue of vehicles, purchasing entrance tickets must use electronic payment method, visitors have to walk or use the minibus provided by TMII and the number of which is not comparable to the number of visitors (Nursyamsi & Puspita, 2022.) Problems still faced by TMII after the revitalization have made the researcher interested in exploring the aspects that visitors still complain about so that it can be brought to the attention of TMII management and a solution can be taken.

RESEARCH METHODS

This is a qualitative study. Qualitative research is a research process to understand human or social phenomena by creating a comprehensive and complex picture that can be presented in words, reporting detailed views obtained from informant sources, and carried out in a natural setting (Walidin, et al 2015). According to Sugiyono (2011: 56) qualitative research is research used to examine the condition of natural objects, where the researcher is the key instrument. According to Saryono (2010: 49) qualitative research is research that is used to investigate, discover, describe and explain the qualities or features of social influence that cannot be explained, measured or depicted through a quantitative approach.

In this research, researchers used a case study approach. According to Yin (1994: 21), it is not enough if case study questions only ask "what", but also "how" (how) and "why" (why). The "what" question is intended to obtain descriptive knowledge, "how" to obtain explanatory knowledge, and "why" to obtain exploratory knowledge. Yin emphasizes the use of "how" and "why" questions, because these two questions are considered very appropriate for gaining in-depth knowledge about the symptoms being studied. In addition, the form of the question will determine the strategy used to obtain data. Yin (2003) also defines a case study as a method for conducting research on phenomena that occur with a focus on a person's life experience (real life context).

The data collection method used by researchers in this research is interviews. Interviews are a data collection technique to obtain information extracted from data sources directly through conversations or questions and answers (Satori and Komariah, 2013: 130). The interviews conducted by researchers were in-depth interviews. In depth interviews were conducted to obtain primary data from research subjects. According to McMillan and Schumacher (2001:443), in-

depth interviews are open questions and answers to obtain data about the participants' intentions. In this research, researchers interviewed 20 TMII visitors who had visited before and after revitalization. This is intended for researchers to obtain data about the differences felt by visitors when visiting TMII before revitalization and after revitalization. To maintain the validity of the data, the researchers also triangulated the data by classifying informants, namely: visitors who were categorized as elderly (over 60 years of age), visitors with disabilities, and teenagers and adults.

RESULTS AND DISCUSSION

The results of interviews with informants obtained results as shown in the table below.

Table 1. Results of Interviews with TMII Visitors Regarding the Service Quality

Aspect	Senior Citizen & People With Disabilities	Teenagers	Adults
Tangible			
1. Entrance ticket counter	<ul style="list-style-type: none"> - Slow Service - Information that tickets must be purchased online is still lacking 	Slow service	<ul style="list-style-type: none"> - Slow Service - Not all people understand buying tickets online
2. Emission free transportation	a. There are no special queues for the Elderly and Disabled	a. The queue is too long	a. The queue is too long
	b. The train and microbus shelter is too far from the parking lot	b. The train and microbus shelter is too far from the parking lot	b. The train and microbus shelter is too far from the parking lot
	c. The number of feeder trains is too small	c. The number of feeder trains is too small	c. The number of feeder trains is too small
	d. The number of trains and microbus is too limited compared to the tourists who come	d. The number of trains and microbus is too limited compared to the tourists who come	d. The number of trains and microbus is too limited compared to the tourists who come
3. Pavilions for each province	a. No pavilions attendants /guides	a. No pavilion attendants /guides	a. No pavilion attendants /guides
	b. Facilities for taking pictures in traditional costumes are only available at the West Sumatra pavilion	b. There are no interesting photo spots provided	b. Facilities for taking photos in traditional costumes are not available in every pavilion.

Aspect	Senior Citizen & People With Disabilities	Teenagers	Adults
4. Attractions / Shows	Only available on certain pavilion and on certain days	a. Lack of Attractions / Shows	a. Lack of Attractions Shows
		b. It's a good idea to invite famous singers to sing traditional songs with traditional and modern instruments	b. Shows are only available at certain pavilions
5. Staff / Officers	a. Not well informed b. Not friendly c. Not helpful d. Not communicative	a. Not well informed b. Not friendly c. Not helpful d. Not skilled in English	a. Not well informed b. Not friendly c. Not helpful d. Not communicative
6. Information from the Social Media	a. Not update b. Not detail c. Not informative	a. Not update b. Not detail c. Not able to invite public to come	a. Not update b. Not detail c. Not informative
7. ATM	ATM centers already exist but only BRI and BNI	There must be more ATMs not only from BRI and BNI	There must be more ATMs not only from BRI and BNI
8. Souvenir/MSME	Limited in numbers	a. Limited in numbers b. The souvenirs sold are less varied	a. Too limited b. Less varied
9. Restaurant / Cafe	Limited in numbers	Must be organized better	A food festival should be created and well managed
10. Toilet	The toilet is quite nice and clean but the distance between one toilet and another is very far	a. The toilet is quite nice and clean but the distance between one toilet and another is very far b. Toilet cleaners often 'force' visitors to tip.	The toilet is quite nice and clean but the distance between one toilet and another is very far
11. Parking Lot	a. Not spacious	a. Not spacious b. Not safe	a. Not spacious b. Not safe

Aspect	Senior Citizen & People With Disabilities	Teenagers	Adults
	b. There are no parking attendants	c. No parking attendants	c. No parking attendants
12. Trash Can	The distance between the trash cans is quite far	a. The distance between the trash cans is quite far b. There are very few warnings against littering	a. The distance between the trash cans is quite far b. There are very few warnings against littering
13. Responsiveness	a. Less responsive officers b. Passive officers	a. Less responsive officers b. Passive officers	a. Less responsive officers b. Passive officers
14. Reliability	Does not match the information on social media	Does not match the information on social media	Does not match the information on social media
15. Assurance	a. Less competent Officers b. Lack communication skills	a. Less competent Officers b. Lack communication skills	a. Less competent Officers b. Lack communication skills
16. Empathy	a. Does not understand the needs of elderly and disabled visitors	a. Lack of Empathy	a. Lack of Empathy
	b. There is no special service for the elderly and people with disabilities	b. Not helpful	b. Not helpful
		c. Not sensitive	c. Not sensitive to the needs of tourists

From the table above, we can see how aspects of service still need to be improved. After revitalization, the ticket purchasing system can no longer be paid in cash, so at the ticket counter, many vehicles queue up because they don't know about this. Apart from that, after revitalization, TMII also implemented a regulation that while in the TMII area, visitors are not allowed to drive cars, but vehicles must be parked and tourists can use emission free cars to get around. Unfortunately, the distance from the parking lot to the TMII car stop is quite far. This will make it difficult for elderly tourists and people with disabilities. Even though there are feeder buses from the parking lot to the bus stop, the number is very small and does not match the number of tourists who come. Apart from that, the tangible aspect that still gets a lot of complaints from tourists is that the platforms in each province have not changed much. Even at many pavilions, tourists do not see any officers or guides, and many pavilions are closed, making it difficult to ask for explanations regarding the province. Moreover, if there are tourists who want to wear traditional costumes and take photos, it turns out that TMII only provides them at the West Sumatra pavilion.

"It's very unfortunate, when I went to TMII, I really wanted to wear traditional clothes from South Sulawesi but it turned out that TMII didn't provide them. It's a shame that a tourist attraction as big as TMII should provide a photo studio where visitors can rent traditional costumes and take photos with backgrounds appropriate to their region, as

we find in many countries, for example the Netherlands, Japan or Korea.” (Anneke de Jong – Tourist from the Netherlands)

From a performance aspect it is also very minimal. Usually TMII only shows attractions on holidays. However, the packaging displayed is nothing spectacular. It would be great if occasionally TMII invites public figures or famous singers and asked to sing traditional songs with pop, jazz or *dangdut* rhythms so that young generation have interest to preserve Indonesian culture. In terms of the quality of the officers, tourists generally say that the officers at TMII are not responsive, not well-informed, not helpful, not communicative and not sensitive to tourists' needs.

The supporting facilities for tourist attractions, namely restaurants/cafes, are still very lacking, so tourists who come ultimately prefer to look for food outside TMII. Likewise with souvenir shops. It's a shame that a big tourist spot like TMII is not equipped with souvenir shops. Actually, TMII can involve many MSMEs to develop their businesses there.

“I have been to Taman Mini twice. First in 2007 and after revitalization, the end of October 2022. I don't see any significant changes. Even now there are no photo studios with traditional clothes, so I finally went to a place to rent traditional Indonesian costumes outside Taman Mini. And I also found it difficult to find souvenir shops in Taman Mini, so I bought souvenirs elsewhere.” (Akimitsu Okubo- Tourist from Japan)

Apart from that, if you look at other supporting facilities, namely parking, this is inadequate. Moreover, after revitalization, TMII has a policy that all tourists are not allowed to use private cars to get around TMII and must use the emission free cars provided. As a result, parking areas that have not been expanded are increasingly congested with cars parked in a disorganized manner because there are no security personnel to manage them. This certainly makes tourists not satisfied because they do not get what they need. Kotler and Armstrong (2004:283) state that product quality as *"the ability of a product to perform its functions. Its includes the product's overall durability, reliability, precision, ease of operation and repair, and other valued attributes."* This means that product quality is closely related to the product's ability to carry out its function, including the overall product, reliability, accuracy, ease of operation and repair, and other valuable attributes.

Meanwhile, from the results of researchers' interviews with visitors regarding tourist satisfaction, researchers used the concept proposed by Kotler (2011). Of the 5 aspects, researchers focused on 3 aspects, namely: 1) Quality of Tourism Products, 2) Quality of Service and 3) Emotional Image of Visitors, which are summarized in the following table.

Table 2. Results of Interviews with Informants Regarding Visitor Satisfaction

Aspect	Senior Citizen & People With Disabilities	Teenagers	Adults
Quality of Tourism Products	Not friendly to the elderly and people with disabilities	Still not optimal	Pretty Good
Service Quality	Very poor	Poor	Very Poor
Visitor Emotional Image	Not created	Just ordinary	Just ordinary

After consumers buy a product and service, the consumer will evaluate whether the product and service meet what the consumer expects or does not match what the consumer expects (Schiffman and Kanuk, 2018). If the products and services meet expectations, consumers will feel satisfied. From the results of interviews with tourists regarding satisfaction after they visited TMII after revitalization, it turned out that data was obtained that product quality and service quality were still not optimal. Both product quality and service quality are not yet friendly to the elderly and people with disabilities. Therefore, the emotional image of visitors cannot be developed.

CONCLUSION

The results of this research show that from the service dimensions consisting of tangible, responsiveness, reliability, assurance, and empathy, no significant changes have been seen. The tourism products displayed are not very different from those before the revitalization. There are

still many aspects that have not been managed well, such as the arrangement of parking areas, the fleet of mobile cars which is still very limited and does not match the number of tourists, causing long queues. Tourists' needs for eating and drinking have also not received attention, so tourists have difficulty buying food and drinks, including the absence of souvenir shops. In terms of human resource quality, it seems that TMII has not prepared its human resources well. There are still many of them who do not have good communication skills, are not helpful, are not sensitive and are not friendly to the elderly and people with disabilities. For further research, the researcher suggests that research be carried out regarding strategies for improving service quality with different approaches.

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