

CHAPTER V

RESEARCH RESULTS AND DISCUSSION

A. Tourism Development Strategy around Pindul Cave Based on SWOT

Analysis

The tourism development strategy around Pindul Cave is directed at the SWOT analysis. According to Freddy Rangkuti (2016: 19) SWOT analysis is the identification of various factors systematically to formulate a company's strategy. SWOT analysis (Strength, Weaknesses, Opportunities, Threats.) is an analysis based on strengths, weaknesses, opportunities and threats, and constraints faced in development.

Model analysis, SWOT is based on the logic that can minimize strengths and opportunities, and simultaneously can minimize weaknesses and threats. By knowing internal factors, namely (strengths and weaknesses) can be reduced weaknesses, but at the same time can maximize strength. Likewise with external factors, namely opportunities and threats, when minimized by threats, it can be enlarged with opportunities.

The following is a condition analysis that includes an analysis of the conditions of internal factors and external factors in developing tourism strategies around Pindul Cave:

B. Internal Factor Analysis

In Pindul Cave Tourism, of course there are strengths and weaknesses that can support development. This power includes a beautiful cave scenery that other caves do not have and, to Pindul cave also has a

cave tubing tour who are inside Cave by using buoys, and Access road to Pindul Cave is easy. Of course with Pindul Cave tourism, it encourages the growth of people's income. The weakness of Pindul Cave includes understanding and skills of human resources that are still quite low, and the price of food in restaurants around Pindul Cave is quite expensive. The price of tour packages to go along Cave is quite expensive, and tourism managers are less prepared to face a significant surge of tourists.

Table 5.1
Internal Factor Matrix of Pindul Cave

Strength	Weakness
1. The tourist area of Pindul Cave has beautiful and unique natural scenery	1. Understanding and human resource skills are still low in supporting tourism development
2. Have a Cave tour with cave tubing or a river walk in the cave using a float	2. The price of food in restaurants around Pindul Cave is quite expensive
3. Access road to Pindul Cave is easy	3. The price of tour packages to go along Cave is quite expensive
4. Pindul Cave Tourism encourages the growth of people's income	4. Tourist tourism managers are less prepared to face overloaded tourists.

Source: Data researcher

C. External Factor Analysis

In developing tourism in Pindul Cave there are various opportunities and threats that can encourage development. Tourism along the Cave along the river flow in the cave makes Pindul's cave famous. After this cave became famous, visitors in Pindul Cave increased because of the many tourists who wanted to visit Pindul Cave. Tourists from Pindul Cave are also aware of maintaining cleanliness and environmental sustainability.

And the image of Gunungkidul tourism area is a competitive, advanced and independent nature and culture, and also the involvement of the community around Pindul Cave in the development of Pindul Cave. The threats posed by Cave include natural disasters such as landslides and floods, and during the floods tourists who want to visit Pindul Cave are declining, and this also causes environmental damage, and there is a dispute between the Pindul cave management group.

Table 5.2
External Factors Matrix of Pindul Cave

Opportunities	Threats
1. The superior image of Gunungkidul tourism area as a nature-based tourist destination is supported by a culture that is sustainable and competitive	1. The occurrence of natural disasters such as landslides and floods
2. The high awareness of tourists in preserving the environment	2. There is damage to the environment around the tourist area
3. The amount of interest of tourists who want to return to Pindul Cave because of the beautiful scenery and adventure tours along the cave with cave tubing	3. The decline in visitors after a natural disaster
4. Great community involvement in the development of Pindul Cave	4. Internal problems between Pokdarwis groups with each other

Source: Data researcher

D. SWOT Research

To find out how much influence internal and external factors have on the development of Pindul Cave tourism, the researchers used SWOT research. According to (Rangkuti, 2008) SWOT research is very important to do with the aim of analyzing and classifying quantitatively the internal and external factors that affect the organization's business. The results of SWOT research are numbers. Each question answered by the respondent from internal factors

and external factors in the form of a scale will be calculated, so that a certain number is obtained. The scale used is between 1 - 5 the values for internal factors (Strengths and Weakness), namely 1 means low and 5 means high. While for external factors (Opportunities and Threats), that is 1 means very high and 5 means low.

Because each factor is calculated using numbers, to simplify the calculation process researchers use intervals. The interval determination is as follows:

1. Highest Score (X_t) = 5 Lowest Score (X_r) = 1
2. Determining the Range $R = X_t - X_r$
 $= 5 - 1$
 $R = 4$
3. Determining Class Length $P = R / X_t$
 $= 4/5$
 $P = 0.80$

By using a class length of 0.80 and the lowest score of 1, the following criteria can be made:

Table 5.3
Interval Criteria

No	Interval	S-W	O-T
1	1,00-1,80	Low	Very high
2	1,81-2,60	Low enough	High
3	2,61-3,40	High enough	High enough
4	3,41-4,20	High	Low enough
5	4,21-5,00	Very high	Low

1. Calculation of Internal Factors

Table 5.4
Calculation of Internal Factors

No	Internal Factors	FGD Respondent						Average	Note
		1	2	3	4	5	6		
STRENGTH									
1.	The tourist area of Pindul Cave has beautiful and unique natural scenery	5	5	5	5	3	3	4.33	VH
2.	Have a Cave tour with cave tubing or a river walk in the cave using a float	5	5	4	5	5	4	4.67	VH
3.	Road access to tourist attractions Pindul Cave is easy	5	5	3	5	5	4	4.5	VH
4.	Pindul Cave tourism encourages the growth of people's income	5	5	5	5	5	5	5	VH
TOTAL AVERAGE STRENGTH								4.63	VH
WEAKNESS									
1.	Understanding and human resource skills are still low in supporting tourism development	2	4	5	4	3	3	3.5	H
2.	The price of food in restaurants around Pindul Cave is quite expensive	2	1	1	1	2	3	1.67	L
3	The price of tour packages to go along Cave is quite expensive	2	2	2	2	2	2	2	LE
4.	Tourist tourism managers are less prepared to face overloaded tourists.	2	4	5	4	3	4	3.67	H
TOTAL AVERAGE WEAKNESS								2.71	HE

Source: Primary Data Processed, 2019

Based on table 5.4, you can find out the following things: Based on table 5.4 the average value of strength possessed by Pindul Cave is 4.3 in the very high category. This shows that the strength of the Pindul Cave is very large, so that it can be used in accordance with its development. From

the internal power factor needed, Pindul Cave tourism encourages the growth of community income which produces categorical factors with an average value of 5. This value indicates this Pindul Cave tourism is very helpful to the local community in terms of their income and this will improve the welfare of the local community.

The strength factor that has a high category now is the Pindul Cave tourist area has a beautiful and unique natural scenery with an average value of 4.3. Pindul Cave has a very unique and interesting natural potential as one of the tourist destinations for tourists who come to visit. Strength factors that have a higher category have Cave tourism with cave tubes or river trails in the cave using buoys with an average value of 4.67. Pindul Cave is a special tourist destination for Cave Lovers.

Based on Table 5.4, the average value of weakness possessed by Pindul Cave is 2.71 with a fairly high category. This shows the weaknesses possessed by Pindul Cave can support the development of Pindul Cave. From the internal weaknesses possessed, tourist object managers are less prepared to face overloaded tourists is a high category factor with an average value of 3.67 This shows the need for restrictions on visitors coming to Pindul Cave until the manager is ready to receive visitors, this needs to be done because it can help the development of Pindul Cave. The weakness factor that has another high category is. This shows that the quality of the surrounding human resources must be more considerate because it can help in the process of developing Pindul Cave.

2. Calculation of External Factors

Table 5.5
Calculation of External Factors

No	External Factors	FGD Respondent						Average	Note
		1	2	3	4	5	6		
OPPORTUNITIES									
1.	The superior image of Gunungkidul tourism area as a nature-based tourist destination is supported by a culture that is sustainable and competitive	1	2	2	2	2	2	1.83	H
2.	The high awareness of tourists in preserving the environment	1	2	1	5	2	1	2	H
3.	The amount of interest of tourists who want to return to Pindul Cave because of the beautiful scenery and adventure tours along the cave with cave tubing	1	1	2	1	1	1	1.17	VH
4.	Great community involvement in the development of Pindul Cave	1	1	1	1	2	2	1.33	VH
TOTAL AVERAGE OPPORTUNITIES								1.58	VH
THREAT									
1.	The occurrence of natural disasters such as landslides and floods	1	2	3	3	4	5	3	HE
2.	There is damage to the environment around the tourist area	1	3	4	2	4	4	3	HE
3.	The decline in visitors after a natural disaster	1	4	3	5	5	5	3.83	LE
4.	Internal problems between Pokdarwis groups with each other	1	3	4	3	4	4	3.17	HE
TOTAL AVERAGE THREAT								3.25	HE

Source: Primary Data Processed, 2019

Based on table 5.5 above, in the development of Pindul Cave tourism there are various opportunities factors that can encourage development among them the many interests of tourists who want to return to Pindul Cave because of beautiful scenery and adventure tours along the cave with cave tubing fall into the very high category with an average value average 1.17. This shows that with many tourists who want to visit again, it shows that the Cave of Pindul already has its own attraction so that the managers need to maintain this tourist attraction as well as possible. The opportunity factor included in the next very high category is the large community involvement in the development of Pindul Cave with an average value of 1.33. This shows that with the participation of the surrounding community in the development process of Pindul Cave, it will make Pindul Cave better known by the wider community with the promotion carried out.

Based on Table 5.5, the threat factor with the highest category is the occurrence of natural disasters such as landslides and floods with an average value of 3. This indicates that there is a need for anticipation from the managers in terms of handling or warning of the occurrence of natural disasters. The next threat factor is the damage to the environment around the tourist area with a fairly high category and an average value of 3. This shows that there needs to be awareness of the local community towards the tourism environment, by maintaining and preserving existing natural beauty without destroying it.

E. Factor Internal Strategy Matrix and External Strategy

Before compiling the SWOT matrix, IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) were carried out by giving weight and rating to each of the strategic factors.

Based on table 5.6 above the total score produced by the power factor is 2,10 and the weakness factor is 1,20. Thus, the total score of the overall factor analysis of the internal strategy of Pindul Cave is 3,30. This means that the strength and weakness factors are very strong.

Table 5.6
Internal Strategy Factor

Internal Strategy Factor	Bobot	Rating	Score
Strength			
a. The tourist area of Pindul Cave has beautiful and unique natural scenery	0,15	4	0,60
b. Have a Cave tour with cave tubing or a river walk in the cave using a float	0,15	4	0,60
c. Road access to tourist attractions Pindul Cave is easy	0,10	3	0,30
d. Pindul Cave tourism encourages the growth of people's income	0,15	4	0,60
Total			2,10
Weakness			
a. Understanding and human resource skills are still low in supporting tourism development	0,15	3	0,15
b. The price of food in restaurants around Pindul Cave is quite expensive	0,05	3	0,60
c. The price of tour packages to go along Cave is quite expensive	0,10	3	0,15
d. Tourist tourism managers are less prepared to face overloaded tourists.	0,15	4	0,30
Total	1,0		1,20
Total Overall			3,30

Source: Primary Data Processed, 2019

Table 5.7
External Strategy Factor

External Strategy Factor	Bobot	Rating	Score
Opportunity			
a. The superior image of Gunungkidul tourism area as a nature-based tourist destination is supported by a culture that is sustainable and competitive	0,15	4	0,60
b. The high awareness of tourists in preserving the environment	0,15	4	0,60
c. The amount of interest of tourists who want to return to Pindul Cave because of the beautiful scenery and adventure tours along the cave with cave tubing	0,10	3	0,30
d. Great community involvement in the development of Pindul Cave	0,20	4	0,80
Total			2,30
Threat			
a. The occurrence of natural disasters such as landslides and floods	0,10	4	0,40
b. There is damage to the environment around the tourist area	0,05	3	0,15
c. The decline in visitors after a natural disaster	0,05	3	0,15
d. Internal problems between Pokdarwis groups with each other	0,20	4	0,80
Total			1,50
Total Overall	1,00		3,80

Source: Primary Data Processed, 2019

Based on Table 5.7 above the total score produced by the opportunity factor is 2,30 and the threat factor is 1,50. So that the total score of the overall factor analysis of the external strategy of Pindul Cave is 3,80.

Based on the results of the weighting and rating carried out through IFAS and EFAS SWOT analysis, the final value of strengths, weaknesses, opportunities and threats can be obtained as follows Table 5.8.

Table 5.8
Recapitulation of Calculation of IFAS and EFAS

No	Description	Total Value
1	Internal Factor	
	a. Strength	2,10
	b. Weakness	1,20
2	External Factor	
	a. Opportunity	2,30
	b. Threats	1,50

From the table above it can be seen that the results of the acquisition of strength scores are greater than their weaknesses. Likewise, the acquisition of opportunity scores is greater than the threat.

$$\text{Strengths} - \text{Weakness} = 2,10 - 1,20 = 0,90$$

$$\text{Opportunities} - \text{Threats} = 2,30 - 1,50 = 0,80$$

F. SWOT Analysis

The results obtained above are used as a reference for the formation of a SWOT analysis to see the position of Pindul Cave as follows:

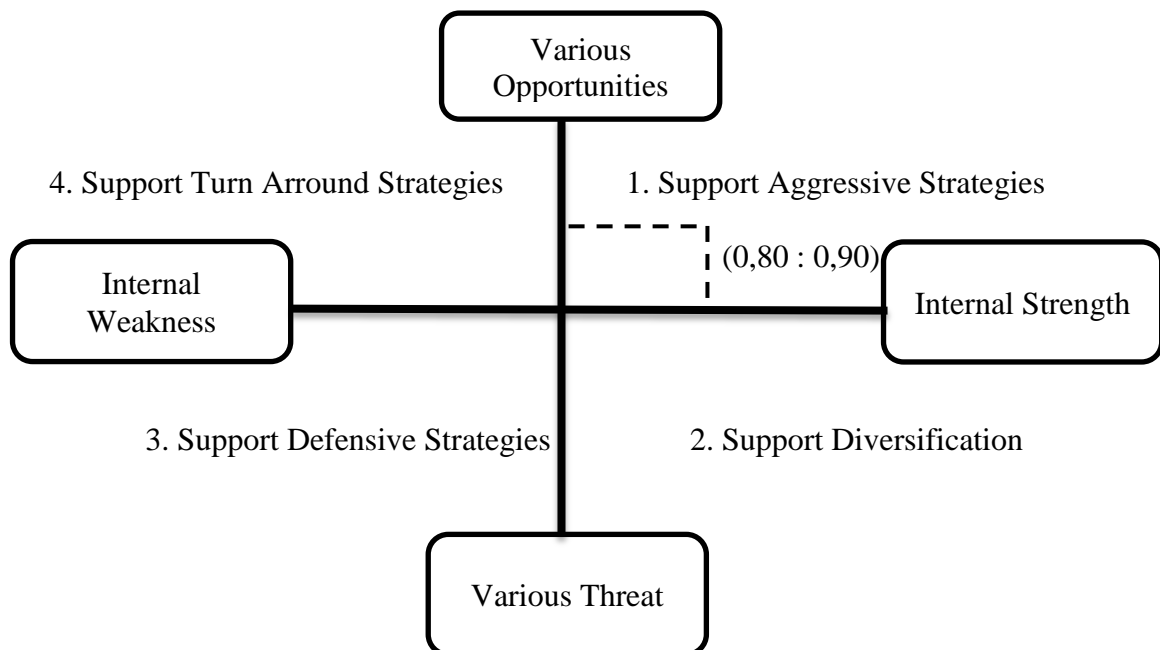


Figure 5. 1 SWOT Analysis Chart of Pindul Cave

Based on Figure 5.1 above shows that the position of Pindul Cave is in quadrant I, which is in a very favorable situation. The Tourism Destination of Pindul Cave has opportunities and strengths so that it can take advantage of the opportunities that exist. The strategy that must be established in this quadrant is to support aggressive growth policies (growth oriented strategy).

G. IE Matric (Internal External)

Furthermore, so that the resulting strategy is more accurate, the researcher uses the Internal External analysis method or the IE matrix. The results of testing using the IE Matrix are as follows:

The Internal Overall Score of IFAS = 3.30 the External Overall Score of EFAS = 3.80

Total score of Internal and External strategy Factor

	Strong 3,0-4,0	Medium 2,0-2,99	Weak 1,0-1,99
Strong 3,0-4,0	I	II	III
Medium 2,0-2,99	IV	V	VI
Weak 1,0-1,99	VII	VIII	IX

Figure 5. 2 IE Matrix (Internal External)

From the results of testing the IE Matrix above, it can be seen that the position of the development of Pindul Cave is in quadrant I with a number of internal and external weighting scores of 3,30 and 3,80 respectively. This

situation means that Pindul Cave is in Growth position or is developing. The development strategy that can be applied in this strategy includes the development of Pindul Cave's cave tubing tourism and maintaining the Cave area as a clean tourist area of the Cave.

H. SWOT Matrix

The following is a table that shows the tourism development strategies of Pindul Cave. The strategy is analyzed by the SWOT Matrix. The SWOT matrix is a matrix that can describe how (external) opportunities and threats faced can be adjusted to existing strengths and weaknesses (internal) as can be seen in the following Table 5.9.

Table 5.9
SWOT Matrix

	Strengths	Weakness
IFAS (<i>Internal Factor Analysis Strategy</i>)	<ol style="list-style-type: none"> 1. Goa Pindul tourist area has beautiful and unique natural scenery 2. Have a Goa tour with cave tubing or river walk in the cave using a buoy 3. Access road to Pindul Cave is easy 4. Pindul Cave tourism encourages the growth of people's income. 	<ol style="list-style-type: none"> 1. HR understanding and skills are still low in supporting tourism development 2. The price of food in restaurants around Goa Pindul is quite expensive 3. The price of a tour package to explore Goa is quite expensive 4. The tourism object manager is not ready to face overloaded tourists.
EFAS (<i>External Factor Analysis Strategy</i>)		
Opportunities	SO Strategy (Strengths Opportunities)	WO Strategy (Weakness Opportunities)

	Strengths	Weakness
<p>1. The superior image of the Gunungkidul tourism area as a nature-based tourist destination is supported by a culture that is sustainable and competitive</p> <p>2. The high awareness of tourists in protecting the environment</p> <p>3. The many interests of tourists who want to visit back to Pindul Cave because of the beautiful scenery and adventure tours down the cave with cave tubing</p> <p>4. Large community involvement in the development of Pindul Cave</p>	<p>1. Maintaining the attraction of attractions by maintaining the beauty of Pindul Cave</p> <p>2. Build the mindset of tourists to care about the preservation of the tourist environment.</p> <p>3. Improving the quality of facilities and infrastructure in terms of the comfort and safety of the tourist environment to increase tourist visits</p> <p>4. Fostering local groups to improve their skills in serving and dealing with tourists</p>	<p>1. Provide information to the local community about the development of the Pindul Cave attraction.</p> <p>2. Discuss with restaurant owners around Pindul Cave so that the price of food in the restaurant is equated with the price of food in other tourist restaurants to increase the interest of tourists to visit again</p> <p>3. discuss with the tourism management group about the package rates so that more tourists want to come back.</p> <p>4. Empowering the community to become a group that is able to compete, advance and be independent to support Gunungkidul as a nature-based tourist destination supported by a culture that is sustainable and competitive</p>
Threats	ST Strategy (Strength Threats)	WT Strategy (Weakness Threats)

	Strengths	Weakness
1. Natural disaster such as landslide and floods 2. The existence of environmental damage around the tourist area. 3. The decline in visitors after a natural disaster 4. Internal problems between Pokdarwis groups with one another	1. Provide information to the surrounding community, and tourists about natural disasters such as providing tips on disaster preparedness such as floods 2. Provide supporting facilities and infrastructure that are comfortable, safe and clean in the tourist attraction of Pindul Cave. 3. Collaborate with the community to monitor and oversee the development of Pindul Cave tourism objects in environmental preservation. 4. Establish close relationships between one management group with another group	1. Improve facilities in Pindul Cave, so as not to lose competitiveness with other attractions such as adding facilities 2. Improve the quality of local human resources and business understanding in Pindul Cave as a supporter of tourism activities. 3. Discuss the price of Pindul Cave tour packages between groups so as not to cause divisions and disputes.

SO, WO, ST, WT strategies is as follows:

1. SO Strategy (*Strength Opportunities*)

- a. Maintaining the attraction of attractions by preserving the beauty of Pindul Cave attractions by protecting tourist areas such as protecting the unique and beautiful Cave area, protecting stalactites and stalagmites which are one of the characteristics of Pindul Cave.

- b. Building the mindset of tourists to care about the preservation of the tourism environment where protecting the natural environment will have a good impact on the welfare of the community
 - c. Improving the quality of comfort and safety of the tourist environment to increase the satisfaction of tourists who visit so as to create such a beautiful and unique landscape.
 - d. Fostering local communities to improve skills in serving and dealing with tourists by training Cave tour guides to be better trained and tourists becoming confident in their safety, while also increasing competence in serving tourists through foreign language training.
2. WO Strategy (*Weakness Opportunities*)
- a. Provide information to the local community about the development of Pindul Cave attractions and the benefits obtained by tourism by visiting other tourist attractions and seeing the development of these tourist attractions.
 - b. With the involvement of the local community, he will be able to provide full benefits and the community itself can be an economic driver in its own territory.
 - c. Discuss with restaurant owners around Pindul Cave so that food prices are generalized with restaurants in other tourist attractions to attract tourists back to Pindul Cave and don't mind eating at restaurants around Pindul Cave. Discuss with tourism management groups about tour package rates so that more tourists want to return to Pindul Cave.

- d. Empowering the community to become a group that is able to compete, advance and be independent to support Gunungkidul as a nature-based tourist destination supported by a culture that is sustainable and competitive.
3. ST Strategy (*Strength Threats*)
 - a. Provide information to the surrounding community, tourism managers and tourists about natural disasters such as providing tips on disaster preparedness such as floods and landslides and how the community and managers will respond after a disaster so that if there is a disaster in Pindul Cave, everyone is ready, and the Cave remains safe.
 - b. Providing comfortable, safe and clean supporting facilities and infrastructure in Pindul Cave tourism objects by increasing the convenience of quality tourism services.
 - c. Collaborate with the community to monitor and oversee the development of Pindul Cave tourism objects in environmental preservation so that the tourism environment is maintained.
 - d. Establish a close relationship between one management group with another group, so that the relationships between one group and another remain harmonious
 4. WT Strategy (*Weakness Threats*)
 - a. Improve facilities in Pindul Cave, so as not to lose competitiveness with other attractions such as adding lodging facilities, spacious and comfortable parking spaces, providing playground facilities such as

parks in tourist areas, and maintain the cleanliness and comfort of bathrooms and places of worship.

- b. Improve the quality of local human resources and business understanding in Pindul Cave as a supporter of tourism activities, by increasing understanding of the importance of maintaining inter-group relationships and also providing foreign language training and business creativity training at their disposal.
- c. Discuss the price of Pindul Cave tour packages between groups so as not to cause divisions and disputes.

I. Discussion

Based on previous research, research conducted by Pramono and Dwimawanti (2017) about the strategy for developing coastal tourism in Gunungkidul Regency is listed in chapter 2 that the results of the SO, WO, ST, and WT strategy formulation state the strategy. the same thing with the strategy concluded by the researchers. In the results of research conducted by Pramono and Dwimawanti to formulate SO strategies, improve the quality of facilities and beach tourism infrastructure to increase the length of stay of tourists, this was also stated by researchers in its SO strategy, namely, Improving the quality of facilities and infrastructure in terms of comfort and safety of the tourist environment to increase tourist visits. Likewise with the results of the WO strategy formulated by researchers, namely guiding people to become communities that are able to compete, move forward and be independent to support Gunungkidul as nature-based tourism supported by

sustainable and competitive culture was also stated by previous researchers. The results of the ST strategy in previous studies were to increase public awareness to manage the cleanliness of beach tourism objects, this was also stated by researchers in the ST strategy, namely Working closely with the community to monitor and oversee the development of Pindul Cave attractions in environmental preservation so that the tourism environment remains awake. And also for the WT strategy proposed by the previous researchers, namely conducting tourism work training, this was also stated by researchers in the WT strategy, namely Improving the quality of local human resources and understanding of business in Pindul Cave as a supporter of tourism activities.

From the results of discussions between researchers and business people, some of whom were members of the POKDARWIS, the researchers received a statement that there was a lack of a good cooperative relationship between the tour operators of Gua Pindul and the local government. Marketing Gua Pindul (2019) said that:

"As far as I know the Government does not have assets here, because the Pindul Cave land is indeed private land and currently the Pindul Cave is also under the auspices of the BUMDes (Village-Owned Enterprises). The government is currently helping such as facilities and infrastructure for direction. Lack of government support especially the tourism office for the development of this Cave made many people develop this tourism object themselves, at first there was a land dispute, but the community supports the development of this Pindul Cave.

Because it is very influential on the economy of the community around Pindul Cave, and the use of Pindul Cave land is also not for personal gain, so all the people here can feel the positive impact of developing Pindul Cave, for example many surrounding communities build public toilets in front of his house for business they and also this also improved facilities in Pindul Cave too. (Marketing Pindul Cave, 42 years old, 2 July 2019).