

THE URGENCY OF MIXED METHODS STUDIES IN TOURISM RESEARCH FOR THE DEVELOPMENT OF TOURIST DESTINATIONS AND ATTRACTIONS: A PRACTICAL APPLICATION IN TANJUNGPINANG CITY, INDONESIA

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Received: September, 10, 2022

Revised: October, 19, 2022

Accepted: November, 5, 2022

Abstract. Many literature reviews have found that most tourism and hospitality industry research uses quantitative methods; this implies the dominance of the positivist paradigm, which only observes the surface of a case. Tourism science is complicated because it has a multiplier effect involving social, economic, political, technological, cultural, religious, and other aspects with different complexities, so to get an in-depth study, it must be analyzed with a different approach. This study claims to obtain relevant and unbiased findings in formulating development strategies in the tourism industry; the analysis must be carried out through testing (quantitative) and observation (qualitative). This study describes how to apply mixed methods and the process of mixing data. The researchers used tourism data in Tanjungpinang City for matching practice as a case study. Using the concurrent triangulation model and the IFAS EFAS approach, which is a balanced analysis of quantitative and qualitative mixtures, then reanalyzed by sorting out internal and external problems to produce an IE matrix. The data collection method used is questionnaires, interviews, and observations. The quantitative data were analyzed using the percentage technique, and the qualitative using the Miles and Huberman technique. The results describe the tourism potential that can be developed to become a tourism icon of Tanjungpinang City, namely art, culture, and natural attractions, but the supporting infrastructure still needs to be improved. The IE analysis produces a matrix in cell II, namely the grow and built strategy; this strategy can help tourism planners determine the right direction of development and strategy.

Keywords. Tourism Research; Mixed Methods Concurrent Triangulation; IFAS EFAS; Tourist Destinations & Attractions; Tourist Development Strategy.

INTRODUCTION

A review of leading tourism journals found that quantitative research dominates the tourism literature, although qualitative research is also increasing. Various debates among experts who differ in opinion about which method is more appropriate to use in tourism and hospitality research also continue to emerge. Applied researchers are more likely to use quantitative methods, and qualitative research is only used as a precursor to subsequent quantification (Riley & Love, as cited in Hewlett & Brown, 2018).

Many views think that qualitative methods cannot produce valuable findings for the industry because the tourism industry requires findings that can be translated into action, so there is distrust in case study findings because they are considered generalizable, even though this method is used to produce various theories in the field of research that are relevant developing (Riley & Love, Riessman, as cited in Hewlett & Brown, 2018). Later in leading hospitality journals, it was also found that qualitative research is increasingly under-represented in hospitality research, but in 2011 Tribe and Xiao found that 60% of the papers in the Annals of Tourism Research instead adhered to qualitative or interpretative designs

(Lynch, 2005; Hewlett & Brown, 2018). On the other hand, some researchers also subscribe to the perennial view that quantitative study findings are biased, with one-third of content in leading tourism journals showing a continuing bias towards the usefulness of quantitative methods for managers, particularly in the field of tourism marketing (Wilson & Hollinshead, 2015; Dolnicar & Ring, 2014; Hewlett & Brown, 2018). Then from 2007 to 2018, it was found that more than half of the research involving social networks in the tourism and hospitality industry used quantitative methods or quantitative methods, while mixed methods were in the minority and rarely labeled as mixed methods, in line with that, it was found that the use of purely quantitative or purely qualitative methods can also be misleading and produce potentially biased findings, have limitations and lead to inconsistent results, so researchers are encouraged to use mixed methods such as explanatory or exploratory sequential designs (Mariani & Baggio, 2020). Based on the analysis obtained from various national and international tourism articles, the data is obtained in Table 1.

Tabel 1. Journal Characteristics by Research Design

No	Authors	Period	Quan.	Qual.	Mixed Methods	Others	No. of Articles
1	Çakar & Aykol, 2021	1974-2020	450	243	82	96	871
2	Truong et al., 2020	1998-2019	6,421	2,416	753	706	10,296
3	Strandberg et al., 2018	2000-2014	135	85	20	52	292
4	Asmoro & Cahyadi, 2022	2005-2022	49	212	28	15	304
5	Molina-Azorín & Font, 2016	2005-2014	154	178	56	-	388
6	Mariani & Baggio, 2020	2007-2018	95	32	18	-	145
7	Madanaguli et al., 2022	2010-2021	48	17	3	8	76
8	Hadinejad et al., 2019	2011-2017	75	8	4	3	90
Total		1974-2022	7.427	3.191	964	880	12.462

Table 1 shows 8 (eight) articles that reviewed journals based on characteristics by research design, from 1974 to 2022, with a total of 12,462 articles. The data show that most studies used quantitative methods, followed by qualitative methods, and very few used mixed methods. It implies the dominance of the positivist paradigm for most journals. Another reason could be the attitude of reviewers and journal editors, who tend to reject conceptual case studies and mixed approaches because they cannot make significant theoretical or methodological contributions to the literature (Nunkoo et al., 2013). In addition, various debates linking quantitative research as a hard science and qualitative research as a soft science (Hewlett & Brown, 2018), causing a bias that can hinder tourism research; therefore, many researchers and practitioners have become interested in using mixed methods research, so that since 2005 mixed methods began to experience an increase in research publications in the field of tourism.

In an article published by the Journal of Sustainable Tourism from 2005 to 2014, it was found that for ten years, sustainable tourism academics have been using mixed methods for the expansion and development of outcomes, thus providing more opportunities for pragmatic transformative research in societal change, and increasing research reliability, which can control bias in social, stakeholder and transdisciplinary issues (Molina-Azorín &

Font, 2016). Therefore, this article emphasizes that a researcher, reviewer, and editor should better understand mixed methods in sustainable tourism research.

Mixed method research also has limitations; the ability to transform qualitative responses into numerical form is the core point of this method, which is to make it easier for researchers to analyze from a quantitative perspective. However, this quantification process can be very complicated. First, a researcher must be able to quantify qualitatively in what form and how to quantify fundamentally qualitatively informed data and try to balance numerical precision with narrative complexity (Sandelowski et al., as cited in Hewlett & Brown, 2018). Then the sample size from qualitative studies is also considered too small to be analyzed statistically. Hence, the value of mixed-method research lies in the ability of researchers to produce research findings that have pragmatic uses, this philosophy of pragmatism is also called the third research paradigm (Creswell, 2014; Johnson & Onwuegbuzie, 2004), so a mixed methods approach is often seen as a way to increase validity and findings.

The essence of mixed methods is pluralism so that the diversity of perspectives will be more apparent to tourism researchers, considering that this industry traverses various interconnected sectors and must be researched in various ways. Hence, using one research method alone is insufficient to answer complex questions. Moreover, it is very relevant to tourism development planning, where a strategic planner must consider various aspects related to government regulations, resources, community social, time, costs, and other spatial considerations. Therefore, the research design will always combine quantitative and qualitative studies to produce complete data in formulating strategies.

Matching Practice in Tourism Development: a Practical Application of Mixed Methods Research in Tanjungpinang City

This article advocates for tourism researchers to use mixed methods in tourism research to address contemporary problems and challenges in this industry. This article describes in detail how to apply mixed methods and data mixing processes so that an applied researcher can also produce valuable findings for industrial development using a mixed-method study. This practice uses data from the condition of tourism destinations and attractions in Tanjungpinang City, Riau Islands Province, Indonesia.

The main component that can encourage the development of a tourist destination is the availability of attractions. This attraction will invite tourists to visit, so it must be supported by the availability of transportation, accessibility, amenities, and other tourism-supporting infrastructure (Sunaryo, as cited in Rianty & Asty, 2021). Therefore, several provisions must be realized in developing a destination, namely: (1) What to see, namely the differentiation of unique tourist attractions and different from other regions; (2) What to do, namely tourist facilities in the form of attractions; (3) What to buy, a place to shop, especially local handicrafts made by the local community; (4) How to arrive, namely accessibility and transportation; (5) How to stay, the availability of adequate accommodation (Wilopo, as cited in Rianty & Asty, 2021). Meanwhile, this study only uses three dimensions: something to see, something to do, and something to buy (Yoeti, as cited in Erida et al., 2018).

Analysis of satisfaction and loyalty is needed to determine whether a tourist destination's development is in accordance with tourist expectations. Satisfaction is a fulfillment of expectations; customers can be satisfied with the product or service provided if the customer expectations for the product/service are following or exceeding their expectations. At the same time, loyalty is a solid commitment to make many repeat

purchases of the selected product or use the service consistently in the future (Kotler & Keller, 2018; Barnes, 2003; Cheng & Rashid, 2013). It means that customer satisfaction and loyalty is a psychological condition of a person who causes feelings of pleasure because his desires and expectations are fulfilled by the performance of a product or service, so that person does not stop at the first purchase but makes purchases consistently and continuously in the long term. Based on these two theories, the dimensions used in this study are the suitability of expectations/expectations, repeat purchases, frequency of visits, length of stay, willingness to recommend, and positive comments (recommendations).

The development of a tourist destination must be carried out by considering internal and external factors and the strategic capabilities of an area so that the role of institutions is needed as a controller and driver. Policies regarding the development of Indonesian tourism areas are regulated in the Law of the Republic of Indonesia Number 10 of 2009. This study uses the implementation of the Edward III Model policy, which offers four factors in implementing public policies, namely communication, resources, the attitude of implementers, and bureaucratic structure (Tahir, 2020).

This study examines what tourist attractions exist and have been running in Tanjungpinang City, what are the conditions of these destinations and attractions, which tourist attractions can be used as a leading tourism, how are government policies in tourism development, what specific recommendations and strategies can be given for destination development tourism based on the results of the IFAS EFAS SWOT analysis, and what are the dominant factors that become the strengths, weaknesses, opportunities, and threats (SWOT) of the tourist attraction.

METHOD

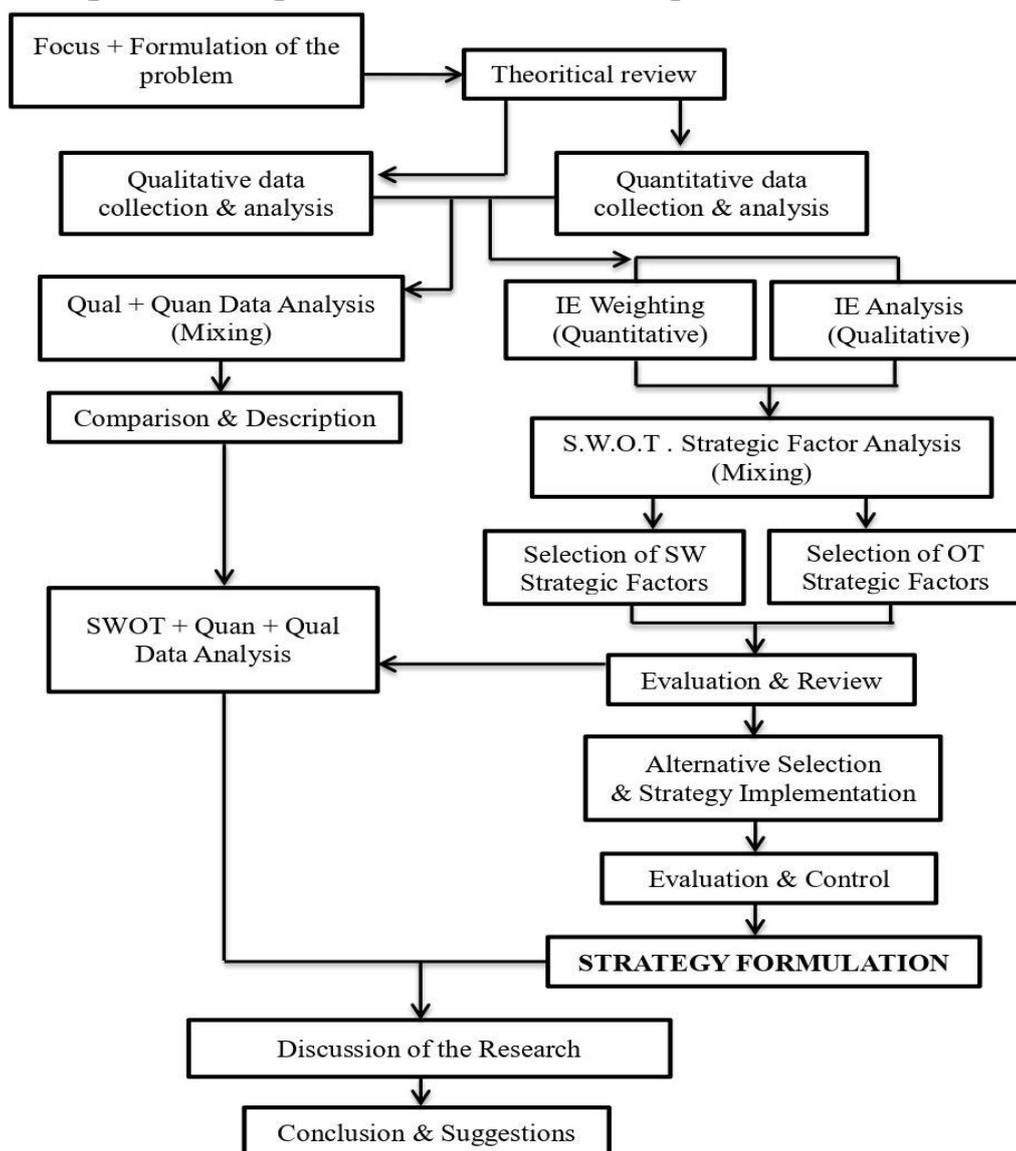
This study uses mixed methods with a concurrent triangulation model, namely qualitative and quantitative, in a balanced way (Creswell, 2013; Sugiyono, 2020) and IE SWOT analysis (Rangkuti, 2014). With this method, two kinds of data are obtained, quantitative and qualitative, simultaneously in one data collection stage so that both groups of data can show a balanced portion of data because two research methods answer similar problem formulations at once. This method was chosen because it allows the data obtained to be more accurate, and inadequate data can be strengthened with more complete data (Creswell, 2013; Almeida, 2018; Rianty & Asty, 2021). When using qualitative methods, researchers must strengthen themselves as human instruments to collect and analyze data accurately. Then when he became a quantitative researcher, the researcher conducted a theoretical study to formulate hypotheses and research instruments used to collect data.

Respondents in quantitative data amounted to 200 tourists, and informants in qualitative data amounted to 8 (eight) people: MSME entrepreneurs, tourism business actors, local governments, and tourism organizations. Triangulation data collection techniques obtained qualitative data sources through observation, interviews, and documentation. The qualitative data obtained were analyzed using pre-field analysis techniques, field analysis (Miles & Huberman), and SWOT analysis. Sources of quantitative data were obtained through an accidental sampling technique and using a questionnaire instrument. Finally, the quantitative data obtained were processed by analysis of the percentage of the respondents' achievement level and numerical analysis.

Qualitative data in informants' opinions are quantified in numbers using measurable scores. Then in the quantitative approach, research data in the form of numbers are analyzed

using statistics (Rianty & Asty, 2021). The two groups of data that have been analyzed are then re-analyzed with meta-analysis to be able to group, compare, differentiate and look for the relationship between one data and another so that it can be concluded whether the two data are mutually reinforcing, weakening, or contradicting (Sugiyono, 2020). Then, the authors present the research data using matrices and tables. The table shows the process of mixing the results of quantitative and qualitative data analysis. Based on the results of the analysis of several theories, the researcher describes the research process as follows:

Figure 1. Mixing Methods: Concurrent Triangulation and SWOT IFAS EFAS



IE SWOT analysis is used to strengthen theory and as a basis for strategy formulation (Rianty & Asty, 2021). The mixed method and SWOT IE are combined to describe the strengths, weaknesses, opportunities, and threats in tourist destinations and attractions in Tanjungpinang City so that all internal and external facts that influence them are obtained. Internal and external factors are weighted based on Rangkuti's SWOT theory. This analysis

helps evaluate and formulate a better strategy for tourism development in Tanjungpinang City.

RESULTS AND DISCUSSION

Respondents in this study were analyzed based on gender, age, country of origin, occupation, the purpose of visiting, time of visit, and Length of Stay. There were 96 male respondents and 104 female respondents, and they were dominated by tourists aged 30 to 39 years. By country of origin, foreign tourists in Tanjungpinang City are still dominated by Singapore (55%), followed by China/China (27%), Malaysia (13%), India (3%), and the Philippines (2%), with jobs primarily as Professional/Business and Housewife, and the primary purpose is leisure and business. Then on the time of visit data, 147 tourists answered once, 27 people answered twice, and 26 others answered three to 6 times, with the most Length of Stay being 1.6 days.

In the behavioral analysis, it was found that most of the foreign tourists knew about Tanjungpinang City through the travel agent package and the internet (website). Therefore, based on the type of tourism, there are 3 (three) answers, namely Rural and Cultural Tourism, Heritage Tourism, and Ecotourism/Wild Tourism, but based on a survey of objects and tourist attractions visited by most foreign tourists are 1000 Statues (heritage tourism), Senggarang Island (cultural & heritage tourism), and Fisherman Restaurant (culinary tourism). Therefore, it can be concluded that foreign tourists still need to fulfill their desire to visit rural tourism and ecotourism/wild tourism attractions or environmentally friendly nature conservation.

Referring to (Creswell & Clark, 2018) and Sugiyono (2020), the quantitative and qualitative data analysis and the results and discussion are shown in matrices and tables, as explained in the following table.

Table 2. Matching Practice and Mixing Process: Tourist Destinations and Attractions Variable

No	Indicators	Destinations and Attractions				
		Quantitative		Qualitative		
Something to see		Yes (%)	No (%)	Tourist Behavior		Results & Discussion Quan+Qual
				22,7%	77,2%	
1	Looking for tourist attraction information	22,7	77,2	Looking for information about Tanjungpinang City before visiting it	Visiting Tanjungpinang City for transit or joining a tour package	Only a few tourists visit Tanjung Pinang City because they are interested in the information. Most visited because of tour packages from travel agents on the Bintan-Tanjung Pinang or Batam-Tanjungpinang-Bintan routes; Tour information obtained from the internet and friends' recommendations.
Something to see		Quan. TCR (%) - Category		Qual.	MIX Quan : Qual	Results & Discussion Quan+Qual
2	The beauty of tourist destinations	55,7-76,1 - Adequate		Very beautiful	Contradicting	Beautiful, neat, and attractive indicators get a score of 'adequate,' but clean indicators get an abysmal score. Therefore, it is expected to improve the cleanliness of the tourist attraction.
3	Interest in attractions	77,3 - Adequate		Quite interesting	Reinforcing	Tourist objects are limited; tourists only like the 1000 statues, Senggarang Island temples, and Gonggong cuisine but do not like other objects. Therefore, it is expected to improve the quality and quantity of other tourist attractions.
4	Location of tourist destinations	68,2% - Deficient		Tourist sites are far away, and transportation to get there is not adequate	Reinforcing	The island's tourist attractions are pretty far away, and according to tourist standards, sea transportation is complicated to find and expensive. Therefore, it is expected to provide special transportation equipment for tourists at affordable prices.
5	Completeness of supporting facilities	48,9-68,2 - Deficient		Tourist facilities not complete	Reinforcing	Places of worship and Banks/ATMs/Money changers have received good scores but still need to be maximized, while public toilets, parking lots, and hospitals/drug shops still get negative scores from tourists, meaning they are incomplete. It is hoped that this facility will be added.

Table 3. Matching Practice and Mixing Process: Tourist Destinations and Attractions Variable (continued)

Destinations and Tourist Attractions Variable					
No	Indicators	Quan. TCR (%) - Category	Qual.	MIX Quan : Qual	Results & Discussion Quan+Qual
Something to see					
6	Condition of tourist facilities	50 - Very Deficient	Tourist sites are very dirty and not maintained	Reinforcing	Most tourist attractions still need to be cleaned and maintained, and the manager needs to maintain good hygiene, especially in the toilet area and culinary tourism sites. It is hoped that the government will implement hygiene SOPs for each attraction manager.
7	Tourism facilities	46,6-81,8- Adequate	Facilities already exist but not enough	Reinforcing	Lodging and tour guides are complete, but public transportation, such as city transportation and small boats, is terrible because it must comply with security standards. Online transportation is still tricky to access, places to eat and shop are still few, and even in some tourist attractions, it is complicated to find, and many roads are also severely damaged.
Something to do					
Availability of rides and attractions					
8	Cultural Tourism	50-79 - Adequate	Interesting but not many choices	Contradicting	Most tourists only visit 1000 Statues and Senggarang Island.
9	Culinary Tourism	55,7-80,1 - adequate	Delicious and lots of choices	Contradicting	Culinary variations are pretty diverse, but the choice of places to eat according to tourist standards is only at Nelayan Restaurant.
10	Shopping Tourism	29,4 - Very Deficient	Very few shopping places	Reinforcing	Hard to find places to shop and souvenir outlets
11	Man-Made Tourism	30,5-49,2 - Very Deficient	Very few tourist rides	Reinforcing	Not many choices and less interesting
Something to buy					
12	Place to eat and drink	68,2 - 92 - Good	Very dirty	Contradicting	The food choices are numerous and unique, especially Gonggong seafood; the prices are affordable, and the taste is good, but the cleanliness is still very worrying because it looks dirty in some culinary locations. Therefore, it is expected to apply SOPs according to the cleanliness of tourist attractions.

Table 4. Matching Practice and Mixing Process: Tourist Destinations and Attractions Variable (continued)

No	Indicators	Quan. TCR (%) - Category	Qual.	MIX Quan : Qual	Results & Discussion Quan+Qual
Something to buy					
13	Shopping center	67 - deficient	Incomplete	Reinforcing	There are still very few places to shop, both at tourist sites and outside tourist sites, so they need to be improved.
14	Souvenir	47,7 - 76,1 - deficient	Very few souvenirs	Reinforcing	It is difficult to find shops that sell souvenirs outside tourist sites, whereas, in tourist sites, the selection of souvenirs is small and of poor quality. Prices are cheap but do not describe the region's characteristics except for Gonggong leather accessories. It is hoped that the local government can facilitate MSMEs in developing this.
15	Price	73 - adequate	Expensive	contradicting	The prices for food, drinks, and souvenirs are pretty low, but the prices for lodging and tourist transportation are high.

Table 5. Matching Practice and Mixing Process: Tourist Satisfaction And Loyalty Variable

No	Indicators	Quan. TCR (%) - Category	Qual.	MIX Quan : Qual	Results & Discussion Quan+Qual
1	Conformity with tourist expectations	50 / Very Deficient	Not as expected	Reinforcing	Few variations of tours can be visited, and destination facilities are still minimal and poorly maintained, so they are not in line with expectations.
2	Repeat purchases	71,6 / Adequate	No	Contradicting	Tourists say they will return to Tanjung Pinang City if they visit Bintan and Batam, so Tanjung Pinang is only a transit point and not the leading destination.
3	The leisure of tourist destinations	67 / Deficient	Uncomfortable	Reinforcing	Tourists state that only a few tourist destinations feel comfortable enough.
4	Frequency of visits	36,9 / Very Deficient	Once	Reinforcing	90% of tourists only visit Tanjungpinang once because the choice of tourist attractions is minimal
5	Destinations image	76,1 / Adequate	Tourism village	Reinforcing	Tourists give a reasonably positive image to destinations with a rural atmosphere and various historical, religious, and natural tourism tours.
6	Length Of Stay (LOS)	39 / Very Deficient	One day	Reinforcing	Tourists' average length of stay (LOS) is only one day because the choice of tourist attractions is minimal.

Table 6. Matching Practice and Mixing Process: Tourist Satisfaction and Loyalty Variable (continued)

No	Indicators	Quan. TCR (%) - Category	Qual.	Tourist Satisfaction and Loyalty		Results & Discussion Quan+Qual
				MIX Quan : Qual		
7	Willingness to recommend	81,8 / Good	Not willing	Contradicting		Tourists agree to recommend 1000 Statues, Vihara Senggarang Island, and Nelayan Restaurant to others but do not agree to recommend other attractions.
8	Positive comments	55/ Very Deficient	Not many positive things to comment on	Reinforcing		There were only a few tourist attractions that received positive comments. On the contrary, negative comments were given to Trikora Beach, Penyengat Island, and Sabana. Then safety standards, land and sea transportation, cleanliness, tidiness, and the number of infrastructure facilities were also harmful.

Table 7. Matching Practice and Mixing Process: Implementation and Development Policy Variable

No	Indicators	Quan. TCR (%) - Category	Qual.	Implementation and Development Policy Variable		Results & Discussion Quan+Qual
				MIX Quan : Qual		
1	Communication/ socialization	39,3 / Very Deficient	Difficult to communicate and get information	Reinforcing		Most tourism actors do not understand the programs and policies implemented by the Tanjung Pinang City Disbudpar, meaning that socialization and communication have not been appropriately conveyed or are still lacking.
2	Human Resources	68 / Deficient	Not competent yet	Reinforcing		Para pelaku pariwisata belum mendapatkan bantuan untuk meningkatkan sumber daya manusia secara berkesinambungan. Masih banyak pendamping dari Disbudpar yang masih membutuhkan kompetensi kepariwisataan yang profesional.
3	Bureaucratic structure	48,6 / Very Deficient	Bureaucracy is good enough	Contradicting		Business licensing regulations are still complicated. In addition, there is no good collaboration between related agencies, so many overlapping regulations and bureaucracies exist.
4	Executor's attitude	77.2 / adequate	Excellent	Contradicting		The implementation of tourism is quite good, but there are still weaknesses in the HR competency indicators and communication difficulties.

Based on the research results in the table above, Tanjungpinang City has enormous tourism potential that can be developed, such as arts, culture, and natural tourist attractions that can be used as leading tourism icons. However, their development has yet to be carried out optimally. It was found that low accessibility to tourism objects, insufficient tourism facilities, and infrastructure, lack of tourist attractions as a destination attraction, lack of cultural products, lack of services, and tourist areas are also not well organized. Furthermore, it is due to the lack of budget and limited human resources (HR) in the field of tourism that can contribute to the development of tourism in this area.

Based on the interview results, data on the increase in Regional Original Income (PAD) and the level of tourist visits each year, but the increase in income still needs to be higher so that it has not been able to support the tourism sector optimally. The Tanjungpinang City, Culture and Tourism Office, has also implemented strategies and collaborations with stakeholders to increase regional tourism potential and tourist visits with various activities. However, based on the results of the study, it was found that the tourism sector in Tanjungpinang City has not run optimally; there are still many shortcomings in supporting infrastructure, such as the lack of proper transportation with security and safety standards that support getting to tourist destinations in the islands, lack of cleanliness cities, and roads access are still damaged.

Based on the research, it was also found that Tanjungpinang has implemented a strategy to increase community-based tourism (CBT), but it has not been maximized; the finding evidence that the level of awareness and competence of the community related to tourism is still shallow, this is because the human resources who work at the Tanjungpinang Tourism and Culture Office not sufficient. Based on educational background, only some employees have tourism competence, so this becomes an obstacle in carrying out tourism development programs, which causes difficulties in socialization and supervision. As a facilitator, the Tourism Office needs human resources who can educate, motivate, stimulate, and assist the community in synergizing with stakeholders to develop tourism together. Then the budget for tourism, which is still very minimal, also results in the various planned programs that cannot be realized optimally.

Various promotions and socializations through brochures and exhibitions are still very conventional, so they cannot reach people who have moved on to the digital world. On the other hand, the means to support work products, such as the availability of the internet network and access to information, have been provided. However, it shows that information and communication technology needs to be used in managing tourism and cultural data properly. For example, it can be seen in the Tanjungpinang City tourism information on the internet, where the latest data on Tanjungpinang tourism is not found on the Tanjungpinang City Government website, as well as information contained in BPS, even the Tanjungpinang Tourism Office website is also inactive.

Then the relationship that is not synergistic between sectors can be seen from the weak coordination between Regional Apparatus Organizations to support tourism. It causes the tourism development of Tanjungpinang City to run poorly. As is known, the development of the tourism sector cannot be carried out alone by the Tourism Office as the development program stakeholder because the development will involve other relevant agencies, for example, the Public Works Department, which plays a role in building infrastructure facilities for access to tourist destinations. In addition, the Department of Transportation plays a role in regulating tourism transportation, and the Department of Communication and

Information has a role in managing tourism information, communication, and publications. Cross-sectoral coordination in Tanjungpinang City is one of the leading causes of tourism development being constrained and tends to be monotonous.

This non-synergistic relationship also impacts the irregular schedules for organizing tourism events in Tanjungpinang City, so the calendar of events that have been set often changes schedules. Of course, this is very detrimental to the tourism sector because foreign tourists who initially have prepared vacation plans will cancel their visits, and the events that have been promoted are finally no longer visited by tourists. Therefore, based on all the findings in the study, it can be emphasized that the Tanjungpinang Culture and Tourism Office has not described satisfactory performance achievements.

The results of this qualitative and quantitative research were then re-analyzed with the IFAS EFAS SWOT to formulate a structured development strategy. The following is the result of the IFAS and IFAS matrix.

Tabel 8 Internal Factors Analysis Summary (IFAS)

STRENGTHS					
No	Indicator	Score	No	Indicator	Score
1	The beauty of tourist objects and attractions		6	Food & Beverages	
a	Exquisite	0,1	a	Lots of choices	0,12
b	Neat	0,11	b	Clean	0,09
c	Interesting	0,1	c	Delicious	0,14
2	Easy to reach the location	0,09	d	Inexpensive	0,16
3	Liked the tourist attractions at Tg. Pinang	0,11			
4	Completeness of tourism infrastructures		7	Souvenir	
a	Lodging	0,13	a	Inexpensive	0,11
b	Public transportations	0,1	8	Will come back	0,1
d	Tour Guide	0,11	9	Willingness to recommend	0,13
g	Shopping centre	0,09	10	Comfortable for staying long	0,09
5	Completeness of supporting facilities		11	Image of City	0,11
b	Worship place	0,09			
Total Score					2,08
WEAKNESSES					
No	Indicator	Score	No	Indicator	Score
1	The beauty of tourist attractions		c	Bank/ATM/Money changer	0,08
a	Clean	0,06	d	Hospital/drug store	0,05
2	Completeness of tourism infrastructures		4	Maintenance of tourist attractions	0,05
a	Online Transportation	0,04	5	Souvenir	
b	Places to eat	0,04	a	Lots of choices	0,04
c	Highway	0,06	b	Good quality	0,05
3	Completeness of supporting facilities		c	Describe the characteristics of the region	0,08
a	Public toilet	0,05	6	It is as expected	0,05
b	Parking lot	0,05			
Total Score					0,7

Tabel 9 External Factors Analysis Summary (EFAS)

OPPORTUNITIES			THREATS		
No.	Indicator	Score	No	Indicator	Score
1	Most visited attractions	0,24	1	Pemda policy	0,05
2	Featured tourist attraction	0,28	2	The policy is good	0,03
3	Development barriers	0,3	3	infrastructure is sufficient	0,06
4	Most favourite tourist attraction	0,18	4	tourism object development is maximized	0,04
5	Opinion on tourist conditions	0,3	5	Tourist characteristics	0,11
6	the potential to develop a tourism village	0,3	6	problems in selling goods	0,13
7	self-promotion & assisted by the local government	0,22	Total Score		0,42
8	quality of goods offered	0,33			
9	suggestions to increase sales	0,28			
10	suggestions to increase activity	0,28			
Total Score		2,71			

After analyzing the internal and external environment on the IFAS & EFAS matrix, the next step is to transfer the scores into the Space and Grand Strategy Matrix by determining the vertical and horizontal axes.

Tabel 10. Vertical and Horizontal Axes Total IFAS EFAS Score

Horizontal			Vertical		
<i>Strength</i>	<i>Weakness</i>	<i>S - W</i>	<i>Opportunity</i>	<i>Threat</i>	<i>O - T</i>
2,08	0,7	1,38	2,71	0,42	2,29

From the results of the identification of these factors, the strategic position and determination of the tourism strategy of Tanjung Pinang City can be described in the Space Matrix and Grand Strategy diagram in the following figure:

Table 11 Matrix of SWOT Analysis of Tanjungpinang City Tourism

<p>Internal Factors</p>	<p>STRENGTHS (S)</p> <ol style="list-style-type: none"> 1. Completeness of lodging facilities 2. Delicious and cheap food and drinks 3. Willingness of foreign tourists to recommend to others to visit 1000 Statues and Senggarang Island 	<p>WEAKNESSES (W)</p> <ol style="list-style-type: none"> 1. Dirty tourist objects and attractions 2. Online transportation infrastructure, places to eat, and roads are not complete 3. Facilities for public toilets, parking lots, and hospitals/drug shops at tourist sites do not yet exist 4. Cleanliness and maintenance of tourist attractions are not good 5. The variety and quality of souvenirs are not good 6. Tourist attractions have not met expectations
<p>External Factors</p>	<p>SO STRATEGY</p> <ol style="list-style-type: none"> 1. Renovate the accommodation 2. Adding culinary variety and maintaining taste and low prices 3. development of tourist destinations and villages 4. Improving the image of tourism 5. Increase promotion 6. Build outlets or souvenir shops 7. recommending Tj Pinang tourism by collaborating 	<p>WO STRATEGY</p> <ol style="list-style-type: none"> 1. Develop leading tourist attractions 2. complete facilities in the form of public toilets, parking lots, banks/ATMs/money changers, hospitals/drug shops, and galleries or gift shops 3. Improve online transportation infrastructure, places to eat, and roads 4. Supervise the security, cleanliness, and maintenance of tourism facilities 5. add a variety of choices of Souvenirs and other tourism products
<p>OPPORTUNITIES (O)</p> <ol style="list-style-type: none"> 1. Pretty good attraction 2. Barriers and obstacles to developing new tourist objects or attractions can be overcome 3. The view of tourists on the condition of tourist objects 4. Potential to develop tourist villages 5. The quality of the goods is quite good 6. The advice given to increase consumption/sales & increase tourism activities is excellent 	<p>TREATHS (T)</p> <ol style="list-style-type: none"> 1. The community does not know the tourism policy that is being developed 2. The tourism policy developed by the city government has not gone well 3. The infrastructure facilities needed to carry out tourism development are not sufficient 4. The Tourism Office has not developed a tourist attraction to its full potential 	<p>ST STRATEGY</p> <ol style="list-style-type: none"> 1. Improve communication with stakeholders 2. Create a branding image so that tourists can remember it 3. Increasing the socialization of tourism programs 4. Expanding networks and collaborating with nearby cities and regencies that have higher levels of foreign tourists visiting 5. Maximizing marketing strategy <p>WT STRATEGY</p> <ol style="list-style-type: none"> 1. Improve coordination, and standard view 2. improve the quality of human resources 3. The Pentahelix Collaboration 4. Improving the quality of attractions and tourist destinations 5. Strengthen the rule of law

Based on this matrix, it can be explained that the SO strategy that must be carried out by the City of Tanjungpinang is to renovate the existing accommodation to make it more unique and describe the cultural characteristics of the city of Tanjungpinang to attract tourists to come and visit the leading tourist objects; Adding a variety of choices for places to eat, culinary, and maintaining taste at a low price; Increase socialization, information, promotion, and marketing by using innovative, creative strategies, and following the development of globalization trends; Take advantage of the willingness of foreign tourists to recommend Tanjungpinang tourism by collaborating with the media, travel agencies, and hotels to create attractive promotions and packages; Development of CBT-based tourist destinations and villages; Improving the image of tourism through improving tourism resources, adding a variety of attractions, and fixing potential destinations so that they can carry out promotions with more confidence.

Then the WO strategy that Tanjungpinang City must carry out is to develop superior attractions and attractions by equipping public toilet facilities, parking lots, Bank/ATM/Money Changers, hospitals/drug stores, and performing hygiene and sanitation maintenance at the facilities routinely by placing permanent cleaners at each destination; Increasing the attractiveness of the destination by completing the infrastructure of galleries or gift shops in tourist destinations so that foreign tourists can quickly get quality products and increase the variety of choices of souvenirs and other tourism products; Increase the budget for tourism development funds, these funds can be obtained through mutually beneficial cooperative relationships with relevant stakeholders; Improving tourism accessibility infrastructure such as roads, public and online transportation; Supervise security, hygiene and sanitation, facility maintenance, and all tourism activities.

The next ST strategy that the City of Tanjungpinang must carry out is to improve communication with the community and stakeholders to socialize tourism development policies and programs by holding sustainable meetings; Create a branding image by creating uniqueness and differentiation in each destination and attraction with the concept of Malay cultural uniqueness so that tourists can remember it; Preserving and maintaining objects, sites and cultural heritage by collecting data, maintaining, and supervising each tourist destination; Expanding networks and cooperating with nearby cities and regencies that have higher levels of foreign tourist visits; Maximizing marketing strategy innovation.

The last strategy is the WT strategy, namely by increasing coordination, collaboration, and shared views from relevant agencies and across sectors in terms of developing tourist destinations and facilities to support tourism development; Collaborating with all stakeholders, relevant agencies, entrepreneurs (private), academics, communities, associations, and the media to conduct studies, research, explore potentials, and promote existing tourism potentials; Cooperating with tourism academics to improve the quality of human resources for the community and institutions by providing continuous education, training, and counseling in order to create a tourism-aware community with a responsive mindset, so that they can anticipate all fluctuating tourism development trends; Provide education about the use of IT for human resources so that they can take advantage of the information and communication technology provided as promotional media so that the Tanjungpinang tourist area is quickly recognized throughout the world; Activate the Tanjungpinang Culture and Tourism Office website with competent management; Consistent in carrying out the event dates that have been set; Improving the quality of attractions and tourist destinations according to tourism standards; Strengthen the rule of

law related to policies that are more supportive of tourism and facilitate regulation.

CONCLUSION

The fast rate of growth of the tourism industry globally requires the academic world to actively exchange knowledge and begin to focus on innovating to create various types of research that are useful for the industry because the tourism industry requires findings that can be translated into practice. Therefore, academics and researchers must be able to understand a problem from a practitioner's perspective. This article offers solutions for academics and practitioners to improve planning practices through data and methodologies so that they can help inform and legitimize decisions made in the public sphere more accurately.

This study offers two approaches at the same time; quantitative methods are used to measure the opinions of tourists as tourism users so that they can fix problems with a bottom-up approach, then qualitative methods are used to explore information from stakeholders as regulators in the tourism industry so that they can help fix problems. in a top-down approach. Finally, these two approaches are combined in a mixed method of concurrent triangulation, which offers access to qualitative and quantitative data in a balanced way to visualize a highly subjective and value-laden concept and is very valuable for tourism planners to create a destination development strategy.

Based on the findings in various leading tourism journals, using one method alone would potentially result in biased and ambiguous findings in tourism destination development planning because each method can only discuss topics inherent in each of the main stakeholders, which is the object of research. Therefore, there is real potential to adopt this framework to investigate other variables further, also seen to be biased in tourism destination development planning.

The author admits that mixed methods have a higher complexity, so there are many limitations found in this study. Therefore, additional testing is needed within the methodological framework. So far, only some scientific articles have tried to innovate using various research designs in mixed methods. Therefore, the authors suggest that other researchers use sequential explanatory, sequential exploratory, sequential transformative, concurrent embedded, concurrent transformative, convergent parallel, and multiphase design (Craswell, 2018; Sugiyono, 2020) in tourism and hospitality research.

The qualitative approach can be used to understand the meaning of highly subjective concepts, while quantitative analysis is needed to test variable hypotheses and triangulate data. The findings of this case study in Tanjungpinang City cannot be generalized, but the research framework and methodological design can be used in other research locations. The availability of methodologically acceptable templates that practitioners can efficiently and effectively adopt is a research priority for advancing tourism studies in planning the development of destinations and attractions.

Broadly speaking, the research findings in Tanjungpinang City explain that as the capital of the Riau Islands, this city has advantages in natural resources and geographical location close to Bintan, Batam, Singapore, and Malaysia, which are already known as one of the world's tourist destinations. However, various limitations in this city require tourism business actors to provide more funds and quality human resources. Therefore, relevant agencies, tourism associations, small, medium, and prominent business actors, and competent academics need strong cooperation and synergy. Tanjungpinang City also has

competitors who are far more advanced in tourism; therefore, to increase market share, this city needs to maximize the quality and diversification of tourism products, as well as support from cities and regencies in other Riau Islands regions.

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