

Tourism Innovation and Service Quality in Agrotourism Heritage : A Case Study of Wisata Kampung Belgia, Perumda Kahyangan Jember

Jeffrey Wibisono ^{1*}, Hasti Utami ², Indah Yuni Novitasari ³

^{1,2,3} Sekolah Tinggi Pariwisata Ambarrukmo (STIPRAM) Yogyakarta, Indonesia

¹ jeffrey.wibisono@gmail.com; ² hastimagic@gmail.com; ³ indahyuni680@gmail.com;

* Correspondence : jeffrey.wibisono@gmail.com

Abstract

Tourism innovation and service quality are increasingly important aspects for destinations in increasing competitiveness in the global tourism market. This study examines the development of Belgian Village Tourism in PERUMDA Kahyangan Jember as a tourism innovation that combines agro-heritage with improving service quality. Using a qualitative case study approach, this research is sourced from participatory observations, press releases, project documentation, and conceptual frameworks for tourism development. The results of the analysis show that Kampung Belgia represents a unique innovation in Indonesian tourism through the rebranding of plantation heritage into an internationally oriented attraction. The dimension of service quality is analyzed through visitor experience, facility readiness, digital promotion, and community involvement. The findings indicate that although innovation has increased the visibility and attractiveness of destinations, there are still challenges in maintaining service consistency, capacity building, and compliance with international standards. This study contributes to the literature on tourism innovation and service quality by providing insights from the agro-heritage tourism model that is developing in East Java, Indonesia.

Keywords: *Tourism innovation; service quality; heritage tourism; agrotourism; Belgian Village; East Java;*

INTRODUCTION

Innovation-based tourism has become a major focus in the development of modern destinations, especially those that emphasize sustainability, tourist experience, and local added value (Hall & Williams, 2008). Tourism innovation and service quality increasingly determine the competitiveness of destinations. In Indonesia, the development of agro-tourism is beginning to be directed not only as economic diversification but also as a regional branding strategy (Lane & Kastenholz, 2015). In the context of agrotourism that combines the values of agricultural education, landscape conservation, and cultural narratives, innovative approaches need to be translated into attraction design, business models, and consistent service

governance to ensure satisfaction, repeat intent, and positive word-of-mouth. The social tourism driving community Tamasya Bus Kota together with PERUMDA Kahyangan Jember, a regionally owned plantation company, launched the concept of Belgian Village Tourism (WKB) as an effort to rebrand and innovate destinations. This concept combines the potential of plantation heritage with an international orientation, specifically targeting the European market through the image of 'Belgium' inherent in the history of plantations in Jember. WKB departs from the historical-cultural assets of the plantation area that is more than a century old including housing, rubber/coffee factories, and colonial-era infrastructure which are repositioned into tourism products with the theme "The Treasure of Agriculture". This repositioning combines the power of collective memory, education of the cultivation/production process, and the atmosphere of the plantation landscape as a differentiation of experience compared to mass tourism destinations. A strong heritage narrative is the foundation for building an image, adding educational value, and expanding market segments without giving up the authenticity of the site (Utami, 2024).

Institutionally, PERUMDA Kahyangan places WKB as part of the rebranding strategy and development of the agro-tourism portfolio of regional companies from the stage of program mapping, human resource training, tour package design, promotional content, to the re/launching of priority destinations. This orientation is not only commercial, but also instrumental: elevating the welfare of

plantation workers, strengthening the capacity of the community as front-line service actors, and creating new sources of growth for the local economy. An important milestone in the development of WKB is the inauguration of the destination on September 15, 2024, marking the transition from a "plantation heritage site" to a market-ready "agro-heritage tourism product". At the attraction level, WKB compiles a mix of experiences factory tours, coffee tours, plantation tours, to culinary/MSMEs that utilize tangible assets (factories, housing, landscapes) and intangibles (stories, work traditions, community memories) to encourage visitor engagement. This mix places interpretation (guidance), cleanliness, and safety services as a prerequisite for a quality experience. In the context of service quality, the success of a destination is determined not only by product innovation but also by visitor satisfaction, service standards, and sustainability of the experience (Parasuraman et al., 1988; Zeithaml et al., 2006). The case study of Belgian Village Tourism (WKB) under PERUMDA Kahyangan Jember offers a real laboratory to examine the connection between agro-heritage-based destination innovation and the quality of service felt by visitors. Therefore, this study highlights two important aspects: (1) tourism innovation in rebranding heritage agrotourism, and (2) service quality as a factor for the sustainability of destination attractiveness and what factors hinder/encourage alignment with expected service standards. Practically, this study provides a reference for PERUMDA Kahyangan and local stakeholders to synergize product novelty with service standards; Academically, he enriched the discourse on the connection between destination innovation and service quality in the context of agro-heritage in Indonesia.

The contribution of this article is multiple. First, he presents a conceptual and empirical mapping of how the repositioning of plantation heritage into earthed tourist attractions through service design from interpretive guidance, facility cleanliness, to risk management in a productive landscape. Second, he proposed the implications of operational policies/strategies to strengthen human resource capabilities, service standards, and collaborative governance so that destination innovation is sustainable and inclusive for the plantation community. Thus, this study positions WKB as a learning case for the development of agrotourism heritage that balances "stories" and "services" as a unit of destination experience

LITERATURE REVIEW

Tourism Innovation

Hall & Williams (2008) in the book *Tourism and Innovation* defines tourism innovation not only as the adoption of new technologies, but also includes product innovations, processes, organizations, marketing, and tourist experiences that are new and relevant to market needs. They emphasized that tourism products have their own uniqueness tourism products are often intangible, and production and consumption occur simultaneously which demands a different approach to innovation than the manufacturing sector. Furthermore, Hall & Williams explains that innovation in tourism takes place at various levels: companies (hotels, travel service providers), destinations (tourism area management), and even in regional and national systems through the role of institutions, regulations and public policies. Factors that drive innovation according to Hall & Williams include competition, knowledge transfer, creativity, as well as access to institutional support and entrepreneurship. But they also noted that many barriers emerged, such as limited resources (including labor and capital), lack of institutional readiness, and low adoption of new technologies or practices.

Service Quality in Tourism

Service quality is basically the extent to which the service a customer receives is in line with their expectations; in the classic literature this is often referred to the definition of Parasuraman, Zeithaml & Berry (SERVQUAL MODEL) which emphasizes the gap between customer expectations and perceptions. However, in the context of tourism and hospitality, the quality of services has a special dimension that must take into account the nature of simultaneous production-consumption, the intensity of human interaction, the variability of services, and the emotional experience of tourists. Systematic review literature shows that quality of service influences traveller behaviors such as satisfaction, return visit intention, loyalty, and word-of-mouth. Consumer

satisfaction will be realized if the reality that occurs in the delivery of products/services by the company is in accordance with what consumers perceive/expect

The gap is influenced by the quality of services provided. If the reality that occurs is the same or even better than what consumers expect, then the company has a good image in the eyes of consumers, and vice versa if the reality of the quality of services provided is lower than consumer expectations, then this gap can have a negative impact on the company (Harto, 2015). A series of empirical studies have consistently found a positive relationship between service quality and: (a) tourist satisfaction, (b) return visit intention, (c) loyalty, and (d) recommendations to others (WOM). Especially in heritage/agro destinations, the quality of guides, cleanliness of facilities, availability of interpretive information, and educational experiences are the main factors of satisfaction. In addition, research on heritage sites shows that heritage attributes combined with quality of service significantly affect visitor loyalty.

Agrotourism

Agrotourism is an activity that combines tourism and education related to agriculture. Agrotourism provides opportunities for farmers to be able to improve their quality of life through their agricultural resources, and gives tourists a real picture of agriculture and farming life, The database of the Ministry of Agriculture of the Republic of Indonesia explains that agrotourism is one of the sustainable tourism objects that acts as a medium for agricultural promotion, a learning medium for the community and one of the sources of new regional growth, including as a source of national economy (Ministry of Agriculture of the Republic of Indonesia, 2004). Agrotourism combines the agricultural sector and the tourism sector, so that the agricultural sector is not increasingly marginalized with the development of activities in the tourism sector

The existence of agro-tourism is expected to be able to increase and preserve the potential of existing natural resources, increase farmers/communities around agro-tourism and create new jobs for people in rural areas. The development of the concept of agro-tourism in a region is considered to be able to increase economic growth in that region (Utama and Junaedi, 2019). Agrotourism is synonymous with one of its leading commodities in the agricultural sector. Jollong coffee, dragon fruit and pamelorange are one of the 8 leading commodities presented at Jollong Pati Agrotourism. Visitors can enjoy the sensation of picking fruit directly from the tree to be processed or directly consumed. The cold nuances of the mountains are a special attraction for visitors to Jollong Agrotourism. The interest of tourists in visiting a tourist attraction is influenced by several things, including the weather, natural scenery and other factors such as the location of the tourist attraction

Heritage Tourism

Cultural tourism is one of the parts of the tourism sector that is in great demand by tourists lately. Cultural tourism is a type of tourism where culture is the main point as its attraction. In cultural tourism, tourists will be able to recognize, understand, and see firsthand how local culture and wisdom are in local communication in a tourist destination. Not only culture will be presented, but also landscapes, historical places, social values, the living system of the local community, the arts and original culinary of the local it is stated that cultural tourism has several aspects, namely: traditional ceremonies, traditional dances, traditional music, marriage ceremonies, traditional clothing, buildings and cultural heritage, and other customs. Meanwhile, according to (Timothy & Nyaupane, 2019) it is revealed that cultural tourism or heritage tourism is a type of tourism that is directly related to life elements built from past cultures for a tourism research. It includes descending traditions, music, dance, language, culinary and religion. Broadly speaking, researchers conclude that cultural tourism is a tourism attraction that comes from socio-culture.

RESEARCH METHODS

In this research activity, the method used is a descriptive method designed to collect information on real (temporary) circumstances. Then the analysis of the present used is descriptive qualitative data in the form of data obtained (in the form of words, images, behavior). It is not expressed in the form of numbers or in the form of statistics, but remains in a qualitative form which

has a richer meaning than just numbers or frequencies (Andi, 2011: 28) In this descriptive qualitative research, the object of data collection in the Belgian Village Tourism destination as a tourist destination with an interesting background of agro tourism and history to be researched. To give a positive experience to tourists after their visit.

For data collection techniques according to the source, data is divided into 2 types, namely: (1) Primary data is information obtained from primary sources, namely the original, first-hand information or respondents (Wardiyanta, 2006). The author received direct information from tourism actors and tourists when traveling in Belgian Village Tourism; (2) Secondary data is information obtained not directly from respondents, but from third parties (Wardiyanta, 2006). In order to obtain research results that are close to the truth, questionnaire instruments are used, including observations, documentation and literature studies related to the research title. For data from questionnaires from visitors or tourists who visit Belgian Village Tourism, data will be analyzed because in this study it is a qualitative descriptive analysis whose testing is based on data that has been collected, drawn, and then concluded.

RESULTS AND DISCUSSION

Tourism Innovation in Kampung Belgia

Jember is a regency located in East Java Province, which has various nicknames such as Jember as a Carnival city, as the city of Suwar Suwir and Jember as the city of Pandhalungan. Because the majority of the population of Jember comes from the Javanese and Madura tribes and there is an Osing tribe, this is where the indigenous people of Jember are called the pandhalungan or mixed tribe. Jember has very abundant producers of Agriculture and Plantations such as Tobacco, Chocolate, Coffee, Rubber. Which makes Jember used to be called a plantation city. One of the plantations owned by the Regional Plantation Company (PERUMDA) is located in Harjomulyo Village, Silo District. The Sumberwadung plantation is a relic of Cultuurstelsel or forced planting by the Dutch in the 1830s-1870s. Cultuurstesel (by Van Den Bosch) itself aimed to pay the Dutch debts due to the war. From here, the desire of Jember tourism activists who are members of the City Bus Sightseeing community began to form to make the Sumberwadung factory area a historical tourist spot called Wisata Kampung Belgia WKB (The Treasure of Agriculture).

This tour was built together by housing residents and employees in SWD with support from the company (PERUMDA) and the Jember Regency Government. WKB offers tours with ancient buildings, ranging from rubber and coffee management factories, ancient housing, offices and various office equipment that became the history of 1 century ago the heritage of the Belgian colonizers who incidentally were allies of the Netherlands, all of which are in the middle of the Sumberwadung Perumda plantation area of Kahyangan Jember. The new Belgian Village Tourism was inaugurated as a tourist attraction on September 15, 2024 and the planning for the development of this tour from 2023 is due to the cooperation of Jember Regency tourism activists, together with the Jember Regency Government, Plantation Regional Companies, as well as the Sumber Wadung Community. With the potential that WKB objects have, it is very necessary to develop by preparing to increase the capacity of the community around tourism to provide maximum service to tourists who visit. Kampung Belgia presents innovation through the rebranding of plantation heritage into a European-themed attraction, complete with architecture, culinary, and educational tour packages (PERUMDA Kahyangan, 2024). This innovation also targets international tourists, in line with the branding of 'Jember Plantation City'. In addition, digitalization strategies through social media and public campaigns strengthen the visibility of destinations (Hall & Williams, 2008).

Service Quality Implementation

In the service aspect, several dimensions of SERVQUAL can be identified. Tangibles can be seen in the provision of new facilities (cafes, educational areas, photo spots). Reliability is tested through the consistency of staff services and infrastructure readiness (Parasuraman et al., 1988). Responsiveness is shown through interactive services on social media. However, assurance and empathy are still challenges, especially related to the training of local human resources to achieve international standards. In this research activity, the researcher distributed questionnaires to

respondents who were visiting the Belgian Village Tourism, as a sample of research respondents, the researcher assigned as many as 20 respondents with educational backgrounds, gender and age of the respondents. So that the data obtained from the results of the questionnaire processing can be presented below:

Table 1. Distribution of Respondents by Education Level

Level of education	Number of respondents	Percentage
Elementary School	2	10%
Junior High School	3	15%
Senior High School	5	25%
Bachelor's Degree	10	50%
Total	20	100%

(Source: Primary data, Google Form survey, 2025)

Table 2. Distribution of Respondents by Age Group

Age	Number of respondents	Percentage
20-29	2	10%
30-39	5	25%
40-49	10	50%
50-59	3	15%
Total	20	100%

(Source: Primary data, Google Form survey, 2025)

When viewed in terms of age, the 40 - 49 year old age group was the most dominant in visits. This indicates that the middle-aged segment, which has economic stability and a tendency to seek recreational and educational activities, is a potential target market for the development of Belgian Village tourism. Overall, these findings underscore the importance of service strategies oriented to the 40–49 age segment of women, through increased comfort, family facilities, and authentic experience-based promotions. The efforts made by the manager in this case are MSMEs selling vegetables from the surrounding gardens, offering angrek flowers and also selling coffee processed by the imaginary coffee factory.

Table 3. Tourist satisfaction level with Belgian Village Tourism services

Level of satisfaction	Number of respondents	Percentage
Very satisfied	8	45%
Satisfied	10	50%
Quite satisfied	2	10%
Not satisfied	0	0%
Total	20	100%

(Source: Primary data, Google Form survey, 2025)

To build a positive experience as a strategy to increase tourist satisfaction in Belgian Village Tourist Attractions and to find out tourist satisfaction that can provide information for tourist attraction managers so that destination development can run well, data from the respondent sample was obtained as follows: Most respondents stated that they were satisfied (50%) and very satisfied (40%) with tourism services in Belgian Village. The service from the local residents and the friendliness of the factory staff who received the presence of tourists well, and were able to answer tourists' questions related to the rubber management process. Only a few respondents answered quite satisfied (10%), while no one felt dissatisfied or dissatisfied. The picture that the service in the Belgian Village tourism is quite good and able to provide a positive experience for visitors.

Table 4. Respondent Frequency of Visit Data

Response	Number of respondents	Percentage
Very interested	12	60%
Interested	6	30%
Doubtful	2	10%
Not interested	0	0%
Total	20	100%

(Source: Primary data, Google Form survey, 2025)

The following are the results of the survey on the level of interest in tourist visits in the future:

- a. 60% of travellers (12 people) are keen to make a repeat visit
- b. 30% of tourists (6 people) are interested again.
- c. 10% (2 people) are still undecided.
- d. No respondents expressed interest.

It can be concluded that the potential for tourists to revisit the Belgian Village is very high because tourists are looking forward to the coffee harvest which can be enjoyed every 6 months, where tourists can see the coffee processing process from the garden until it is ready to drink.

Table 5. Sources of information that tourists get about Belgian Village Tourism

Sources of information	Number of respondents	Percentage
Social media	9	45%
Friend and family	5	25%
Electronic media	4	20%
Others	2	10%
Total	20	100%

(Source: Primary data, Google Form survey, 2025)

From the results the results show:

- a. Social media (tour packages offered) is the main source of information (45%).
- b. Followed by friends and relatives (25%) and electronic media (20%).
- c. Others are only a few (10%), so the contribution is the smallest.

From the survey results, it can be concluded that social media is very effective as a means of promoting Belgian Village Tourism, while word of mouth (friends/relatives) is still important to strengthen interest in visits.

Risk Analysis and Mitigation

Tourism innovations in heritage agro-tourism such as Belgian Village Tourism will only have an impact if it is accompanied by reliable service quality interpretive guidance, cleanliness, and safety as a prerequisite for experience. The repositioning of plantation assets that are more than 1 century old into "The Treasure of Agriculture" products requires risk management that is integrated with the design of daily services so that novelty (rebranding, attraction curation, digital channels) is truly felt by visitors as a reassurance and consistent experience.

Risk Analysis

A. Analytical framework.

Risks are mapped using the Tourism Risk Event Model (nature, humans, animals, plantations, economic-political, outbreaks/other triggers) as well as risk typologies (operational, market,

external, regulatory, reputation, business, financial), and then linked to relevant service quality dimensions (SERVQUAL/HISTOQUAL: tangible, reliability, responsiveness, assurance, empathy, communication/consumables). The summary of the frequency-impact matrix from the WKB presentation is a priority reference.

B. Key findings and implications on service quality :

- a. Heritage industrial safety. Large trees and old factory assets on tour routes demand strict risk control; this determines the perception of assurance and reliability of services.
- b. Behavior of visitors/residents. Repetitive disorder (High Frequency Low Impact category) disrupts the flow of the tour and the guide's communication; implications for responsiveness and communication.
- c. Health sanitation. The high chikungunya record in Silo District magnifies the importance of the cleanliness of the tour track and F&B area (implications: tangibles and assurance).
- d. Access & market. Remote location and lack of public transport reduce the flow of visits (implications: reliability , fulfillment of service promises, punctuality).
- e. Regulation & governance. Change of manager/director changes service policy (risk of consistency of reliability).
- f. Reputation. The mystical narrative of old buildings influences expectations; interpretive curation is needed to reinforce assurance and communication.

C. Proof of visitor survey

Social media is the main source of visitor information (45%) expectations are formed from the pre visit; guides prove crucial; cleanliness of facilities is rated excellent. The most sensitive risk control focus: the mismatch of digital expectations real experience, driving consistency, and cleanliness.

Risk Mitigation

- a. SOP for one-way tours & routes; safety briefings; memorial boards; periodic inspections of old trees; P3K/fire extinguisher points; group size restrictions per guide; Plan B coffee tour (simulation) outside the harvest season. Impact: assurance, reliability, tangible.
- b. The Sendang Teratai and PDAM Masuk Desa dredging projects as capital works to support the cleanliness of facilities and MSME F&B. Impact: tangible, reassuring.
- c. Fines for destruction, plant stalls in residents ' homes so that transactions are orderly, as well as diverting undisciplined residents to become guides as social engineering; adding wayfinding and pre-visit rules on digital channels to reduce mismatch expectations. Impact: responsiveness, communication.
- d. Guided training (heritage interpretation, P3K, service recovery) and curatorial scripts that neutralize mystical narratives with science & history; this affirms guidance as moments of truth service. Impact: Assurance, empathy, communication.
- e. Friday community service (tour tracks, toilets, culinary areas, drainage) to suppress disease vectors; health notice is contextual considering the situation of Silo District. Impact: tangible, reassuring.
- f. MoU Pokdarwis-Perumda and decentralization to RT/RW so that operational decisions are fast and service standards are consistent; main management by the community to reduce the potential for demonstrations (HF-HI). Impact: reliability.
- g. Jember Tourism Transportation partnership and the Regency Government's free buses to stabilize the flow of visits; cross-media campaigns to maintain lead generation in the famine season. Impact: reliability, responsiveness.
- h. Package for groups/groups and invite mediagram & journalists to stay (earned media) to build a positive image; consistent with the finding that cleanliness & guidance is already strong. Impact: insurance, communication.
- i. Partnership of BUMDes and activity providers (outbound/jeep/transportation) to support service operations and facility rejuvenation. Impact: reliability, tangible.

Implementation priorities (based on frequency, impact matrix).

- a. LF - HI: water project (Sendang/PDAM), the foundation of service hygiene.
- b. HF - LI: fine enforcement, kiosk arrangement, social engineering, daily operational discipline.
- c. HF - HI: community-based institutional design (RT/RW, MoU), service stability.

In the framework of Tourism Innovation and Service Quality in Agro-Heritage (in the case of Wisata Kampung Belgia, PERUMDA Kahyangan Jember), the risk mitigation package that we have formulated is not just a defensive step, but a core service innovation that ensures that service quality is truly delivered at every touchpoint. The water project (Sendang/PDAM) locks tangibles and hygiene assurance; SOPs for factory-garden tours, guide training, and one-way routes strengthen assurance and reliability; crowd control and digital pre-arrival rules improve responsiveness and communication; While community-based institutional design maintains operational reliability and service empathy. By embedding mitigation as part of the day-to-day service design, the novelty of agro-heritage products (rebranding, attraction curation, access channels) translates into a consistent, secure, and reassuring experience driving satisfaction, revisit intention, and positive word-of-mouth while protecting heritage assets. Thus, the focus of the paper title is not only heard in concept, but manifested in practice: destination innovation that is measured through service quality because it is supported by precise and contextual risk mitigation.

CONCLUSION

A case study of Belgian Village Tourism (WKB) shows that agro-heritage-based tourism innovations through the rebranding of plantation assets that are more than 1 century old, curation of educational packages (factory/coffee/plantation tours), and amplification of digital channels can increase the visibility and attractiveness of destinations. At the same time, the quality of service is the main lever of value perception: the survey findings indicate a strong foundation in the guidance and cleanliness of the facility (satisfaction/very satisfied rate reaches $\pm 90\%$) as well as high interest in repeat visits ($\pm 90\%$). The dominant source of information from social media ($\pm 45\%$) emphasized the importance of aligning digital expectations with experience in the field. However, the benefits of new innovations are fully converted when followed by consistency of service standards and adequate human resource capacity. The risk analysis revealed crucial nodes that directly intersect with the SERVQUAL/HISTOQUAL dimensions in particular assurance (safety and heritage-industrial, hygiene), reliability (accuracy of service promises, operational stability), communication (curatorial interpretation, pre-arrival rules), and responsiveness (crowd management). The mitigation packages designed SOP tours & one-way routes, old tree inspections, P3K/APAR points, water projects (Sendang/PDAM) for service hygiene, guide training (interpretation, P3K, service recovery), visitor/citizen behavior structuring, access partnerships (AWJ/district buses), and community-based governance (MoU Pokdarwis Perumda, decentralization of RT/RW) prove that risk mitigation can be a service innovation that "locks" assurance and reliability at every touchpoint.

Theoretically, this paper enriches the discourse by bridging the literature on destination innovation and service quality in the context of agro-heritage: (i) adapting SERVQUAL with HISTOQUAL accents (communication/interpretation and consumables); (ii) position risk-aware service design as a mechanism that links product novelty with experience consistency; and (iii) affirm the role of the community as a frontline that determines service empathy as well as operational stability. In practical terms, it offers an implementation map that other BUMDs/plantations can replicate: make mitigation a discipline of daily operations, not incidental projects; build earned media for reputation; and maintain the flow of visits through access partnerships that are in line with the positioning of non-mass tourism. The limitations of the study a single case and the small sample size of the survey limited statistical generalization. Further research is suggested to enlarge the sample and cross-site agro-heritage, testing structural models (e.g. PLS-SEM) on the relationship between innovation, service quality, satisfaction/loyalty, exploring the willingness to pay and economic value of the heritage, and assessing the effectiveness of pre-arrival communication in reducing the expectation-experience gap. Overall, WKB can be positioned as a learning model for agro-heritage development in Indonesia: product novelty tied to service quality and secured by precise and contextual risk mitigation. If these three pillars are implemented consistently supported by regional

policies (water, access, training), collaborative governance, and partnership financing WKB has the opportunity to maintain satisfaction, repeat visits, and positive word-of-mouth in a sustainable manner while improving the welfare of the plantation community.

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