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Sustainable Agro-Tourism Development through Community Based Tourism (CBT) Strategy

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ABSTRACT

Agrotourism includes a reciprocal relationship between cultivated and non-biological elements that can be managed for tourism activities, so that natural characteristics determine the sustainability of the developed agrotourism. However, there are still problems in the field that raise questions about the sustainability status of agro-tourism, especially regarding four dimensions, including ecology, economy, socio-culture, and infrastructure. This study aims to analyze the variables affecting the sustainability of agrotourism in Taman Pinggir Nggawan and the sustainable development strategy of agro-tourism. The analysis method used is a quantitative analysis instrument (SEM-PLS application) and to find a development strategy, a qualitative analysis instrument (SWOT) will be used. The results show that the agro-tourism management of Taman Pinggir Nggawan towards community-based sustainability (CBT) revealed a constructive and significant effect on community welfare and sustainability performance of the tourism business. This is in line with the findings observed in the field that based on the order of priority in the results of the leverage analysis, it can be seen that the change in the shape of the root mean square (RMS) of the coordinates on the X axis.

1. INTRODUCTION

Agrotourism encompasses the reciprocal relationship between cultivable biotic elements and manageable abiotic elements for tourism activities, making natural characteristics a determinant of the sustainability of the developed agrotourism (Winasis & Setyawan, 2016). One of the principles in the planning and implementation of national development is the principle of benefit (Erfa, 2021). This principle states that all efforts and activities of national development should provide the highest possible advantages for humanity, improve the peoples welfare, and develop the growth of citizens (Susanti & Aidar, 2017). Additionally, there is a principle of preservation and sustainability that is closely related to the idea of sustainable development (Wahanisa & Adiyatma, 2021). The preservation of the noble cultural values of the nation and the preservation of environmental functions are also prioritized in the context of sustainable and continuous development.

According to Juliana & Sitorus (2021), sustainability can be defined as preservation involving not only physical, but also social and political aspects, considering the natural resources management, comprising forests, land, and water. Sustainability also considers the impact of development on the environment, and supports human resources development, too. Essentially, sustainable tourism must be integrated into three aspects, namely economic, environmental, and social dimensions (Asy'ari & Putra, 2023). In the context of sustainable development, sustainable tourism can be explained as tourism enlargement satisfying the desires of tourists while maintaining environmental sustainability, providing opportunities for future generations to utilize it (economic dimension), and developing it based on the existing social order (social dimension) (Fadisa *et al*., 2022).

In this sense, agrotourism can be considered as an alternate to develop tourism that is expected to grow sustainably (Sathe & Randhave, 2019; Khangarot & Sahu, 2019). Agrotourism is considered as a way to support sustainable development (Kothari & Perwej, 2021). Community based tourism can be and is promoted as an approach to employ sustainable tourism (Okazaki, 2008; Blackstock, 2005). For example, agrotourism based on community participation has been adopted as a system or model in development innovative farming which integrate sustainable agriculture and tourism in Bali (Budiasa & Ambarawati, 2014).

There are still many issues in the field that raise questions about the sustainability status of Taman Pinggir Nggawan Agrotourism, particularly concerning four dimensions: ecology, economy, socio-culture, and infrastructure. Given the field phenomena, researchers are interested in analyzing the sustainability status of Taman Pinggir Nggawan Agrotourism and how community-based tourism (CBT) can be used as a strategy for sustainable agrotourism development, using the four sustainability dimensions and 20 attributes. Based on the phenomena mentioned above, the general problem in this research is how the CBT strategy can be used as a strategy for the sustainable development of Taman Pinggir Nggawan Agrotourism.

2. METHODS

Research used a quantitative approach to generate numerical data and to analyze the relationships between variables within the study using specific research tools or instruments to test the theories used (Sugiyono, 2013). The research was conducted at Taman Pinggir Nggawan Agrotourism, purposively selected due to it being a prominent tourist destination in Bojonegoro Regency, characterized by its distinctive cypress trees along the Bengawan line. Variables were grouped into independent and dependent variables. The independent variable included Community Based Tourism (X1), and the dependent variable consists of Community Well-being (Y1) and Sustainability performance of the tourism industry (Y2).

This study is analyzed using quantitative analysis instruments (SEM-PLS application) and to find development strategies, qualitative analysis instruments (SWOT) will be used. The researcher will describe the research results related to the CBT strategy as a development strategy for Taman Pinggir Nggawan Agrotourism based on data obtained in the field. To achieve the objectives, the researcher analyzes using SEM-PLS. Furthermore, the data instrument test consists of two tests: validity and reliability tests (Dewi *et al*., 2017). Indicator is considered valid if it has an AVE (Average Variance Extracted) value above 0.5, meaning that measurements satisfy the convergent validity criteria. The AVE value is the average percentage of variant scores from latent variables that are estimated through the loading of standardized indicators in the PLS algorithm iteration process (Candana *et al*., 2020).

SWOT analysis was applied in this research. SWOT is a strategic planning management method based on the evaluation of strengths, weaknesses, opportunities, and threats of a business or project activity (Anggraini *et al*., 2019). SWOT analysis guides the identification of positives and negatives within an organization or company (SW) and outside it in the external environment (OT). From analyzing all internal and external factors, four types of organizational strategies are derived, each with its characteristics (Siregar, 2016). According to Andi & Supriyoso (2024), qualitative SWOT data include strengths (S), weaknesses (W), opportunities (O), and threats (T) that are used to formulate strategic plans based on various elements from the proposed qualitative framework.

3. RESULTS AND DISCUSSION

3.1. Outer Model

a) Convergent Validity

Testing for convergent validity is conducted to decide if the variables used in the research are valid. The testing is performed on latent variables with several indicators to obtain the loading factor value (Chakim, 2020). An indicator is considered valid or meets the convergent validity test if its factor loading value is greater than 0.7, while values below 0.4 require the indicator to be canceled (Ketchen, 2016). The results of the convergent validity test from this study, are summarized as the following which are grouped into two categories: first-order condition (Table 1) and second-order condition (Table 2).

Table 1. Results of convergent validity first order condition

Indicator	Factor Loading	*p*-value
X1.1.1	0.923	<0.001
X1.1.2	0.923	<0.001
X1.2.1	0.856	<0.001
X1.2.2	0.873	<0.001
X1.2.3	0.811	<0.001
X1.3.1	0.907	<0.001
X1.3.2	0.907	<0.001
X1.4.1	0.905	<0.001
X1.4.2	0.905	<0.001

Table 2. Results of convergent validity second order condition

Indicator	Factor Loading	*p*-value
X1.1	0.796	<0.001
X1.2	0.872	<0.001
X1.3	0.885	<0.001
X1.4	0.853	<0.001
Y1.1	0.842	<0.001
Y1.2	0.851	<0.001
Y1.3	0.860	<0.001
Y2.1	0.820	<0.001
Y2.2	0.827	<0.001
Y2.3	0.854	<0.001
Y2.4	0.780	<0.001
Y2.5	0.806	<0.001
Y2.6	0.840	<0.001

Based on the convergent validity test in the first-order model (Table 1), it can be observed that whole indicators have satisfied the validity test. The following table (Table 2) summarizes the results of the convergent validity test of the second-order model. Based on the results, it can be demonstrated that overall indicators also have values greater than 0.7, making all indicators valid. Convergent validity testing can also be performed by examining the AVE values. According to Ketchen (2016), an AVE value is suitable when it is equal to or greater than 0.5. Similar to the previous test, there are two results of convergent validity testing through AVE analysis: first-order (Table 3) and second-order condition (Table 4). Based on the tables above, it can be seen that all AVE values in the first-order condition are equal to or greater than 0.5. Thus, it can be understood that all latent variables in the first-order condition are able to explain more than half of the variance of their indicators well. Next is the convergent validity test through AVE of the second-order model. Similarly, as in the previous first-order condition test, the AVE values obtained in the second-

Table 3. Results of convergent validity testing based on AVE values in the first-order condition

Latent Variables	AVE Value
Economic Dimension (X1.1)	0.853
Social Dimension (X1.2)	0.718
Cultural Dimension (X1.3)	0.822
Environmental Dimension (X1.4)	0.820

Table 4. Result of convergent validity testing based on AVE value in the second order condition

Latent Variables	AVE Value
Community Based Tourism (X1)	0.726
Community Well-being (Y1)	0.724
Sustainability performance of tourism industry (Y2)	0.675

order condition are also ≥0.5 (Table 4). Similar to the previous test, the second-order model also obtained AVE values of ≥0.5, implying suitable.

b) Discriminant Validity

Discriminant validity testing is conducted to ascertain whether the constructs used in the study truly depict the existing phenomena (Ketchen, 2016). The following presents the discriminant validity testing in the first-order condition (Table 5). From Table 5, it can be observed that all loading values are greater than the cross-loading values for every indicator. Thus, it is concluded that whole indicators have approved the discriminant validity test. Next, the discriminant validity testing for the second-order condition can be presented in Table 6.

Table 5. Result of discriminant validity based on first order condition

	X1.1	X1.2	X1.3	X1.4
X1.1	**(0.923)**			
X1.2	0.699	**(0.847)**		
X1.3	0.547	0.663	**(0.907)**	
X1.4	0.496	0.609	0.790	**(0.905)**

Table 6. Result of discriminant validity based on second order condition

	X	Y1	Y2
X	**(0.852)**		
Y1	0.700	**(0.851)**	
	0.729	0.796	**(0.821)**

From Table 6, it is observed that whole indicators have passed the discriminant validity test, similar to the first-order condition. The next step in the outer model testing is reliability testing, which can be carried out by scrutinizing the values of composite reliability and Cronbach's Alpha. According to Solimun *et al*. (2017), the value of composite reliability should be ≥0.70, and Cronbach's Alpha should also be >0.60. The following are the results of reliability testing in the first-order condition. Based on Table 7, all latent variables have agreed the reliability test, as indicated by both composite reliability and Cronbach's Alpha values. Next, the reliability testing in the second-order condition can be observed in Table 8.

Table 7. Result of reliability test based on first order condition

Latent Varibles	Composite Reliability	Cronbach Alpha
Economic Dimension (X1.1)	0.921	0.827
Social Dimension (X1.2)	0.884	0.803
Cultural Dimension (X1.3)	0.902	0.783
Environmental Dimension(X1.4)	0.901	0.780

Table 8. Results of reliability testing in second order condition

Latent Variables	Composite Reliability	Alpha Cronbach
Community Based Tourism (X)	0.914	0.874
Community Well-being (Y1)	0.887	0.810
Sustainability performance of tourism industry (Y2)	0.926	0.903

3.2. Inner Model

After completing the outer model testing, the next step is to conduct inner model testing. The first step in inner model testing is to examine the path coefficient values, which are used to observe the direction of relationships between latent variables. According to Hair Jr. *et al*. (2017), if the path coefficients approach +1, it indicates a positive and significant relationship, and similarly, approaching -1 indicates a significant negative relationship. Based on the

analysis results, the path coefficient values obtained are depicted in the structural model (Figure 1). It can be observed that all path coefficients indicate positive values. For example, the relationship between Community Based Tourism (X) and Community Well-being (Y1) has a path coefficient value of 0.71. This implies that Community Based Tourism applied in Taman Pinggir Nggawan Agrotourism has a positive and significant influence of 71% on Community Well-being, and so forth.

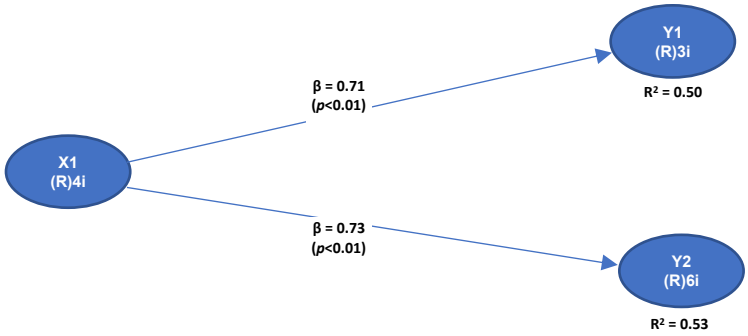

Figure 1. Path coefficients values in the structural model

Next, the subsequent step is to examine the values of R-squared, also known as the coefficient of determination. According to Ketchen (2016), R^2 is used to assess how much variance in the dependent variable (Y) is explicated by the independent variables (X). Based on the analysis results obtained, the R-squared values are as presented in Table 9. Based on the table, the R^2 value for Sustainability Performance of Tourism Industry is 0.532. This indicates that Community Based Tourism contributes approximately 53.2% to the variance in Sustainability Performance of Tourism Industry, while the residual 46.8% is influenced by outside variables that are not considered in the model.

Table 9. Results of R-squared analysis

Variabel Respons	R-squared
Community Well-being (Y1)	0.501
Sustainability performance of tourism industry (Y2)	0.532

The final step in the inner model testing is to examine the Goodness of Fit indices. As described by Solimun *et al.* (2017), Goodness of Fit is an index that includes ten indicators related to the goodness of the relationships between latent variables and their assumptions, and it serves as a rule of thumb. A summary of the model fit and quality indices are presented in Table 10. It is evident that all indicators of the Goodness of Fit have been satisfied in this work. As a summary of the findings is that all indicators (APC, ARS, and AARS) have *p*-values <0.001, indicating statistical significance. The values of AVIF (Average Block VIF) and AFVIF (Average Full Collinearity VIF) are respectively 1.235 and 2.849, both below the threshold value of 5, indicating acceptable levels of collinearity. Tenenhaus GoF (TGoF): The value is 0.605, which falls into the category of "good" model fit. In addition, all indicators including SPR (Sympson's Paradox Ratio), RSCR (R-squared Contribution Ratio), SSR (Statistical Suppression Ratio), and NLBCDR (Nonlinear Bivariate Causality Direction Ratio), have values of 1.00, meaning satisfy the standards.

3.2. The Results of SWOT Analysis

The qualitative analysis results in this study are expected to provide insights into the strategic foundation for determining the development direction of Taman Pinggir Nggawan Agrotourism. IFE (Internal Factor Evaluation) and EFE (External Factor Evaluation) are matrices in SWOT analysis that are used to evaluate the Company's environment, both internal and external. Below are the qualitative analysis results presented in IFE and EFE matrix tables. The IFE Matrix in Table 11 reveals that the total value of the internal factors is 3.57, indicating that the development strategy for the Taman Pinggir Nggawan Agrotourism has a strong and competitive internal position.

Tabel 10. Model fit and quality indices

No	Model Fit and Quality Indices	Criteria	Value	*p*-value
1.	Average Path Coefficient (APC)	p < 0.05	0.719 P<0.001	Fulfilled
2.	Average R-Squared (ARS)	p < 0.05	0.516 P<0.001	Fulfilled
3.	Average Adjusted R-Squared (AARS)	p < 0.05	0.512 P<0.001	Fulfilled
4.	Average Block VIF (AVIF)	Accepted if ≤ 5. ideal ≤ 3.3	1.235	Fulfilled
5.	Average Full Collinearity VIF (AFVIF)	Accepted if ≤ 5. Ideal ≤ 3.3	2.849	Fulfilled
6.	Tenenhaus GoF (TGoF)	Small ≥ 0.1. Medium ≥ 0.25. Large ≥ 0.36	0.605	Large
7.	Sympson's Paradox Ratio (SPR)	Accepted if ≥ 0.7. ideal = 1	1.00	Ideal
8.	R-Squared Contribution Ratio (RSCR)	Accepted if ≥ 0.9. ideal = 1	1.00	Ideal
9.	Statistical Suppression Ratio (SSR)	Accepted if ≥ 0.7	1.00	Fulfilled
10.	Nonlinear Bivariate Causality Direction Ratio (NLBCDR)	Accepted if ≥ 0.7	1.00	Fulfilled

Table 11. Internal Factor Evaluation (IFE) matrix for Taman Pinggir Nggawan Agrotourism

No	Internal Strength Factors	Weight (a)	Rating (b)	Score (c) = (a)x(b)
1	Expansion land available for tourism area	0.08	4	0.32
2	Natural resources support (Bengawan River, fish)	0.07	3	0.21
3	Local culture and customs attract tourists	0.08	3	0.24
4	Easy access	0.09	4	0.36
5	Supporting facilities and infrastructure	0.08	4	0.32
6	Young workforce	0.07	3	0.21
7	Digitally literate tourism management	0.08	4	0.32
No	**Internal Weakness Factors**	**Weight (a)**	**Rating (b)**	**Score (c) = (a)x(b)**
1	Lack of professional workforce in management	0.08	4	0.32
2	Limited social media promotion	0.08	4	0.32
3	Lack of benchmarking or tourism references	0.07	3	0.21
4	Minimal financial contribution from the village	0.07	3	0.21
5	Rural community's lack of awareness of tourism presence	0.08	4	0.32
6	Need for facility upgrades	0.07	3	0.21
	Total Score IFE	**1.00**		**3.57**

Table 12. External Factor Evaluation (IFE) matrix for Taman Pinggir Nggawan Agrotourism

No	External Strength Factors	Weight (a)	Rating (b)	Score (c) = (a)x(b)
1	Complete tourism facilities	0.11	3	0.33
2	Child and pregnancy friendly attractions	0.10	3	0.30
3	Promotion via online platforms worldwid	0.11	3	0.33
4	Innovations and creative ideas from the youth	0.11	3	0.33
5	Local investors can participate	0.13	4	0.52
No	**External Weakness Factors**	**Weight (a)**	**Rating (b)**	**Score (c) = (a)x(b)**
1	Emergence of new competitors	0.10	3	0.30
2	Victors are sensitive to ticket prices	0.10	3	0.30
3	Fluctuations in visitor numbers	0.11	3	0.33
4	Flood risk from the Bengawan solo river	0.13	4	0.52
	Total Scor EFE	**1.00**		**3.25**

The EFE Matrix in Table 12 demonstrates that the total value of the external factors is 3.25, indicating that the development strategy for the Taman Pinggir Nggawan Agrotourism responds well to existing opportunities and is

quite effective in anticipating various threats within the industry. Based on the data above, with an IFE Matrix score of 3.57 and an EFE Matrix score of 3.25, the IE Matrix places Taman Pinggir Nggawan Agrotourism in Quadrant I, as can be observed in Figure 2. This strategic position indicates a **Grow and Build** condition, reflecting a phase of growth and development. Consequently, the strategic steps that can be undertaken by the tourism management are: (1) Intensive strategies, including market penetration, tourism development, or development of tourist attractions, and (2) Integrative strategies, including backward, forward, or horizontal integration.

IE Matrix		**Weight Score IFE**		
		3.0 – 4.0	2.0 – 2.99	1.0 – 1.99
		High	**Average**	**Low**
Weight Score EFE	3.00 – 4.00 High	1 **GROWTH** Concentration through vertical integration	2 **GROWTH** Concentration through horizontal integration	3 **RETRENCHMENT** Turn around
	2.00 – 2.99 Medium	4 **STABILITY** Cautious	5 **GROWTH** Concentration through horizontal integration **STABILITY** No change in profit strategy	6 **RETRENCHMENT** Captive Company or Divestment
	1.00 – 1.99 Low	7 GROWTH Diversification concentric	8 GROWTH Diversification conglomerate	9 RETRENCHMENT Bankruptcy or Liquidation

Figure 2. IE Matrix scheme (Note: 1, 2, 4 : Grow and build; 3, 5, 7 : Maintain and hold; 6, 8, 9 : Harvest and divest)

Table 13. QSPM (Quantitative Strategic Planning Matrix) for Taman Pinggir Nggawan Agrotourism

Alternative strategies		**(1) Online promotion to reach target tourists**		**(2) Maximizing land expansion with up to date attractions**	
Key Factors	**Weight**	**AS**	**TAS**	**AS**	**TAS**
STRENGTH					
Available land for tourism area	0.08	2	0.16	4	0.32
Natural resources support (river. fish)	0.07	2	0.14	4	0.28
Local culture and traditions attract tourists	0.08	4	0.32	3	0.24
Easy Access	0.09	2	0.18	4	0.36
Supporting infrastructure	0.08	3	0.24	2	0.16
Young workforce	0.07	4	0.28	4	0.28
Digitally savvy tourism managers	0.08	4	0.32	2	0.16
WEAKNESS					
Lack of professional workforce	0.08	2	0.16	4	0.32
Insufficient social media promotion	0.08	2	0.16	3	0.24
Lack of reference tourism sites	0.07	2	0.14	3	0.21
Minimal capital investment from the village	0.07	3	0.21	2	0.14
Low community awareness about tourism	0.08	3	0.24	4	0.32
Need for facillty upgrades	0.07	2	0.14	3	0.21
OPPORTUNITY					
Complete tourism facilities	0.11	4	0.44	2	0.22
Child and pregnancy friendly attractions	0.1	3	0.3	3	0.3
Promotion via online platforms worldwide	0.11	4	0.44	3	0.33
Innovations and creative ideas from youth	0.11	3	0.33	3	0.33
Local investors can participate	0.13	4	0.52	3	0.39
THREAT					
Emergence of new competitors	0.1	4	0.4	3	0.3
Proce sensitivity of visitors	0.1	3	0.3	4	0.4
Fluctuations in visitor numbers	0.11	2	0.22	3	0.33
Flood risk from the Bengawan solo river	0.13	2	0.26	3	0.39
Total			**5.9**		**6.23**

Based on the QSPM (Quantitative Strategic Planning Matrix) calculations as presented in Table 13, it can be surmised that: Alternative Strategy (1) has a total score of 5.9, and Alternative Strategy (2) has a total score of 6.23. Therefore, Alternative Strategy (2) is prioritized over Alternative Strategy (1).

4. CONCLUSION

Based on the research results, it can be **concluded** that the management of Taman Pinggir Nggawan Agrotourism, which is based on Community-Based Tourism (CBT), has a constructive and important impact on community welfare. The analysis indicates a positive and significant influence of community-based tourism on the sustainability performance of the agrotourism business. The field findings align with these results, showing that based on the analysis of leverage, the variations in the root mean square (RMS) order on the X-axis demonstrate that the larger the RMS change, the greater the role of the attribute in enhancing sustainability status.

From the Internal-External (IE) Matrix position, it is stated that the strategic position of Taman Pinggir Nggawan Agrotourism is in Quadrant I with a "Grow and Build" strategy. This indicates that Taman Pinggir Nggawan Agrotourism is experiencing growth and development, so the steps that can be taken are Market Development, Market Penetration, Product Development, and Integrative Strategies (Forward, Backward, Horizontal). Through the analysis of the SWOT Matrix and IE Matrix (IFE Matrix and EFE Matrix), an alternative S-O strategy can be proposed, given the score for internal factor of 3.57 and the external factor of 3.25 for Taman Pinggir Nggawan Agrotourism. Through the QSPM Matrix analysis, it can be concluded that: Alternative Strategy (1) has a total score of 5.9, and Alternative Strategy (2) has a total score of 6.23. The priority strategy for Taman Pinggir Nggawan Agrotourism is to maximize land expansion by developing up-to-date attractions and conducting online promotions to reach the target tourists.

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