THE STRATEGY OF IMPROVING AGRITOURISM SERVICE AT SETIYA AJI FLOWER FARM BY USING IPA-KANO APPROACH

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Abstract: Setiya Aji Flower Farm Agrotourism is a chrysanthemum flower farm agrotourism located in Jetis Village, Bandungan, Semarang regency, Central Java. This research aims to recommend improving attribute's performance to give maximum satisfaction to visitors. The variable used in agrotourism service is the five dimensions of service quality: tangible, reliability, responsiveness, assurance, and empathy, consisting of 32 attributes in entirety. The research was conducted on October-November 2018. Interviews and observations were used to collect the data. There were 100 visitors used as samples in this research, selected through quota sampling. IPA and Kano analyses were used to give a recommendation. It results in the management's prioritizing concentrate here and one dimensional category.

Keyword: Agrotourism, service satisfaction, the dimension of service quality, IPA-Kano

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Agrotourism is defined as a series of tourism activity with agriculture as the main object of tourism. Parts of agriculture that can be used as objects of tourism are the activity of production, agriculture technology, natural scenery, and community culture. The goal of agrotourism is to widen knowledge related to the chain of activities in

Agriculture. The scope that includes agrotourism is agriculture, forestry, planta-tions, and fisheries. Agrotourism's form is the sale of services of neatly arranged tourist areas to visitors (Usman, Hakim, & Malik, 2012).

The term "agrotourism" comes from prefix "agro", indicating things related to agriculture, and the word "tourism", meaning "traveling together to broaden knowledge" (Mayasari & Ramdhan, 2013). To attract more visitors, management should create something fascinating. It can be in the form of educational concepts in agriculture. The concept is beneficial for the visitors because it can help them release their fatigue of the city crowd (Petroman, Mirea, Lozici, Claudia, & Merce, 2016).

For services to become better, service providers need to improve or understand attributes required

to be maintained through visitor rating analyzed by using IPA-Kano integration. IPA is a combination of measurement between interests and attribute performance using a two-dimensional matrix, in which the measurement results can be known from four quadrants (Barbieri, 2010). Relative attribute interest in IPA is composed by Quadrant A (concentrate here), meaning that customers consider an attribute as important, but the service provider does not give proper services; Quadrant B (keep up the good work), meaning that customers consider an attribute as important and the service provider has given proper services; Quadrant C (low priority), meaning that customers consider an attribute as not important and the service provider does not give proper services; and Quadrant D (possible over-kill), meaning that customers consider an attribute as having low importance, but the service provider give proper services.

Concentrate here is the most critical category because it failed to satisfy the consumers. The service provider considered the attribute attached to this category to be less important and therefore, gave poor service. In contrast, consumers consider it to be crucial. It needs extra effort to make concentrate here more competitive. Keep up the good work constitutes major strength since its performance meets the visitor's expectation. Low priority makes up the minor weakness. This category is the lowest priority in deciding because it receives no benefit from the performance improvement, and therefore needs no extra effort. Possible overkill constitutes minor strength as it has minimum impact on the company's competitiveness (Azzopardi & Nash, 2013).

IPA is an analysis introduced by Martilla and James in 1977 as a method of development and a strategy of business analysis (Silva & Fernandes, 2010). According to Albano, the benefit of IPA is as a guideline for the manager to provide more easily understood information. IPA suggests that we confirm the product of service that can be used to develop the marketing program to result in competitive (Pak, 2015).

Kano is a model aiming at finding links between needs and consumer satisfaction, stated in classifi-

cation and qualitative description (Wang & Ji, 2010). The categorizations of attributes based on Kano model are: attractive, meaning that consumer satisfaction increases, but will decrease if attribute performance does not increase; must be meaning that the consumer satisfaction is normal if attribute is available in service, but will decrease if attribute is unavailable; one-dimensional, meaning that consumer satisfaction increase proportionally if attribute performance increases, but will decrease if attribute performance decreases; indifferent, meaning that the presence or absence of an attribute does not affect consumer satisfaction; reverse, meaning that consumer satisfaction will decrease if attribute performance is high; and questionable, meaning that an attribute is assessed as inconsistent by consumers.

The Kano model focuses on the classification and qualitative description of various curves. Kano is important to comprehend the nonlinear relationship between performance and the visitor's satisfaction. Sometimes the respondent was confused about the Kano model because they found it difficult to imagine the situation in which the necessary condition contradicts the unnecessary one. It is important in classifying the attributes (Violante & Vezzetti, 2017).

IPA and Kano can be integrated to determine important factors in visitor perception to deal with visitors needs. Attributes that becomes a focus of improvement in IPA fall into these categories: concentrate here, keep up the good work, possible over-kill, and low priority. IPA with keeping up the good work and possible overkill is considered to be the strengths. Therefore the priority order for the kano category is attractive, one dimensional, and must be. IPA with concentrate here and low priority category are the weakness, therefore the priority order for the kano category it must be, one dimensional, and attractive (Hung Wu, Tai Tang, & Wei Shyu, 2010). Important gap analysis (IGA) applied in this research is not to compare with Kano, rather than to help IPA-Kano suggest improvement (Picolo, 2010).

Research by (Hung Wu et al., 2010) entitled *An Integrated Approach of Kano's Model and*

Importance Performance Analysis in Identifying Key Succes Factors explained factors that were the key of success for E-Life Mall Corporation in conducting their business as the largest retailer in Taiwan. Factor analysis used seven constructs and 30 attributes. The seven constructs were store management strategy, commodity strategy, promotion strategy, price competitiveness, after-sale service quality, information systems service, and corporate image, among others. Result shows that based on IPA-Kano analysis, the attributes are grouped into the following categories: three attributes of keep up the good work with attractive category and six attributes of keep up the good work with one dimensional category; six attributes of concentrate here with one dimensional category and four attributes of concentrate here with attractive category; one attribute of possible overkill with attractive category, one attribute of possible overkill with must be category, two attributes of possible overkill with indifferent category; two attributes of low priority with must be category, two attributes of low priority with one dimensional category, one attribute of low priority with attractive category, and two attributes of low priority with indifferent category.

Analysis of Service Quality by Using Integration of Importance Performance Analysis (IPA) and Kano Model (A Case Study in PT. Perusahaan Air Minum Lyonnaise Jaya Jakarta) is a research by (Puspitasari, Suliantoro, & Kusumawardhani, 2010) using IPA and Kano to identify attributes needing prioritization for improvement. There are 33 attributes researched. The result of research show that based on IPA-Kano analysis, the attributes are grouped into the following categories: one attribute of concentrate here with attractive category, five attributes concentrate here with one dimensional category, four attributes of concentrate herewith must be category, one attribute of keep up the good work with attractive category, one attribute of keep up the good work with one dimensional category, five attributes of keep up the good work with must be category, two attributes of keep up the good work with indifferent category, three attributes of possible overkill with attractive category, one attribute of possible overkill with one dimensional category,

five attributes of possible overkill with must be category; one attribute of low priority with attractive category, one low priority with one dimensional category, two attributes of low priority with must be category, one attribute of low priority with indifferent category.

The prevailing numbers of a tourist destination with agrotourism concept cause competitive competition between service providers. Tourist perception will help service providers to realize their service quality performance, especially when knowing attributes providing satisfaction and attributes expected by visitors (Lin & Tang, 2018). This research is important for service providers to know what they must do for their services.

METHOD

Location and Data

The research was conducted on Setiya Aji Flower Farm Agrotourism, Bandungan district, Semarang regency, Central Java. The location was deliberately chosen based on these considerations: (1) Setiya Aji Agrotourism is a unique agrotourism destination since its main attraction are chraysanthemum in the greenhouse, (2) it does not only sell the natural concept but also offer flower plantation practice. Data source were primary and secondary data.

This research uses case study approach, that is through explaining the slackness of services, such as the limited number of employees and the absence of medium for the customer to give suggestions and criticisms to the company, which have made it less responsive in giving service to thousands of visitors coming every month. Based on the phenomena, the kind of service the customers need is to be the focus of improvement and maintenance.

Sampling was conducted by using quota sampling, meaning that respondents are limited to certain quota or amounts. The number of respondents was determined based on the category of visitors visiting Setiya Aji Flower Farm Agrotourism, consisting of independent visitors, which made up 60% of total visitors, and entourages, which made up 40%. The respondent selection was determined by using slovin formula with the total visitors in Janu-

ary-October 2018 period amounted to 40,445 people. Respondents sampled for this research amounts to 100 visitors with quota consideration based on visitor category, thus sampling 40 entourage visitors and 60 independent visitors.

Analysis of Services Priority by using IPA-Kano

This research uses IPA by employing SPSS 22 application. IPA combines the performance and expectations of service delivery into two grids; performance as a vertical axis, while expectations as a horizontal axis. Based on the intersection of two grids, the average value between performance and expectations was obtained. Based on the intersections, four quadrants were displayed, namely quadrant A, quadrant B, quadrant C, and quadrant D.

The steps that must be done in using Kano analysis as follows:
1. Defining categories of each attribute based on the table.

Table 1   Definition of Attribute Categories Based on Kano Model

Visitor needs (attribute)			Dysfunctional form question				
			1	2	3	4	5
			Like	Expect	Neutral	Tolerate	Unlike
Functional form question	1	Like	Q	A	A	A	O
	2	Expect	R	I	I	I	M
	3	Neutral	R	I	I	I	M
	4	Tolerate	R	I	I	I	M
	5	Unlike	R	R	R	R	Q

Source: Secondary data (Wang & Ji, 2010)

NB :
Q : Questionable   R : Reverse
A : Attractive   I : Indifferent
M : Must Be

This defines the categorization: if in the functional question form the respondent chose 1, indicating "like", and in the dysfunctional question form the respondent chose 4, indicating "tolerate", and the visitor's need is categorized in A.
2. The number of each Kano category in each attribute is calculated.
3. The attribute categories based on the Kano model are further determined by Blauth Formula as follows:
   a. If (one dimensional + attractive + must be) > (indifferent + reverse + questionable) grade is obtained from the maximum grade (one dimensional, attractive, must be)
   b. If (one dimensional + attractive + must be) < (indifferent + reverse + questionable) grade is obtained from the maximum grade (indifferent, reverse, questionable)
   c. If (A + M + O) = (R + Q + I) the maximum grade between A, M, O, R, Q, I is used.

Then after doing IPA and Kano analysis, the results of the two priorities were analyzed, and the attributes were maintained or improved.

RESULT AND DISCUSSION

Prioritization is a form of evaluation services that can be used by the manager in determining strategies of agrotourism development. The existence of unimportant attributes can be detected early, in order not to cause disappointment to visitors on their future visits, and not to become negative press for Setiya Aji Flower Farm Agrotourism. The following is the IPA analysis result.
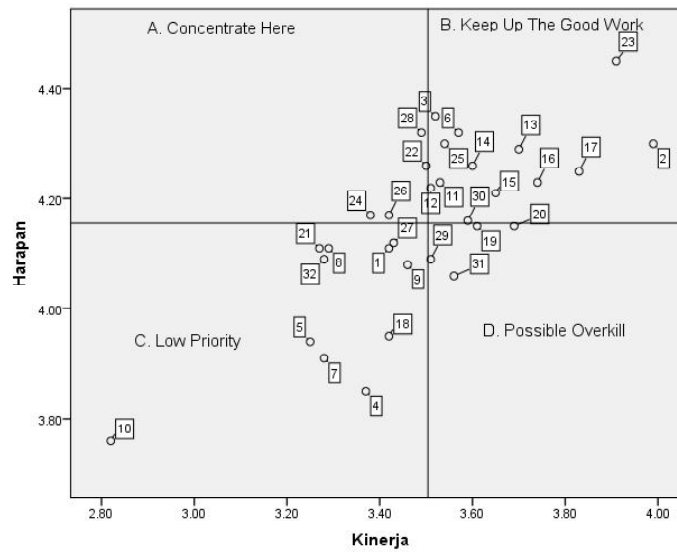
Figure 1 IPA measurement result in Setiya Aji Flower Farm Agrotourism

Prioritization of Service in Tangibles Dimension

There are 12 attributes intangibles dimension related to physical facilities, workers appearance, materials, and tools used. The result is presented in the table below

Table 2   Analysis Result of Tangibles Dimension Service Prioritization

No	Atribute	Gap	IPA	Kano
1	Supporting infrastructures and facilities (prayer rooms, toilets, canteens, plantation practices)	-0.75	Keep up The Good Work	One Dimensional
2	Varying types of chrysanthemum	-0.71	Keep up The Good Work	One Dimensional
3	A wide parking lot for cars and motorcycles	-0.7	Keep up The Good Work	One Dimensional
4	Clean air	-0.31	Keep up The Good Work	One Dimensional
5	Selfie spots	-0.83	Keep up The Good Work	Must Be
6	Use of uniform by workers	-0.94	Low Priority	One Dimensional
7	Trash cans	-0.82	Low Priority	One Dimensional
8	Signboard for flowers	-0.69	Low Priority	One Dimensional
9	Site cleanliness	-0.69	Low Priority	One Dimensional
10	Souvenir shops	-0.63	Low Priority	One Dimensional
11	A wide place to practice flower plantation	-0.62	Low Priority	One Dimensional
12	Information board and information place	-0.48	Low Priority	One Dimensional

Source: Primary data analysis, 2018

Some services need to be preserved in order not to decrease visitor satisfaction. Supporting infrastructures and facilities (prayers room, toilets, canteen, and flower plantation practices) are maintained by keeping them clean. The varying types of chrysanthemum displayed should be maintained since it becomes the main attraction spot on site. The wide space for parking is maintained by site management

since a separate parking lot for cars and motorcycles would ease visitors to park without hassle. Clean air should be maintained so that visitors would not be disappointed, by cleaning trashes around the site, etc.

Selfie spots built on sit should be maintained so that visitors do not become disappointed. The management should also preserve chraysanthemum in such a way that it may bloom every day to keep the main attraction. Tourists prefer tourist destinations that offer varied facilities because they are considered to provide more satisfaction to visitors (Benur & Bramwell, 2015). The management should not only maintain chrysanthemums and viewing post but also add other interesting selfie spots so that visitors are not bored.

Some attributes should be paid more attention to by management. In terms of the use of uniforms by management should be practiced so that visitors do not feel reluctant to ask because of their inability to distinguish the management from visitors. In terms of trash cans, the management should provide trash cans so that visitors do not litter the place. The signboard on flower plots is important according to visitors since it enables them to know the types and varieties of the chrysanthemum when they want to

buy it in another place. The site's cleanliness, management should clean wood scattered around the greenhouse, since there are many visitors slipped during a walk around.

In terms of souvenir shops, it is important to note that not all visitors want to buy flowers, instead of according to them it is important for the souvenir shop to sell unique souvenirs such as key chains and t-shirts as memorabilia. The management should also provide a wide, special plot to practice flower plantation so that the visitors may practice with others without waiting for their turn in queues. There also should be information boards so that visitors may be able to look up promos or facilities offered on site, since not all visitors have social media accounts like Instagram, and an information center to ease visitors in asking what facilities can be enjoyed on site.

Prioritization of Service in Reliability Dimension

The attributes in the reliability dimension have a relation with the ability of the management in providing services to visitors. There are five attributes in this dimension. The following is the table of result reliability dimension service prioritization.

Table 3   Result of Reliability Dimension Service Prioritization

No	Attributes	Gap	IPA	Kano
1.	Seriousness in serving visitors	-0.66	Keep up The Good Work	One Dimensional
2.	Reliable information	-0.59	Keep up The Good Work	One Dimensional
3.	Good communication	-0.56	Keep up The Good Work	One Dimensional
4.	Easily understood information	-0.49	Keep up The Good Work	One Dimensional
5.	Knowledge about flower cultivation	-0.42	Keep up The Good Work	One Dimensional

Source: Primary data analysis, 2018

Table 3 shows that the five attributes in the reliable dimension are important to be preserved. Among them are seriousness in serving visitors in which the management should willingly offer themselves as a guide when the visitors come. Reliable information in which the management must keep

provide the visitors with honest information in accordance with the condition in the field.

Good communication in which the management as a guide should speak slowly and clearly so that the visitors can give feedback, easily understood information in which the management. The

management should explain agricultural terms to the visitors for not all of them understand the terms and the knowledge about chrysanthemum in which the management who has already known chrysanthemum cultivation since their early age should broaden their insights by adding their references from other resources such as reading information on the internet or books in addition to the experiences they have gained in the field.

Based on the interview with the visitors, the visitors feel happy because the management seems to master the chrysanthemum cultivation and is honest when extending information about the chrysanthemum due to their long experiences in the field. This is line with the claims which says that the factors that affect the satisfaction of visitors are characters of service providers, namely; education background, experience, resource availability, communication, and individual's ability in approaching visitors (Klementova, Zavadsky, & Zavadska, 2015).

Prioritization of Service in Responsiveness Dimension

Attributes in the dimension of responsiveness related to the speed of the management in receiving criticism and suggestions, helping, and warning visitors. There are five attributes in this dimension. The analysis result of the priority of service in the responsiveness dimension is presented in the table below.

Table 4 Analysis Result of Responsivenss Dimension Service Prioritization

No	Attributes	Gap	IPA	Kano
1.	Responsiveness in explaining facilities offered	-0.76	Concentrate Here	One Dimensional
2.	Responsiveness in receiving questions	-0.46	Keep up The Good Work	One Dimensional
3.	Responsiveness in offering help to visitors in need of help	-0.54	Possible Overkill	One Dimensional
4.	Responsiveness in warning visitors	-0.84	Low Priority	One Dimensional
5.	Responsiveness in receiving criticisms and suggestions	-0.53	Low Priority	One Dimensional

Source: Primary data analysis, 2018

The attribute that becomes the site manager's primary concern in improving services in the responsiveness dimension is responsiveness in explaining facilities offered. It is considered important since visitors do not know facilities offered by the site, owing to the lack of workers greeting visitors. Hence, if the management cannot add more workforces, they should be active in offering services.

The attribute that needs to be maintained to maintain visitor satisfaction is the responsiveness in receiving questions since the management patiently responds to visitors recurring questions. Managers should add more workers to guide visitors since not all visitors want to be joined with encourages. In terms of responsiveness in warning visitors, the minimum supervision caused chrysanthemum in display prone to damage by irresponsible visitors. The attribute that needs improvement is the responsiveness in receiving criticisms and suggestions. Therefore, managers should dare to warn visitors in question, not just saying behind.

The uniformity of tourism product can be made by offering fascinating experience and activity to the visitors to alter their demand and taste (Benur & Bramwell, 2015). There is a concern that is based on the visitor's experience the management is less responsive in serving them, for instance by giving less clear explanation about the facilities they offer, reprimanding them, and receiving criticism and suggestion, they will share negative information with their friends and relatives so that they will not go there.

Prioritization of Service in Assurance Dimension

Attributes related to assurance dimension are related to the security of Setiya Aji Flower Farm Agrotourism site. There are five attributes analyzed in this dimension. Result of analysis is presented in the table below.

Table 5   Analysis Result of Assurance Dimension Service Prioritization

No	Attributes	GAP	IPA	Kano
1.	Medicine supply for visitors	-0.79	Concentrate Here	One Dimensional
2.	Safety of tools for chrysanthemum planting practice	-0.75	Concentrate Here	One Dimensional
3.	Safety of playground rides	-0.76	Keep up The Good Work	One Dimensional
4.	Safety of tourist attraction from theft	-0.54	Keep up The Good Work	Must Be
5.	Site manager's stern enforcement of rules in agrotourism site	-0.69	Low Priority	One Dimensional

Source: Primary data analysis, 2018

The attribute that becomes the site manager's primary concern in improving services in assurance dimension is medicine supply for visitors. The management should provide medicine supply since, in rainy season, ground on site becomes slippery, and as a result, visitors are prone to slipping. In terms of safety of tools for chrysanthemum planting practice, the tools used such as hoes have a less sturdy handle and therefore needs checking before using by visitors. The attribute that needs to be maintained is the safety of playground rides. The management should not replace them since they have become a well-liked facility for visitors, especially for kids, who are prone to distraction when bored walking around the flower farm. In terms of safety of tourist attraction from the theft, the site's proximity to the nearby village does not guarantee its safety, and therefore it is important to the management to not leave the tourist attraction for too long.

The attribute that needs to be improved is the managers stern enforcement of rules in the agrotourism site. It is important since the management is considered as passive when visitors arrived and they only devote their time on site for one to two hours. This can make visitors disappointed because many want to know and learn about chrysanthemum, but the managers are not in place.

Hadioetomo opined that the advantage of a service depends on uniqueness and quality it shows (Hadioetomo, 2009). In this dimension, safe playground rides and safety of site from the theft become the site's advantages because of their good performance. These advantages become the selling point of Setiya Aji Flower Farm Agrotourism.

Prioritization of Service in Empathy Dimension

Attributes related to the empathy dimension are the management's ability in giving full attention to visitors, good communication, and ease of contact. There are five attributes included in the empathy dimension. If a visitor's desires are fulfilled, services provided to visitors are successful since they have had an advantage in the competition (Detmuliati, Alditia; Achnes, Syofia; Agus, 2014). Advantages in this dimension are presented in the table below

Table 6   Analysis Result of Empathy Dimension Service Prioritization

No	Attributes	GAP	IPA	Kano
1.	Hospitality in providing services to visitors	-0.83	*Concentrate Here*	*One Dimensional*
2.	Prioritizing visitor interests	-0.57	*Keep up The Good Work*	*Attractive*
3.	Ease of visitors to contact the site manager	-0.58	*Possible Overkill*	*One Dimensional*
4.	Equal treatment of visitors in providing services	-0.5	*Possible Overkill*	*One Dimensional*
5.	Reminding closing hours of agrotourism site	-0.81	*Low Priority*	*Attractive*

Source: Primary data analysis, 2018   Based on table 6. it can be understood that the first attribute need

Based on table 6. it can be understood that the first attribute needing to be improved hospitality in providing services to visitors. Site management is considered as passive by visitors since they did not greet and guide visitors upon arrival. Therefore, site managers should be active and greet visitors with a smile. The attribute whose performance needs to be maintained is prioritizing visitor interests. Although the manager is not always on site, he still comes to the site when needed as guides. The attribute that needs to be improved is the ease of visitors to contact site management. The manager should put up signs containing management's contact number since they are not always on site. In giving equal treatment to visitors, managers do not combine independent visitors and entourages since it can cause discomfort to independent visitors wanting to obtain more information. The attribute that also needs to be improved is reminding closing hours of agrotourism site. Site management should put up information signs containing closing hours so that visitors do not use the site for things that are not good.

CONCLUSIONS AND RECOMENDATIONS
Conclusions

The research finding shows that the management should maintain IPA-Kano, keep up the good work and attractive categories, that is to prioritize the visitor's satisfaction. Those attributes were marked good service by the visitors, for example, when the management was not always on site but immediately went to the site and served the visitors when they need the management. Although their performance did not improve its performance by hiring additional employees so that the visitors do not need to wait for them to reach the location too long and the problems the visitors have can be resolved immediately.

Recommendations

The management needs to improve. IPA-Kano, concentrate here, and one dimensional category, among of those are cordiality in serving the visitors, pharmaceutical product supply for the visitors, responses in explaining the facilities it offers, and the safety of equipment for planting chrysanthemum flower. Those attributes need to be the main priority of refinement because they are considered to be very important by the visitors. Otherwise, it will decrease their satisfaction. The management needs to take part in a training on how to welcome visitors in a good manner, providing drugs if some visitors are injured during the tour, and regularly check all practical equipment to keep it safe to use.

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