

Proposed Performance Management System to Increase Competitiveness For Rural Tourism

Dwis'nu Arfa Sita^{1*}

¹Sekolah Bisnis dan Manajemen Institut Teknologi Bandung, Indonesia

ABSTRACT

Provincial tourism could be a quickly developing tourism section and has significance for expansion, given its potential to contribution to financial development in provincial regions. Be that as it may, any goals for advancing rural tourism ought to be actualized to maximize goal performance. performance assessments are a basic instrument in advancing the maintainability of traveler goals. The writing appears to require agreement on fundamental phrasing and definitions of provincial tourism performance. This paper gives a system for assessing provincial tourism performance through the competitiveness list as the impact of the performance administration framework comprised of techniques, forms, capabilities, and partner viewpoints. It reflects a more all-encompassing and viable rural tourism performance. This investigation will utilize a blended multi-method quantitative and subjective strategy. Researchers arrange to utilize the AHP/ANP and Agent-Based Show to test the conceptual system of the performance administration framework. This investigation will center on seven autonomous provincial tourism areas in Indonesia to obtain necessary information. This performance management framework is anticipated to extend the competitiveness of village tourism. The multi-factor comprehensive assessment performance is connected to all village tourism, which was chosen to test the system created by utilizing activity inquiries.

1. INTRODUCTION

1.1. Background

Nowadays, tourism's trade volume rises to or outperforms oil, food items, or automobiles. Tourism has become one of the major players in international commerce and speaks to, at the same time, one of the most paying sources for numerous developing nations. This worldwide spread of tourism in industrialized and developing states has created economic and business benefits in numerous related segments - from development to agriculture or broadcast communications (UNWTO).



Figure 1. Why Tourism? (UNWTO)

Moreover, in developing nations, tourism plays a critical part in the economy as a supplier of occupations, a supporter of the GDP, and a vital specialist in progressing the standard of living of the community populace (Soukiazis & Proença, 2008). Law Number 10 of 2009 contained the reasons for tourism, such as a. incrementing financial development; b. advancing people's welfare; c. annihilate destitution; d.

* Corresponding Author: dwisnu_sita@sbm-itb.ac.id



ICBMR

overcoming unemployment; e. preserving nature, environment, and assets; f. advancing cultures; g. improve the image of the country; h. cultivate a sense of adoration for the country, i. reinforce a sense of nationality and solidarity, and j. fortify universal companionship. Thus, the tourism division is one of the potential segments that can be created in rural areas.

Rural areas have vital impacts on the financial development of a nation. Concurring to ILO (2021), the village's economy holds impressive potential for financial development, work creation, and development of small-income work. The potentials of provincial tourism in Indonesia is exceptionally different (Yunus et al., 2018). Nagaraju and Chandrashekara (2014) expressed that the development of village tourism might provide a maintainable revenue-generating venture for provincial development, offer assistance to the influx of assets from urban to rural, and additionally avoid the movement of village individuals to urban areas.

Concurring to the Service of Tourism and Inventive Economy, there are four categories of rural tourism within the list of Indonesian country tourism, specifically: pilot (*'rintisan'*) tourism towns, developing (*'berkembang'*) tourism towns, progressing (*'maju'*) country tourism, and independent (*'mandiri'*) tourism towns. Each has pointers that incorporate traveler visits, agencies, foundations, and the level of open mindfulness in looking for rural tourism development. The number of pilot tourism towns as of Admiralty of 2021 is 711 towns, developing tourism towns are 969 towns, progressing tourism towns are 159 towns, and independent tourism towns are 7 towns.

Governments should still endeavor to extend the number of created and autonomous rural tourism. The government has realized the enormous challenge of building a visitor town. Hence the government collaborates with different private parties in arranging and actualizing tourism town development programs. Furthermore, a few conditions must be met for a town to be announced as rural tourism. Firstly, human and community resources must act as a driving force for tourism villages within the town. Meanwhile, tourism towns now require a proclamation from local officials. Thirdly, the local government must have territorial tourism improvement goals and targets. Fourth, the results from rural tourism are apparent.

Provincial tourism requires real dealing within its development. Although Indonesia has attractive places for tourism - lovely hinterland, shorelines, unique social cultures, and authentic ruins, the nation comes up short of drawing in huge numbers of international sightseers. Indonesia must know what has been holding back the speed of development of Indonesia's tourism segment. Based on the Travel and Tourism Competitive File (TTCI) report in 2019, the need for a legitimate foundation in Indonesia is a progressing issue, not as it were since it significantly increments coordination costs and makes the speculation climate less alluring but, moreover, diminishes the stream of travel for tourism. However, the framework within the nation is not attainable, particularly in eastern Indonesia, due to the need for air terminals, ports, streets, and lodgings. The need for a network inside and between islands implies many zones in Indonesia with tourism potential that cannot be easily accessed. On the other hand, lack of education is additionally a deterrent. Worldwide competition within the tourism industry has become a challenge for numerous nations that are competing to be alluring tourist destinations, and understanding those variables that contribute to the competitiveness of tourism destinations is the base towards preserving the current level of improvement, their vitality and development (Hassan, 2000; Ritchie & Crouch, 2003).

To form a competitive methodology for empowering the competitive advantage of tourism, it is imperative to consider the situating terms for the related trade. A competitive position can be accomplished by maximizing qualities that separate the full trade from its competitor (Porter, 1985). Situating can make the brand compete with other brands through a particular advertisement (Keller, 2003). To maximize its quality, rural tourism needs to scale out its qualities, shortcomings, opportunity, and risk (SWOT) and measure its performance after creating or progressing based on SWOT appraisal. Rural tourism should consider the time for development and after its change for them to be exceptionally qualified and prepared for provincial tourism competitiveness. We hypothesize that endeavors on performance/results equally propel almost steady performance/results. The steady and successful performance does not unfurl by chance. Globally, the joint National Environment/UNEP defined the common problems in tourism: a) tourism improvement is not arranged to nearby financial development; b) tourism improvement ignores the social standards of tourism so that there is no trust in building community

mindfulness and capacity to preserve and progress the quality of the environment in their region; c) tourism development depends on the keenness of the biological system and does not coordinate with preservation efforts and the application of the carrying capacity principle; d) tourism improvement is not included within the development of neighborhood communities and does not fortify the organization of the destinations. The level distinguishing proof of rural tourism has been carried out, and advanced estimations must be made on the performance of country tourism improvement. Regular local governments' involvement is dilemmatic in mapping hundreds of rural tourism in their region. The issue is, is there anything that can be utilized as a benchmark for deciding the success of provincial tourism/ tourism town development?

A few disobedients can be utilized to evaluate the autonomy and success of country tourism development. Three approach models are economical tourism (Feasible Tourism), Community Based Tourism (CBT), and the UNWTO (World Tourism Organization) adaptation of quality destinations. This estimation becomes the base of a competition anticipated to speed up tourism town development since all that needs to appear is their best endeavors in realizing a tourist town. This competition is vital and backed by the Indonesian Tourism Town Grant program, held by the Ministry of Tourism and Creative Economy each year. Grants are awarded to the winners; therefore, accurate measuring devices are required to cover all angles of tourism town development. This starts with an evaluation of the government, supporting organizations, as well as the community or villagers, with quantitative and subjective estimations for all levels of the rural tourism.

Based on the circumstances and issues, we must know the real issues through evaluation and assessment to illuminate those issues. The performance administration framework is one of the apparatuses for evaluating and assessing. Measuring the performance of provincial tourism development precisely as it can happen with the proper performance administration demonstrated. When potential issues can be recognized precisely, at that point the improvement program can be executed successfully and productively. Alluding to this, the researcher accepts that the development of an performance administration framework to extend the competitiveness of provincial tourism development must be built promptly.

1.2. Research Objectives

After analyzing numerous archives of rural tourism, the researcher found no correct standard for measuring rural tourism development performance. However, Indonesia is still utilizing those three approaches (economical tourism, Community based tourism, and the angle proposed by UNWTO) to assess provincial tourism.

Various measuring tools exist related to tourism, such as Tourism Satellite Account (TSA), Travel and Tourism Competitiveness Index (TTCI), and the Diamond model. However, researchers have not developed a performance management system for rural tourism development. Therefore, the researcher aims to:

Propose a performance management system to increase the competitiveness of rural tourism, where competitiveness is expected to trigger the speed of rural tourism development.

Provide solutions for rural tourism in identifying rural tourism gaps and potentials through accurate measuring tools, to be more effective and efficient in developing rural tourism.

1.3. Research Questions

The improvement of a tourist town has several stages. To evaluate the development from one organization to another, it is fundamental to have the proper estimation pointers. Hence, the investigative questions proposed by the researcher are:

1. What are the performance administration viewpoints and markers for rural tourism development?
2. How is the linkage between performance markers in each viewpoint, and will the linkage weights



ICBMR

between markers from completely different viewpoints be the same and, by and large, apply to all sorts of traveler towns, or are there certain characteristics?

3. Are the performance benchmarks for all towns the same or diverse, depending on the characteristics of the towns being considered?

4. What is the approach and technique for overseeing tourist towns? Is there a common demonstration or a particular indicator to extend its competitiveness?

2. LITERATURE REVIEW

2.1 Rural Tourism

Concurring to Fang and Xu (2021), rural tourism is characterized as tourism found in rural zones; country tourism features a distinctive scale and character capacities. In the case of creating an excursion in rural tourism, the characteristics that must exist are: (1) found in a country region, (2) based on local tourism highlights, (3) owning buildings and settlements on a small scale, (4) relating to inhabitants, (5) based around the areas of towns and little towns, (6) outlines a financial, natural and authentic design.

Further research has found that rural tourism can strengthen the whole character of a nation since it is closely related to ways of life, neighborhood generation, social celebrations, and traditions (Ursache et. al., 2015). During visits to their destinations, visitors have the opportunity to appreciate the offers of rural ranges and courses and experience positive encounters that will influence the probability of their return visit (Prabhakaran et. al., 2014). The concept of country tourism with its one-of-a-kind, particular, and naturally neighborly items can be an unusual arrangement for improving tourism within the world (Giampiccoli, 2020). In reaction to the growing tourism curiosity, Indonesia's tourism choices are developing within the frame of rural tourism in different areas in Indonesia. The development of country tourism is useful for the rise of elective tourism to meet a moving tourist interface. Moreover, it can also be utilized as a solution to the issue of destitution, social conservation, and natural conservation. The development of maintainable country tourism has been characterized as tourism that centers on suitable approaches and procedures to ensure the achievement of benefits and restrain the negative impacts of rural tourism on rural communities (Ertuna & Kirbas, 2012). There are four measurements within the development of economical provincial tourism, specifically economic, social, financial, and natural supportability (Prevolšek et al., 2020).

2.2 Performance Management for Rural Tourism

A few approach models utilized for assessing rural tourism are Community Based Tourism (CBT), Maintainability Tourism, UNWTO, and precious stone show. Goodwin & Santili (2009) said that Community-based tourism (CBT) is "implies of development whereby social, natural and financial needs of nearby communities are met through the advertising of a tourism item". They included that the "expansive larger part of community-based tourism undertakings are based on the development of community-owned and overseen lodges or homestays". The neighborhood communities are the decision-maker and have the control to oversee their items to advantage the show and future guests.

The definition of CBT suggested by Suansri (2003) in his book is quoted as follows: "Community-based tourism is tourism that takes natural, social, and social maintainability under consideration. It is overseen and possessed by the community, for the community, to empower guests to extend their mindfulness and learn about the community and nearby ways of life". The fundamental standards of Community-Based Tourism (CBT) agreeing to UNEP and WTO (2005) incorporate financial standards, social standards, social standards, political standards, and natural standards. Agreeing with Suansri (2003), the application of Community-Based Tourism (CBT) standards in financial, social, social, political, and natural angles in provincial tourism of the viewpoints of a quality destination agreeing to UNWTO incorporate: 1) Recognition of security; 2) Sanitation and wellbeing; 3) Regard for the environment and human legacy; 4) Resource and space organization; 5) Cleanliness; 6) Harmonious destination quality; 7) Network; 8) Sensible cost; 9) Neighborhood neighborliness; 10) Suitable

language translation; 11) Improved convenience and eatery administrations; 12) Adequacy of foundation and open administrations. Broadly speaking, there are 3 (three) markers of the success of the provincial tourism organization/institution/management. These are: 1) There is straightforward administration; 2) The presence of legitimacy of teaching or a structure of tourism town administration; 3) Building up associations, both with government, the scholarly community, private division, media, and communities.

The degree of the success of tourism's commitment to social welfare in provincial tourism is not seen from the number of individuals included but moreover measured through 4 (four) markers: 1) Reasonable dissemination of benefits and parts, both in terms of age and sex; 2) Fortifying the values of *gotong royong* (mutual cooperation) and inter-citizen concordance; 3) Equal opportunity for commitment and carrying out plans of actions; 4) Contribute to the quality and supportability of the environment and culture. Customarily, organizations measure their performance on short-term money-related measures; in any case, the Balanced Scorecard approach amplifies this to incorporate measures of performance relating to clients, inner forms, and the learning and development needs of their individuals (Latshaw & Choi, 2002 in Chavan, 2009). The Prism performance management model, is a performance estimation framework that refines the past performance estimation framework. The system from the Prism performance management model is categorized into two angles: business performance review and performance measurement review. This model is based not only on strategy but also on the satisfaction and contribution of stakeholders, processes, and company capabilities (A. Neely, et. al, 2001 Helia et al., 2021). It can be seen in Figure 2.

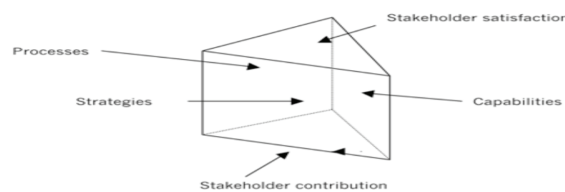


Figure 2. Prism performance management model

Opposite to the Balanced Scorecard performance estimation framework, which is guided by performance measures entirely inferred from the technique by Kaplan (2009), and Setiawannie & Rahmania (2019). Prism performance management model alludes to the partner demands that must be considered. Partners play a critical part in moving forward SME performance through partner capacities as coaches, examiners, facilitators, professionals, and money-related suppliers (Helia et al., 2021). Prism performance management model also gives a comprehensive performance estimation by deciphering partner fulfillment and commitments towards organizational objectives, techniques, commerce processes, and capabilities, for case, within the batik industry (M. Budijantoet, 2012). A strategy of problem-solving is utilized to back decision-making employing a Prism performance management model. The utilization of multi-criteria examination is more prevalent than multi-objective optimization in ecologically cognizant fabrication. As of now, a few procedures that are frequently utilized are AHP, ANP, and TOPSIS. This inquiry will employ the Expository Pecking order Prepare (AHP), Expository Organize Handle (ANP), and Agent-Based Show. AHP is utilized as a weighting model, with the advantage of ensuring consistency when deciding the weight of the criteria.

2.3 Competitiveness of Rural Tourism

Different universal organizations, including UNEP, the World Bank, and the World Tourism Organization (WTO), have recognized that tourism is an indistinguishable portion of human life, particularly concerning social and financial exercises. The fruitful improvement of the tourism industry implies that it will increment the competitiveness of the tourism industry within the destination zone. The competitiveness of the tourism industry encompasses a fundamental component by taking under consideration the components that impact it, such as the development of the number of visitor visits to tourism objects, both local and international visitors, the promoting structures and agencies, the development of people's per capita salary, the number of star inn inhabitation, bedding, and the normal length of stay of sightseers.



Tourism destination competitiveness is characterized as “the capacity of a destination to preserve its position on the advertise and/or to progress it over time” (d’Hautesserre, 2000, p. 239) and “to provide items and administrations that are better than on to other destinations, especially with respect to those viewpoints of tourism encounters that are imperative to sightseers” (Dwyer & Kim, 2003). The level of a region’s tourism competitiveness is influenced by the variables displayed in Table 1.

The level of a region’s tourism competitiveness is affected by the factors presented in Table 1.

Table 1. Factors affect region’s tourism competitiveness (Roman et al., 2020)

FACTORS	SPECIFICATION
ECONOMIC	Production factor resources,
	Rate of inflation
	Functional infrastructure for the tourist reception area (tourist trails),
	Unemployment rate,
	Level of economic interventionism,
	State of infrastructure (well-developed local and regional infrastructure ensuring easiness in running a business, a network of roads with good road surface condition, utility infrastructure, and good transport accessibility)
	Functional infrastructure for the tourist reception area (tourist trails),
	Innovations
SOCIAL	Level of qualifications and the level of educational background of the residents,
	Availability of qualified human resources,
	Availability and potential of educational, cultural, and recreational institutions, and a high R+D potential,
	High R+D sector, education, and training inputs.
LEGAL	Legal instruments in a form of acts, directives, and regulations of public authorities, the stability of those provisions, tax relief applications, tax exemptions for new investors, and a simplified procedure for starting and running a business.
GEOGRAPHIC & TOPOGRAPHIC	High quality of the natural environment
	Location benefits,
	Natural resources related to the possibility of running a tourism business

The variables can be separated into two categories: the ones vital to preserving a capacity to compete and the ones that make a competitive advantage from the appearance of additional qualities that improve the procurement of investors.

The investigation results can appear to be the improvement of tourism potential, showing the degree to which the government and the private division maximize existing potentials. This examination shows that we require standard performance administration in all ranges for rural tourism to become the center of enhancement while also raising the potential.

3. RESEARCH METHODOLOGY

This investigation will utilize a blend of subjective and quantitative strategies and employ a multi-method approach. The researcher will utilize blended quantitative and subjective, as well as different strategies for information collection and information examination. This investigation will cover all regions of provincial tourism improvement. Hence, the researcher will not utilize a survey but rather gather dialogue among the community, administration, villagers, trade partners of rural tourism, and tourists. A meeting is additionally required amid information collection and Explanatory Pecking order Handle. Moreover, Agent-based Shows will be utilized to analyze information or, indeed, affirm information investigation. Activity inquiries will also be connected to the performance administration framework usage.

3.1. *Research Philosophies*

The reasoning behind this investigation is practicality. Country tourism development could be an exceptionally complex thing. It involves financial, political, socio-culture, and environmental, conjointly includes so numerous parties. This research begins with the issue that a performance administration framework does not uphold rural tourism improvement. However, this time, an performance administration framework for provincial tourism will help country tourism assess all divisions routinely. Country tourism development may be a complex process, where many segments will be included, just as the economy, social culture, legislative issues, environment, et cetera. Moreover, when we have to maintain provincial tourism improvement, a framework or a device is needed to assess each progress regularly. A wealth of information can be collected from complex situations. All factors and markers within the performance administration framework for rural tourism must be implementable. Those are the clarified ontological components.

Epistemology in this inquiry appears through the factors and markers of a performance administration framework built based on real speculations and information. All factors and markers must be pertinent and have solid connections. A performance administration framework for rural tourism could be an arrangement for country tourism to extend its competitiveness file after all divisions are maintained since it assesses routinely. The axiology of this research is evident whereby creating a performance administration framework for provincial tourism; the researcher includes solid respect in giving numerous individuals in rural tourism instruments that they can value their commitment to other partners amid stages of development. They will continuously understand their qualities, shortcomings, opportunities, and threats by having customary assessments. This can push them to stay more focused on strengthening their quality and move forward within their development zone while treating the opportunity and risk regions precisely right.

The researcher will utilize blended quantitative and subjective methods and several information collections and investigation strategies. This inquiry will cover all zones of rural tourism improvement; in this manner, the researcher will utilize the survey to create an overview, centering on gathering dialogue among the community, administration, villagers, commerce partners of country tourism, and visitors. A meeting is additionally required amid information collection, and Expository Progression Handle and Agent-based Demonstration will be utilized to analyze or verify the information obtained. Inquiries will be connected to the performance administration framework implementation.

3.2. *Research Methods/Strategies*

The researcher will create overviews through surveys, observations, in-depth interviews, focus group discussions, grounded hypotheses, and activities to investigate – a delicate framework strategy for information collection. Figure 4 shows the overall methodology:

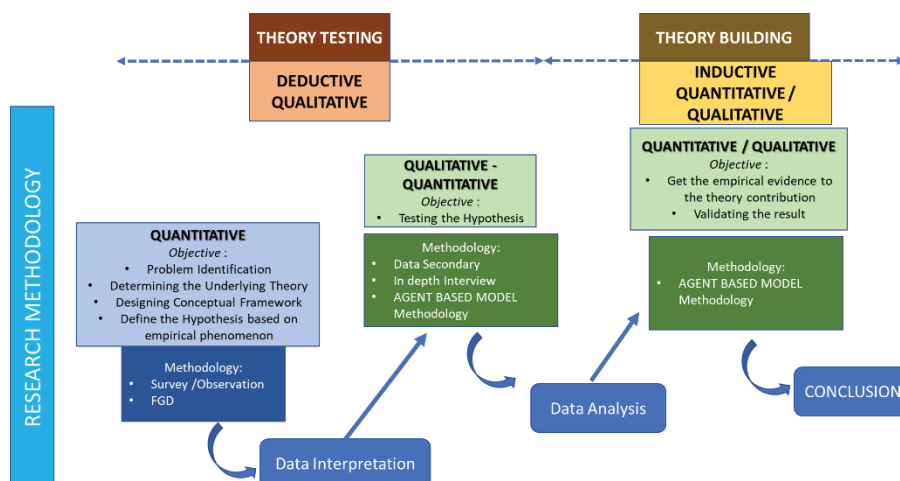


Figure 4. Research Methodology

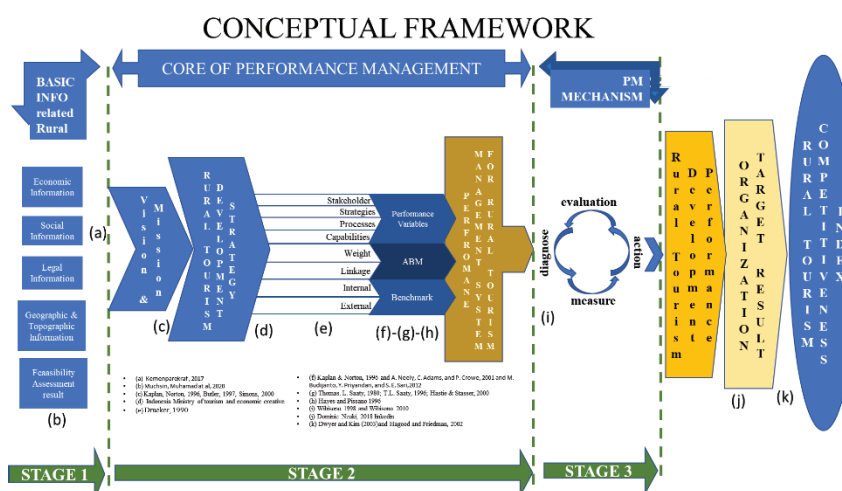


Figure 5. Rural Tourism Performance Management System

Stage 1

Figure 5 appears that within the Basic Information Stage, there are three major sets of data that ought to be considered: (1) financial information, (2) social information, (3) Legal information, (4) geographic and topographic information, and (5) Feasibility assessment result. The researcher will conduct a subjective investigation by organizing focus group discussions and in-depth interviews with the Ministry of Tourism and Creative Economy based on auxiliary information collected from the media, meeting local governments and related services or private organizations as partners in rural development, additionally obtaining appraisal results from related partners (tourist town affiliations, etc.).

For financial information, we ought to obtain data on generation figure assets, rate of swelling, utilitarian framework for the traveler gathering range (traveler trails), unemployment rates, level of financial interventionism, state of framework (well-developed nearby and territorial foundation guaranteeing effectiveness in running commerce, organization of streets with proper street surface condition, utility foundation, and excellent transport availability), utilitarian framework for the traveler gathering zone (visitor trails), development, local inhabitants' level of guiding basics and skills, accessibility of qualified human assets, accessibility and potentials of guiding, social, and recreational teachings, and a deep inquiry on improvement potentials, deep inquiry on development segment, instruction,

preparing inputs, legitimate disobedient in a shape of acts, orders and directions of open specialists, the steadiness of those arrangements, charge alleviation application, charge exceptions for unused speculators, and a disentangled strategy for beginning and running a commerce, tall quality of the characteristic environment, area benefits, normal assets related to the plausibility of running a tourism trade.

Stage 2

On deciding the performance factors, the researcher will collect preliminary information through survey /observation. Subjective and quantitative strategies are both used to reconfirm or approve these results. For subjective strategy, the researcher will utilize in-depth interviews with the Ministry of Tourism and Creative Economy and other related services, local governments, regarded individuals in the countryside, villagers, visitors, community members, and private organizations or teachers and affiliations who are rural tourism development partners.

For the quantitative strategy, the researcher will conduct a study utilizing surveys and activity investigations – a delicate framework strategy where the researcher is the expert or intercession. Activity investigations that the researcher will do are:

Step 1:

1. Obtain data: visitors, community, villagers, government (related agencies or services), and commerce partners of country tourism get the data financial, social, legitimate, geographic/topographic from an information file and interview.
2. Obtain fundamental data and performance and evaluation results from the government or dedicated experts.
3. Identify the scope of the investigation: technique, framework & handle, capabilities, and shared values.
4. Plan the strategies of investigation: meetings, observations, focus group discussions, and workshops.
5. Highlight circumstances considered risks or issues found through the investigative methodology.

Step 2:

Express the situations of risks through tasks through focus group discussions and workshops, continued with meetings.

Step 3 & 4:

1. Define root definitions of significant deliberate movement frameworks to highlight controversies, aiming for members to agree on real issues and the correct factors that affect their performance.
2. The researcher will utilize Agent-Based Modelling (ABM) and SOAR for deciding quantitative and subjective linkage designs among performance factors within the Stakeholder, Strategies, Process, and Capabilities, also in case there will be unused factors as unused findings. Conceptual models of the systems are named in the root definitions to build the conceptual model of human activity systems. The model should conform to be effective, efficient, elegant, and ethical.
3. Conduct in-depth interviews with issue owners on development and discussion with task forces through workshops with related stakeholders.
4. Conduct investigation and intervention of SSM.

Step 5:

Compare models and real-world cases.



ICBMR

Step 6:

Propose changes that are systematically desirable and culturally feasible.

Step 7:

Create actions to improve the problem situation (Performance Management System for Rural Tourism).

Within the administrative center of implementation viewpoint, a few important pieces of data have to be considered, such as provincial tourism as organization reports, performance factors, the linkages among performance factors, the weight of each variable relative to rural tourism's performance, and the performance standards of each variable. All provincial tourism (organization) reports need to become a 'compass' for direction in deciding performance variables. Typically based on the contention that all performance factors utilized within the performance Administration Framework must be adjusted with the company's procedure, vision, mission, and destinations (Kaplan & Norton, 1996). From Figure 5, it can be seen that there are four different groups of company performance factors related to administration duties: (1) Stakeholder, (2) Process, (3) Strategies, and (4) Capabilities. Each of these four groups comprises several performance factors. The foremost basic perspective in this organization is to decide which performance factors best fit the organization / provincial tourism. Inside the organization's environment, rural tourism administration can lead the organization to become a competitive weapon with exceptional accomplishments in one or more performance measures (Wibisono and Khan, 2010). Be that as it may, the administration of the Ministry of Tourism has to know: What must we be particularly great at quality, lead times, cycle times, efficiency, conveyance, item adaptability, volume adaptability, least changing plans, revamp levels, or other measures? In numerous cases, performance against a few factors may be satisfactorily spoken to by the estimations of others (Hayes et. al., 1996; Wibisono and Khan, 2010). It is outlandish to the degree of each perspective of the company since estimation frameworks bring about true costs, both self-evident and incognito. In this manner, choosing a few key factors that influence performance the most, could be a basic step in creating the key performance pointers. Alluding once more to Figure 5, the researcher will utilize Agent-Based Modelling (ABM) and SOAR for deciding quantitative and qualitative linkage designs among performance factors within the Stakeholder, Process, strategies, and Capabilities, moreover in the event that there will be unused factors as unused finding. These linkages are important to decide the cause and impact of performance factors within the different levels and to know the change needed to be taken among those factors within the same level (Wibisono, 2010).

Benchmarking empowers ongoing learning and lifts the organization to the next competitive level. Benchmarking is not an implication of winning at any achievement but a true blue, efficient, obvious, and moral preparation of bringing around successful competitiveness (Zairi, 1998 in Wibisono and Khan, 2010). It is concerned more with finding out thoughts on managing forms and, in this manner, accomplishing predominant performance instead of gathering delicate information on costs, estimations, and viability (Zairi 1998 Wibisono and Khan, 2010):

- It could be a great vital arranging strategy and sets solid targets that can be achieved.
- It uncovered the organization to modern hones by affectation a persistent learning handle and in this way can help within the development of societies based on change and ceaseless development.
- It is an amazing sound technique for people's guides, inclusion, and strengthening, and in optimizing their imaginative possibilities within the scope of innovation.
- It has expanded common mindfulness of costs and performance of items and administrations approximately those of competitors.
- It could be an effective strategy for creating winning methodologies and an exact way of measuring holes in performance.

Stage 3

Researcher will utilize Subjective – Benchmarks through In-depth Interviews and Focus Group Discussions. and Quantitative – Activity Investigate Delicate Framework Technique. Figure 5 to delineates the Instruments of the Implementation Administration viewpoint, comprised of four fundamental steps: (1) Measurement, (2) Evaluation, (3) Diagnosis and (4) Action. Performance estimations have been executed by companies. In any case, Performance estimation frequently becomes a scheduled operation without any decided technique for the specified follow-up activities. The results of the performance measurement tend to deliver knowledge into the zone where the real implementation is more regrettable than anticipated; in any case, it does not provide bits of knowledge into why the real implementation contrasts from the anticipated, nor does it advise on how one can improve the real performance. Performance measurement does not naturally answer to address “how great the real performance is,” not one or the other does it deliver proposals to where performance improvement is conceivable (Flapper et.al., 1996). Performance measurement, hence, could be a beginning point for encouraging investigation. In hone, subjective clarifications are frequently given, which might clarify the performance deviations. Even though these clarifications may sound exceptionally sensible, they are ordinarily exceptionally subjective and based on natural sentiments (Kaplan & Norton, 1996). Performance evaluation is the evaluation of a conceivable circumstance in comparison with plans and/or benchmarks already set as a target. There are two ways to set a performance target: internal and external benchmarks. The primary target may well be to screen inside competitiveness in terms of persistent development. The foremost vital thing in choosing an inside target is that it ought to be practical and challenging; in case there is no drive for improvement, people will not effectively think of ways to improve their exhibitions (Hayes et.al, 1996). The internal benchmark may well be conducted based on the comparison to the best performance in the past, the specialized standard, the other divisions within the company, the normal in a certain period, or the final period of implementation. The external target is predicated on the benchmarking of best developments in other autonomous provincial tourism.

Performance Diagnosis is defined as the process of finding causes of performance deviations and explaining the achieved performance. Diagnosing the performance is important because to some extent, management often claims to know the causes for performance deviations (Wibisono and Khan, 2010). They can offer various clarifications for the observed gap between the real performance and the performance target. Besides, in case the result of the determination produces veritable causes, one can utilize this data to fortify instinct. Thirdly, due to all kinds of changes within the shop floor or its environment, there is a threat that issues are illuminated as they were by utilizing past encounters though unused components may have emerged. Activity Organization is concerned with distinguishing activities to be kept or taken out, depending on whether their performance demonstrates them to be either suitable or unsuitable. Two distinctive viewpoints for enhancing activities are key and specialized issues (Skinner, 1996). The vital perspective is managing decision-making within the higher level of administration and the long-term approach, particularly within the approach of development assets.

The Conceptual Model of the Rural Tourism Performance Management System introduced above can be visualized from strategic and operational structures, as graphed in Figure 5.

The performance result is expected to increase the competitiveness of rural tourism, which means that the performance of all stakeholders involved in rural tourism development as an organization is needed to be measured as well to ensure the impact on the competitiveness index. And how to measure the competitiveness index of rural tourism, the researcher will refer to the Travel and Tourism Competitiveness Index instrument. Researcher analyze by comparing existing performance management systems on specific aspects, perspectives, variables, and indicators.

Lastly, for the testing period, the researcher will use action research in the period of testing over the model performance management system for rural tourism.

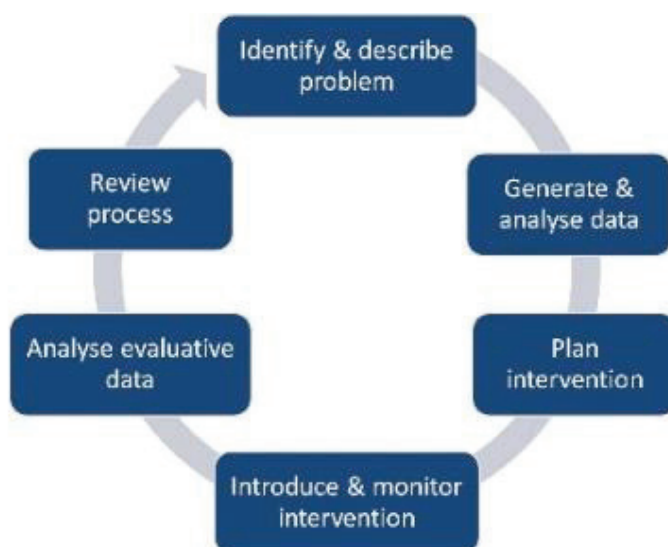


Figure 6. Action Research Cycles

REFERENCES

- Chavan, M. (2009). The balanced scorecard: A new challenge. *Journal of Management Development*, 28(5), 393–406. <https://doi.org/10.1108/02621710910955930>
- d’Hauteserre, A. M. (2000). Lessons in managed destination competitiveness: the case of Foxwoods casino resort. *Tourism Management*, 21, 23–32. doi: [http://dx.doi.org/10.1016/S0261-5177\(99\)00097-7](http://dx.doi.org/10.1016/S0261-5177(99)00097-7)
- Dwyer, L., & Kim, C. (2003). Destination competitiveness: determinants and indicators. *Current Issues in Tourism*, 6(5), 369–414, doi: <http://dx.doi.org/10.1080/13683500308667962>
- Ertuna, B., & Kırbaş, G. (2012). Local community involvement in rural tourism development: The case of Kastamonu, Turkey. *PASOS. Revista de Turismo y Patrimonio Cultural*, 10(2), 17–24. <https://doi.org/10.25145/j.pasos.2012.10.023>
- Flapper, S. D. P., Fortuin, L., & Stoop, P. P. M. (1996). Towards consistent performance management systems. *International Journal of Operations and Production Management*, 16(7), 27–37. <https://doi.org/10.1108/01443579610119144>
- Fang, Z., & Xu, S. (2021). Research on the Development of Rural Ecotourism Planning of Regional Distribution based on GIS Technology. *Journal of Physics: Conference Series*, 1992(2), 022054. <https://doi.org/10.1088/1742-6596/1992/2/022054>
- Giampiccoli, A. (2020). A conceptual justification and a strategy to advance community-based tourism development. *European Journal of Tourism Research*, 25, 2503. <https://doi.org/10.54055/ejtr.v25i.418>
- Goodwin, H., & Santilli, R. (2009). Community-Based Tourism: a success? *Tourism Management*, 11, 1–37.
- Hassan, S. S. (2000). Determinants of Market Competitiveness in an Environmentally Sustainable Tourism Industry. *Journal of Travel Research*, 38(3), 239–245. doi: <http://dx.doi.org/10.1177/004728750003800305>
- Hayes, R. H., G. P. Pisano, and D. M. Upton. 1996. *Strategic Operations: Competing through Capabilities*. New York: Free Press.
- Helia, V. N., Sutrisno, W., Zaputra, A. S., & Qurtubi, Q. (2021). Performance measurement system using performance prism approach in batik company: a case study. *Jurnal Sistem Dan Manajemen Industri*, 5(1), 43–52. <https://doi.org/10.30656/jsmi.v5i1.3099>

- Jandrić, P. (2020). Review of Fang Fang (2020). Wuhan Diary: Dispatches from a Quarantined City. Trans. M. Berry. *Postdigital Science and Education*, 2(3), 1025–1030. <https://doi.org/10.1007/s42438-020-00173-w>
- Ritchie, J. R. B., and Crouch, G. I. (2003). *The Competitive Destination: A Sustainable Tourism Perspective*. CAB International.
- Kaplan S. Robert.; and David. P. Nurton. (1996). *BALANCED SCORECARD The balanced scorecard translating strategy into action [1996].pdf*.
- Kaplan, R. S. (2009). Conceptual Foundations of the Balanced Scorecard. *Handbooks of Management Accounting Research*, 3, 1253–1269. [https://doi.org/10.1016/S1751-3243\(07\)03003-9](https://doi.org/10.1016/S1751-3243(07)03003-9)
- Keller, K. L. (2003). *Strategic brand management* (Vol. 11998). New Jersey: Prentice Hall.
- Nagaraju, L., abd Chandrashekara, B. (2014). Rural tourism. *International Journal of Interdisciplinary and Multidisciplinary Studies*, 1(6), 42-48.
- Porter, M. E. (1985). *Competitive advantage*. New York, USA: Free Press
- Prabhakaran, S., Nair, V., & Ramachandran, S. (2014). Community Participation in Rural Tourism: Towards a Conceptual Framework. *Procedia - Social and Behavioral Sciences*, 144, 290–295. <https://doi.org/10.1016/j.sbspro.2014.07.298>
- Prevolšek, B., Maksimović, A., Puška, A., Pažek, K., Žibert, M., & Rozman, Č. (2020). Sustainable development of ethno-villages in bosnia and herzegovina-A multi criteria assessment. *Sustainability (Switzerland)*, 12(4). <https://doi.org/10.3390/su12041399>
- Roman, M., Roman, M., Prus, P., & Szczepanek, M. (2020). Tourism competitiveness of rural areas: Evidence from a region in Poland. *Agriculture (Switzerland)*, 10(11), 1–19. <https://doi.org/10.3390/agriculture10110569>
- Setiawannie, Y., & Rahmania, T. (2019). Performance measurement of public hospitals through the integration of SWOT and balanced scorecard. *Jurnal Sistem Dan Manajemen Industri*, 3(2), 76. <https://doi.org/10.30656/jsmi.v3i2.1472>
- Skinner, E. A. (1996). A Guide to Constructs of Control. *Journal of Personality and Social Psychology*, 71(3), 549–570. <https://doi.org/10.1037/0022-3514.71.3.549>
- Soukiazis, E., & Proença, S. (2008). Tourism as an alternative source of regional growth in Portugal: A panel data analysis at NUTS II and III levels. *Portuguese Economic Journal*, 7(1), 43–61. <https://doi.org/10.1007/s10258-007-0022-0>
- Suansri, P. (2003). Community-based tourism handbook. In *Community Based Tourism Handbook*. <https://www.mekongtourism.org/wp-content/uploads/REST-CBT-Handbook-2003.pdf>
- Ursache A, Noble KG, Blair C. (2015). Socioeconomic Status, Subjective Social Status, and Perceived Stress: Associations with Stress Physiology and Executive Functioning. *Behav Med.*, 41(3):145-54. doi: 10.1080/08964289.2015.1024604
- Yunus, U., Luke, J. Y., Wahyuningtyas, B. P., Mahestu, G., and Ayu, Y. (2018). Keeping Harmony of Indonesian-Japanese Intercultural Marriage Interactions. *International Journal of Organizational Business Excellence*, 1(1), 41-50. <https://doi.org/10.21512/ijobex.v1i1.7159>
- Wibisono, D., and Khan, M. K. (2010). The Conceptual Framework of a Knowledge-Based Performance Management System. *Gadjah Mada International Journal of Business*, 12(3), 393. <https://doi.org/10.22146/gamaijb.5506>