



Public Service Performance of the Department of Culture and Tourism in Developing Tourism Destinations in Batam, Riau Islands

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Abstract. This study aims to analyze the performance of public services by the Department of Culture and Tourism of Batam City in enhancing tourism destinations. Batam has significant potential due to its natural beauty, culture, and proximity to Malaysia and Singapore. This research used a qualitative approach through interviews with the Tourism Department, tourism managers, Pokdarwis, and visitors, as well as field observations. Secondary data were also analyzed from performance reports and Google Reviews. The results indicate that the services provided by UPTD Museum Raja Ali Haji are fairly good, particularly in the tangible aspect. However, the responsiveness, assurance, empathy, and reliability aspects need improvement, such as slow staff responses and lack of information certainty. The services in assisting Kampung Tua Bakau Serip Tourist Village are considered inadequate, especially in attractions, amenities, accessibility, and institutional support. Attractions are under-promoted, facilities are limited, accessibility is challenging, and institutional support is suboptimal. This has led to a decline in the village's ranking in the ADWI nominations, highlighting the need for improved service quality and institutional support to ensure sustainable tourism development.

Keywords: Public Service Performance, Tourism Development, Institutional Support, Service Quality Evaluation, Tourism Destination Management

1 Introduction

Indonesia boasts numerous beautiful islands that attract both domestic and international tourists. The rapid development of Indonesia's tourism sector has contributed to increasing global recognition of Indonesia's name and reputation. International tourists visiting Indonesia are captivated not only by the stunning natural landscapes but also by the warm hospitality of its people, which enhances their overall travel experience. The country's unique cultural diversity and scenic beauty have positioned it as a desirable tourist destination worldwide. Furthermore, the tourism industry's growth has positively impacted various local economies, generating employment opportunities and promoting cultural exchange. As a result, tourism has become a vital contributor to Indonesia's economic and social development, drawing attention from policy makers to further strengthen this sector.

One of Indonesia's popular tourist destinations is Batam City, a small city with a strategic location that lies along busy shipping routes and is close to Singapore and Malaysia. In addition to being an industrial hub, Batam has witnessed rapid economic

growth fueled by both its industry and tourism sectors. The city’s tourism potential is significant, with various destinations offering memorable experiences for visitors. Some of Batam’s key attractions include the Bareleng Bridge, Sekupang Deer Park, Ranoh Island, Engku Putri Square, Batam Botanical Gardens, Belakang Padang Island, and numerous other sites [<https://www.rukita.co/stories/wisata-batam>]. These attractions highlight the diversity and appeal of Batam as a tourist destination, showcasing both natural beauty and cultural significance. However, for these destinations to remain attractive, they require effective management and innovation in tourism services to maintain and enhance visitor satisfaction.

In the aftermath of the COVID-19 pandemic, tourist visits to Batam have shown steady improvement year by year. The rising numbers of tourist arrivals underscore the city’s potential as a preferred travel destination in Southeast Asia. Batam has made concerted efforts to introduce innovative services and experiences designed to enhance the quality of tourism and meet the evolving needs of post-pandemic travelers. These improvements are instrumental in providing tourists with a satisfying and safe experience during their visits. For a comprehensive overview, Table 1 provides data on tourist arrivals to Batam, illustrating the positive trend in visitor numbers as the tourism sector recovers and adapts to new travel standards. This continued growth indicates Batam’s resilience and the potential for further expansion in the tourism market.

Table 1. Number of Visitor in Batam, 2023

Month	Number Visitors in Batam		
	2021	2022	2023
Januari	-44,49	-23,32	-34,65
February	-33,49	37,08	-21,72
March	119,62	202,63	31,57
April	-38,33	719,89	-8,68
May	-38,33	718,32	-8,69
June	14,49	105,68	-13,23
July	2,45	139,69	73,61
August	35,86	44,03	29,21
September	2,48	5,44	0,19
October	9,72	-0,35	-21,54
November	48,10	3,13	25,79
December	33,76	79,77	-

Source : Center Bureau of Statistic Register, 2023

Despite the increase in tourist arrivals, the Indonesian Central Bureau of Statistics (BPS) recorded a nearly 30% drop in international visitor numbers to Batam in July 2023 compared to June 2023 [<https://metro.batampos.co.id/kunjungan-wisman-ke-batam-anjlok/>]. This decline highlights ongoing issues in Batam’s tourism sector that impact its appeal to foreign tourists. According to the 2021–2026 Strategic Plan (Renstra) of Batam’s Department of Culture and Tourism, several challenges hinder optimal tourism development. These include insufficient destination infrastructure, inadequate safety, cleanliness, orderliness, limited accessibility, and connectivity obstacles. Such factors collectively reduce Batam’s competitive edge in attracting tourists to the Riau Islands. These problems point to the requirement of thorough

infrastructure upgrades and laws compliant with current travel guidelines [Pan et al., 2018]. Dealing with infrastructure issues and service quality is vital since, as past studies done in Mountain Sanqingshan National Park, China, have shown, well-developed infrastructure can improve dependability of services, which is crucial in raising destination attractiveness and repeat visits [Nian et al., 2024]. Furthermore, this case study reveals how much tourist management depends on local communities. Limited community participation in the administration of tourism attractions could result in site neglect, improper handling, and too high resource consumption. A major obstacle to Batam's sustainable tourist growth has been the lack of highly committed local tourism groups with well-trained expertise. Engaging local communities and stakeholders in tourism management, according to experts, can greatly enhance destination resilience, sustainability, and resource protection [Pyke et al., 2021].

Furthermore stressing the need of creating new tourism sites is the Strategic Plan Document of the Batam Tourism Office. Batam's tourist potential has been hampered, nevertheless, by government backing lacking and little cooperation from many sectors in new sites as well as preservation of current sites. Lack of high-quality supporting tourism infrastructure and the little presence of complementary tourism companies that may combine to provide a flawless guest experience—hotels, travel agency, marketplaces, and others—are major difficulties. Batam runs the danger of losing great chances to diversify its tourism offers and raise visitor satisfaction without enough infrastructure. This problem fits the more general theoretical framework on destination competitiveness [Dwyer et al., 2003].

Apart from infrastructure problems, Batam's tourism industry suffers difficulties with promotional efforts. Lack of a thorough regional information center stops visitors from getting all the knowledge about Batam. Moreover, the restricted use of Information and Communication Technology (ICT) lowers the city's capacity to reach its target audience both online and offline. Studies on successful tourism promotion—especially via digital platforms—have revealed that it can greatly affect visitor choice and raise destination popularity [Kiráľová & Pavlíčka, 2015]. Batam's capacity to draw more general interest is further hampered by the scant planning of national and international events. Batam's special tourism attraction might not be given the respect it deserves without enough event promotion, so losing possible visitors. Furthermore, poor media use for tourism promotion reduces Batam's competitiveness, particularly in relation to locations with more aggressive marketing campaigns [Indah et al., 2023].

Despite Batam's strategic location, which would help tourist growth, Batam now mostly serves as a transit point for visitors arriving from other nations or regions. Increased access to tourism-related knowledge would encourage people to investigate Batam's attractions, therefore turning the city from a just transit center into a main attraction. More in-depth study is required on how the Batam Tourism Office may improve its service performance in view of these marketing and developmental obstacles. While innovation is still rather important in improving the travel industry, offering high-quality service is a calculated way to handle these limitations. Providing creative, superior services above visitor expectations can help Batam appeal more as a holiday

destination. Particularly in the travel industry, which gives customer satisfaction first priority, the research has found that service excellence plans are absolutely essential for overcoming challenges to service delivery [Wirtz et al., 2023]. The Batam City Government responded by signing the Public Service Declaration on May 30, 2022 by Batam City Secretary H. Jeffridin, M.Pd. Reflecting the government's will to raise public services to match expected standards, this declaration seeks to improve service performance across all sectors. Examining the Batam Department of Culture and Tourism's performance is essential for significant change, especially in terms of knowing why Batam's tourism destinations remain unsatisfactory despite different initiatives in past years. This paper attempts to solve these problems by analyzing theoretical and pragmatic models for enhancing innovation and tourism services. Batam's tourism industry can be improved by knowledge of and ability to overcome constraints in infrastructure, community involvement, advertising, and service quality. Such a strategy is quite pertinent since cities all around aim to create competitive advantages in an ever changing travel scene [Hong, 2009].

This study intends to give insightful analysis of sustainable tourism development for Batam and other developing tourism destinations by addressing these basic issues. This background of research helps one to frame the research issue as follows: (1) How might the public service performance of the Department of Culture and Tourism help to improve Batam, Riau Islands' tourism? (2) In what ways can the Department of Culture and Tourism's attempts to enhance Batam, Riau Islands' tourism attractions be hampered? These research issues guide the aims of this study to be as follows: (1) To investigate public service performance of the Department of Culture and Tourism in improving tourism destinations in Batam, Riau Islands, and (2) To offer solutions to the elements that impede the public service performance of the Department of Culture and Tourism in its attempts to enhance tourism destinations in Batam, Riau Islands.

This study is expected to provide benefits both academically and practically. From an academic perspective, the findings are anticipated to serve as a medium for applying theory relevant to the research focus and to enrich the literature on public policy. Furthermore, this research aims to contribute to the advancement of knowledge in public administration, particularly in public management. From a practical perspective, the study's findings are intended to offer input, insights, and considerations for the government, especially the Batam city administration, in formulating regulations or policies. This approach can serve as a model for addressing the aspirations, demands, and needs of the community.

2 Theoretical Background

2.1 Understanding Public Service

The rapid advancement of technology has significantly improved public access to information. Now, individuals can quickly access service requirements with a single click, providing them with efficient, convenient, affordable, and reliable service solutions. Technological progress promises citizens faster, more transparent, and higher-quality services; however, issues persist in the implementation of public services, including service discrimination, high dissatisfaction rates, a lack of clear timelines, and inconsistent costs for various services. The Ministry of Administrative and Bureaucratic Reform has highlighted ongoing weaknesses in public service quality within government institutions, indicating insufficient commitment to fulfilling service obligations. Public service, as defined by Indonesia's Public Service Law No. 25 of 2009, includes a series of activities designed to meet the needs of citizens in accordance with regulations, offering goods, services, and administrative assistance. According to Lewis and Gilman [2005], cited in Hayat [2017], public service represents a trust exercised with responsibility and compliance with established rules. Effective public service delivery, characterized by professionalism in providing services, goods, and administration, remains a primary expectation of the community. Furthermore, Article 3 of the Public Service Law No. 25 of 2009 emphasizes the need for clear boundaries and roles regarding the rights, responsibilities, and authority of all parties involved in public service provision, underscoring the importance of accountability in service delivery.

2.2 Public Service Performance

Public service performance measurement is often synonymous with government performance evaluation due to the government's role in providing public services. Government performance can be assessed based on its effectiveness in delivering public services. Mukarom [2015] provides multiple definitions of performance: Murphy and Cleveland view it as task- and job-oriented behavioral quality, while Mangkunegara describes it as the quality and quantity of work achieved by individuals within their responsibility. Stephen Robbins defines performance as the evaluation of an employee's work against predetermined criteria. Public service performance can manifest as verbal services offered by officers to those requiring information, as well as written services, including guidelines, information, and other assistance. Performance is an essential aspect of public service, as it directly influences service recipients' perceptions and satisfaction. Performance evaluations also benefit institutions by identifying areas needing improvement and promoting an understanding of service quality, which aligns with the findings of recent studies [Yang & Holzer, 2006] that emphasize the importance of performance in fostering public trust and satisfaction.

2.3 Measuring Public Service Performance

The measurement of public service performance is vital for evaluating the success or failure of activities, programs, or policies. Zeithaml, Parasuraman, and Berry propose five dimensions of public service performance: tangibles, reliability, responsiveness, assurance, and empathy. Tangibles refer to physical facilities and employee equipment owned by service providers. Reliability represents the ability to deliver promised services accurately. Responsiveness reflects the willingness to assist the public, while assurance encompasses employees' knowledge and reliability in providing confidence to customers. Lastly, empathy involves personalized attention to the community. Lanvin expands these dimensions to include responsiveness, responsibility, and accountability, suggesting that public service measurement should consider how responsive providers are to the public's needs, how responsibly they operate without violating regulations, and the degree of alignment with societal values and norms. Gibson, Ivancevich, and Donnelly propose additional indicators, including satisfaction, efficiency, productivity, adaptability, and development. Each of these aspects provides a comprehensive view of service performance that can support both accountability and improvement in service delivery, aligning with the latest studies by Mwita [2000] that suggest a multidimensional approach to performance assessment is crucial for effective public service management.

2.4 Understanding Tourism

Tourism encompasses all activities related to travel and is inherently multidimensional and multidisciplinary, addressing the needs of individuals and nations and involving interaction between tourists, local communities, governments, and private enterprises. According to Article 1, Clause 4 of Law No. 10 of 2009 on Tourism, tourism includes interactions between tourists, local communities, other tourists, and various governmental and private stakeholders. Local communities play a critical role in developing the tourism industry, as stipulated in Article 2 of Law No. 10 of 2009, which requires tourism to be conducted based on principles of participation, utility, family values, equity, sustainability, balance, independence, and fairness. Article 5 emphasizes the need of empowering local communities so that people living in tourist locations get precedence in enjoying the advantages of tourism activities, therefore obtaining a more complete perspective. Presenting local communities as the primary beneficiaries demonstrates an increasing trend toward environmentally friendly, community-oriented travel development. Recent tourism research, such those by Sapkota et al. [2024], underline the critical need of community involvement in advancing sustainable tourism and thereby enhancing local livelihoods. Therefore, guaranteeing that tourism not only meets the demands of guests but also promotes the socioeconomic development of host communities by means of an inclusive and participatory strategy.

3. Methods

Conducted in 2024, this study concentrated on two major tourism sites in Batam City: the local community-run *Desa Wisata Kampung Tua Bakau Serip* and the Batam City Department of Tourism-run *Museum Raja Ali*. By use of a case study approach, the study sought to investigate the unique dynamics of tourist development in these two environments. Multiple qualitative techniques were used in data collecting to offer a comprehensive study of the operational frameworks, issues, and successes of every location. Specifically, the study integrated in-depth interviews with key stakeholders, such as the Head of the Promotion Division of the Batam City Department of Tourism and the Chairman of the Tourism Awareness Group (*Pokdarwis*) in *Kampung Tua Bakau Serip*, alongside document analysis, direct site observations, and online review analysis. To gather a broader perspective on visitor experiences and perceptions, Google Review data was analyzed for both tourism sites, with particular attention to comments left by tourists visiting *Museum Raja Ali*. By examining patterns in online reviews, this analysis provided additional insights into the perceived strengths and weaknesses of each tourism management model. The study also conducted 15 semi-structured interviews with a diverse cross-section of stakeholders, including local residents, government officials, business representatives, and tourists, using snowball sampling to capture a broad range of insights.

By use of this sample technique, the researchers were able to locate important informants who might provide insightful analysis of both government-led and community-driven tourist management strategies. Through a sophisticated comparison between the government-administered *Museum Raja Ali* and the locally managed tourist model of *Kampung Tua Bakau Serip*, the study enabled triangulating of these qualitative data sources with an analysis of Google Reviews. This methodical technique, which combines digital review analysis with conventional qualitative data collecting, fits current tourism research stressing the use of online data in determining tourist happiness and community effect [Sun & Shao, 2020]. This approach helped the study offer a more thorough analysis of how institutional structures and stakeholder involvement influence visitor experiences, sustainability initiatives, and community involvement in tourism governance. Google Review analysis gave the study an important new perspective that let one evaluate not only management strategies but also visitor impressions and happiness, so providing a more complete knowledge of tourist dynamics at both sites.

4. Findings and Discussion

This paper contrasts government-run tourism management strategies with those of community-based projects. While *Kampung Tua Bakau Serip* was an example of a community-managed site, the *Museum Raja Ali Haji* was chosen as research objects to show a government-managed tourism destination. The study shows that every management style has certain benefits. Stable financing and institutional support help government-managed sites like the *Museum Raja Ali Haji* be operationally sustainable. On the other hand, as local people directly participate in cultural

preservation and visitor services, community-managed sites such as Kampung Tua Bakau Serip offer a more real and immersive travel experience. Moreover, the examination of Google Reviews strengthens the results of the study by providing direct visitor comments that may be used to improve service quality and support environmentally friendly travel policies [Kirázová & Pavlíčka, 2015].

4.1 Service Quality at UPTD Raja Ali Haji Museum

Under management by the Batam City Department of Culture and Tourism, the Raja Ali Haji Museum provides the main case study for assessing cultural sector service quality. This study investigates tourist comments in order to evaluate the alignment of the museum with visitor expectations and needs as well as its delivery of services. By means of visitor answers, the study offers understanding of the operational efficiency of the museum and the function of the Department of Culture and Tourism in improving the quality of services offered in cultural travel. Previous research show that public involvement with cultural legacy is much influenced by visitor happiness and service quality in museum environments [Siu et al., 2022].

By means of this evaluation, important strengths and places for development become clear, thereby providing insightful consequences for improving the tourist experiences at Batam's cultural sites. This study gathered 62 Google evaluations over the previous year to have a thorough awareness and enable a thorough mapping of the service quality of the museum. Comment from visitors emphasizes important elements including staff warmth, informational completeness, cleanliness, and general visiting experience. The gathered information exposes trends in visitor satisfaction and points up important areas for development, so offering the Department of Culture and Tourism a basic assessment.

Recent studies indicate that tourist comments are a consistent indicator of the quality of cultural activities and provide useful information for enhancing public services in the travel industry [Nag & Mishra, 2024]. The results of this study highlight the need of focused interventions to maximize museum operations, thereby improving visitor happiness and maybe promoting a more rich cultural experience in Batam.

Tangibles (Physical Environment)

Visitors to the museum generally commend the physical conditions, describing the building as sturdy, clean, and aesthetically appealing. Located centrally in Batam Square, near shopping centers and Batam Center Port, the museum is easily accessible to tourists. Some visitors liken the museum's monumental architecture to a mosque, which is a testament to its visual impact. Nevertheless, critiques regarding the exhibit layout and lighting indicate areas where improvements could enhance visitor experiences. According to visitor expectations in cultural tourism, such improvements are essential for engaging displays and effective information delivery [Stock & Zancanaro, 2005]. Though the Batam City Tourism Office allocates Rp 577,847,900 for museum management—about 3.13% of its total tourism budget—this funding

proportion reveals that museums may not yet be a priority in tourism development planning. Nevertheless, the substantial investment in maintaining and upgrading museum facilities indicates a commitment to improving visitor experiences through infrastructure development.

A significant portion of the museum budget, approximately Rp 481,095,900, is dedicated to facility maintenance, reflecting an investment in the museum's physical environment. These funds aim to address key areas such as exhibit arrangement and lighting, as identified by visitor feedback. Yet, critiques regarding layout and lighting underscore opportunities for improvement, suggesting that well-directed budget use is crucial for creating a positive visitor impact. Effective budget management can thus lead to a meaningful enhancement of visitor experiences and aligns with studies indicating that physical environment quality directly influences visitor satisfaction in museum contexts [Kuo et al., 2022].

Reliability

The museum is highly regarded for its comprehensive presentation of Batam's history and culture, with visitors often praising its ability to narrate Batam's journey from ancient kingdoms to modern urban development. Some reviews recommend the museum as an essential visit for history enthusiasts, citing free access and ample parking facilities. This positive feedback reflects the museum's success in meeting visitor expectations by providing accurate and engaging historical narratives, a factor supported by studies linking museum reliability to visitor trust and satisfaction [Han & Hyun, 2017]. But a major problem is operational dependability, especially with regard to operating hours that vary greatly. Some guests have claimed that the museum closed during their planned visit, especially after regular business hours, pointing up a possible mismatch between the museum's calendar and visitor requirements.

Visitors of the museum greatly admire its capacity to portray Batam's historical and cultural importance since they understand it as a complete teaching tool. Restricted operation hours, however, could compromise this dependability since guests with particular expectations would be disappointed if they are not allowed to enter the museum. Maintaining dependability depends on consistent service hours; so, research emphasizes that matching operating schedules with visitor availability is a necessary component of service consistency in cultural institutions [Philippopoulos et al., 2024]. The museum might improve access and better suit guests by expanding running hours or changing its calendar.

Responsiveness

While only a handful of reviews directly mention the responsiveness of museum staff, several indicators imply that the museum is attentive to both visitor and community needs. For example, by offering extensive space for activities like culinary festivals and marching band rehearsals, the museum actively accommodates public interest in cultural and educational events. This adaptability reflects the role of cultural institutions as dynamic spaces that evolve to meet the changing cultural and social demands of the community [Thorn et al., 2015]. By offering multifunctional spaces, the museum not

only meets visitor expectations but also supports broader community involvement, particularly for young students involved in cultural activities.

The allocation of Rp 96,752,000 for museum staff training and development, albeit modest and limited to a small staff number, reflects a commitment to enhancing staff capacity in responding to visitor needs. Studies suggest that investing in human resources within museums strengthens service delivery and fosters a more responsive visitor experience [Griffin & Abraham, 2000]. However, the current funding may only allow for short-term personnel development, suggesting that expanded investment could further improve museum services in the long term and increase the institution's adaptability to visitor demands.

Assurance

Visitors express considerable trust in the museum's ability to present accurate and insightful information, with numerous positive reviews highlighting the educational value of exhibits on Batam's historical and cultural evolution. This trust, often articulated through phrases like "enlightening experience," illustrates the museum's success in establishing itself as a credible educational site. According to recent research, the quality of content delivery is a key factor influencing visitor confidence in cultural institutions [Mason et al., 2022]. Despite this, some visitors note that room arrangement and lighting could detract from the perceived professionalism of the museum environment. Though not directly referencing staff conduct, these criticisms suggest that the museum's physical presentation could impact its reputation as a reliable educational source.

For the museum to further enhance visitor trust, improvements in exhibit layout and lighting are essential. Ensuring a thoughtfully organized and well-lit display environment supports the museum's commitment to delivering a cohesive and engaging visitor experience, a factor frequently identified in studies on museum service quality [Valentina & Anna, 2024]. Dealing with problems with service certainty not only helps to build visitors' confidence but also fits the function of the museum as a tourist attraction as well as a reliable source of knowledge about Batam's cultural legacy.

Empathy

The way the museum regards visitor comfort reflects empathy. Free entrance, easily available amenities, and lots of parking help to create a welcoming environment for all kinds of guests. Going back to the matter of the lack of clarity, several reviews show discontent with limited operational flexibility since some guests believe the museum is closed outside of usual working hours. This remark suggests a place where, especially for working professionals or late-arriving visitors, more flexible hours could help to improve empathy for visitor requirements. Studies in museum management show that operational empathy—that which allows one to accommodate different tourist schedules—positively affects visitor pleasure and inclusiveness [Yolal et al., 2017].

While the museum makes considerable efforts to provide a comfortable and accessible experience, extending hours could increase inclusivity, accommodating a broader demographic of visitors. Aligning operational hours with visitor needs enhances the museum's reputation as an inclusive and empathetic institution, fostering a supportive and visitor-centered atmosphere. Ultimately, a more empathetic approach to operational scheduling would strengthen the museum's position as an accessible cultural venue that serves both the local community and tourists.

Picture 1. Service Provision in the Development of Tourist Villages in Batam City



The Batam City Culture and Tourism Office, through the Batam Raja Ali Haji Museum Technical Implementation Unit (UPTD), primarily focuses on providing quality educational and cultural experiences for museum visitors. However, in addition to direct visitor services, this office plays a crucial role in supporting tourism managers through the development of tourist villages, which is a strategic approach to advance local tourism. A concrete example of this initiative is the Old Village of Bakau Serip, managed by the "Pandang Tak Jemu" Tourism Awareness Group (Pokdarwis). One of eight tourist villages in Batam City identified in the Indonesian Tourism Village Awards (ADWI), a program started by the Ministry of Tourism and Creative Economy (Kemenparekraf) meant to leverage local potential and improve community welfare by means of the growth of tourist villages. In order to maximize local village potential with optimism for sustained regional economic development, the ADWI program is a learning tool that can inspire and motivate towns all throughout Indonesia.

Mangrove Batam Tourism



Source : Research Documentation

a. Tangible Aspect

The visual attractiveness and accessibility of Kampung Tua Bakau Serip as a tourist destination are significantly shaped by physical aspects. Observations show that even if there are roads leading to the hamlet, their capacity is still inadequate, therefore restricting the seamless tourist flow. Furthermore, the current signs are few and do not help visitors to navigate the surroundings, so reducing the whole experience. The restricted availability of public transit aggravates accessibility issues even more, which emphasizes the importance of improving the infrastructure. Moreover, the lack of digital tools for information exchange and advertising limits the village's profile in a travel industry growingly competitive. Promoting infrastructure improvements including road capacity expansion, signpost improvement, and powerful digital marketing campaigns depends critically on active participation from the local Tourism Office. Recent research underline that perceived service quality in tourism and tourist satisfaction depend mostly on physical aspects [Štumpf & Kubalová, 2024]. By strengthening these features, Kampung Tua Bakau Serip will appeal much more and provide a whole other experience for visitors.

c. Reliability

A key indicator of tourist quality, consistency in service delivery reflects how successfully the tourist Office satisfies local community expectations. Recent assessments indicate that many of the anticipated tourism development projects are still under planning or have not yet been executed. This emphasizes how much more effective execution plans and constant dedication to carry out suggested projects are needed. Strong project management techniques will help to improve the dependability of these initiatives by guaranteeing prompt execution and continuous review. Research show that long-term involvement and customer satisfaction are rather strongly correlated with service dependability [Setó-Pamies, 2012]. Therefore, the tourist Office may establish confidence in the society and enhance the general influence of tourist development in Kampung Tua Bakau Serip by concentrating on the effective implementation of intended programs and imposing clear responsibility procedures.

c. Responsiveness

Ensuring sustainable tourist development depends much on the tourist Office's capacity to meet the needs and ambitions of the local community. Recent evaluations show that basic services such access to clean water, healthcare, and sanitation still fall short, therefore exposing local government's insufficient response to important community issues. The Tourism Office needs to have strong monitoring systems that enable quick discovery and resolution of new problems if it is to properly handle these ones. Not only can a proactive and effective commitment to these basic needs benefit residents' well-being but also the whole visiting experience. Research underline that building trust and enhancing cooperation between government agencies and local people depends on responsive government [Vigoda, 2002]. The Tourism Office can improve service delivery and make sure that tourism development in Kampung Tua Bakau Serip is closely matched with the priorities of the local community by actively involving residents and applying organized feedback channels.

d. Assurance

Assurance captures the Tourism Office's dedication to preserving for both visitors and local inhabitants safety, security, and service quality. Recent results, however, point to disparities in the application of safety and quality criteria within the tourism community. Important issues like environmental risk management and health still lack enough development, so maybe damage visitors. Emphasizing adherence to safety rules and best practices in tourism management, strengthening assurance calls on the Tourism Office to give training programs and capacity-building activities a priority for local stakeholders. Studies show that improving tourist confidence and general satisfaction mostly depends on guaranteeing service quality [Wu et al., 2018]. Through thorough safety assessments and continuous training courses, the Tourism Office can raise destination safety standards and so increase local community security as well as visitor safety.

e. Empathy

In the context of tourism, empathy means knowing and catering to the several requirements of guests as well as of local people. Recent assessments underline a clear shortage of facilities meant for vulnerable populations, including people with disabilities and the elderly, therefore highlighting a major disparity in inclusiveness within the travel industry. The Tourism Office has to take a more sympathetic approach to handle this problem by appreciating and meeting the particular requirements of these groups. Using inclusive infrastructure and services that appeal to a wider spectrum of guests helps one to do this. Research indicate that including empathy into travel policies not only improves guest pleasure but also creates a more inclusive and friendly surroundings [Weaver & Jin, 2016]. The Tourism Office can create a more friendly environment that benefits all visitors by giving local tourism operators educational programs on the value of inclusivity and prioritizing accessibility, therefore enhancing the attraction of Kampung Tua Bakau Serip and helping all guests.

Finally, the results draw attention to important areas needing development of Kampung Tua Bakau Serip as a tourism attraction. Cooperative efforts among stakeholders, grounded in sustainable tourism principles, will be vital in unlocking the full potential of Kampung Tua Bakau Serip as a vibrant cultural and ecological destination by addressing infrastructure challenges, strengthening dependability, enhancing responsiveness, ensuring safety and service quality, and so promoting inclusivity.

3. Comparison

This study exposes differences in the efficiency of tourism management among several Batam, Riau Islands agencies. Thanks to better infrastructure, maintenance, and promotional support, government-managed tourism sites usually show better service performance. These benefits improve their exposure and attractiveness to domestic and foreign visitors, thereby guaranteeing a more consistent and ordered service delivery. But such locations may lack the unique cultural authenticity of community-managed tourism venues, suggesting a difference in service quality that calls more research.

On the other hand, sites under community management, such Kampung Tua Bakau Serip, offer special chances for ecological and cultural tourism. These sites draw people interested in traditional village life by providing real experiences anchored in local legacy. They often battle, meantime, with poor infrastructure, restricted amenities, and insufficient financial and technical support. This difference in resources limits their capacity to completely realize their potential and satisfy guest expectations. The clear discrepancy in service quality between government-owned and community-led tourism sites emphasizes the need of further government funding to strengthen projects driven by communities.

The variations in the performance of services between these two forms of tourism management draw attention to the necessity of the Department of Culture and Tourism using a more planned and balanced approach. Government-owned venues gain from institutional support, but they could lack the cultural richness that defines community-led attractions. On the other hand, resource constraints impede the growth of community-run places even if they provide rich cultural and environmental

opportunities. These discrepancies imply that present tourism development plans still fall short since the distribution of resources and support among several tourism models is not fair. To guarantee that government and community-run tourism locations flourish and add to Batam's general attractiveness, a more integrated approach is very vital.

The Department of Culture and Tourism should give cooperation with community-based tourism operators top priority in order to solve this problem and provide focused support programs comprising infrastructure development, financial aid, and training. Moreover, including community-run sites into more general marketing initiatives could improve their profile and draw more varied kinds of visitors. Strengthening community-led tourism not only helps the local economy but also is very important for maintaining Batam's cultural and environmental legacy—a necessary feature of sustainable tourism. The government may close the service performance gap by implementing a more proactive and inclusive approach, therefore releasing the full possibilities of community-managed tourism and supporting a more varied and strong travel industry in Batam.

Table 2. Public Service Performance Aspects Of The UPTD Raja Ali Haji Museum And Kampung Tua Bakau Serip Tourist Village Based On The Dimensions Of Service Quality

Aspect	UPTD Raja Ali Haji Museum	Kampung Tua Bakau Serip Tourist Village
Tangible	▪ Well-maintained, sturdy, and clean building, likened to a mosque in architectural appeal. ▪ Accessible location in Batam Square near shopping centers and Batam Center Port. ▪ Budget primarily supports physical maintenance (layout, lighting). ▪ Visitor feedback suggests improved exhibit arrangement and lighting are needed.	▪ Limited road capacity and lack of effective signage. Insufficient public transportation access. ▪ Lacks digital resources for promotion, reducing visibility. ▪ Need for better infrastructure (e.g., roads, signage) and digital marketing.
Reliability	▪ Praised for comprehensive presentation of Batam's history and culture. ▪ Free entry and ample parking appreciated by visitors. ▪ Inconsistent opening hours affect reliability, with some visitors unable to access after hours.	▪ Initiatives proposed for tourism development but often unrealized or in planning stages. ▪ Requires robust implementation and accountability to increase program reliability. ▪ Effective follow-through needed to build trust and satisfaction
Responsiveness	▪ Provides multifunctional space for community activities (e.g.,	▪ Basic facilities (clean water, healthcare, sanitation) inadequately addressed.

Aspect	UPTD Raja Ali Haji Museum	Kampung Tua Bakau Serip Tourist Village
Assurance	- culinary festivals, marching band practices). - Modest budget allocation for staff training limits long-term development in responsiveness. - Increased investment could further enhance staff responsiveness to visitor needs. - Trusted for educational value on Batam's cultural history. - Positive visitor experiences foster trust; however, lighting/layout issues affect perceived professionalism. - Improvements in layout and lighting would bolster assurance and credibility.	- Needs efficient monitoring systems for rapid issue identification and response. - Requires proactive feedback mechanisms for community needs. - Inconsistent safety and quality measures in the village, especially regarding health and environmental risks. - Lacks standardized safety audits and training for local operators. - Needs comprehensive safety protocols to build visitor confidence.
Emphaty	- Offers accessible entry, ample parking, and free access. - Limited operational hours may reduce flexibility and convenience for visitors. - Extended hours could cater to a broader demographic, enhancing inclusivity.	- Lacks facilities for vulnerable groups (e.g., people with disabilities, elderly). - Greater inclusivity measures needed for a welcoming environment. - Education for operators on diverse visitor needs would foster a supportive atmosphere.

5. Conclusion

In conclusion, the analysis of tourism destinations in Batam, Riau Islands, reveals that the Department of Culture and Tourism's performance in developing tourism is currently unbalanced. While government-run sites demonstrate higher service standards due to better access to resources, community-managed tourism destinations possess unique cultural assets that remain underdeveloped due to insufficient support. This scenario suggests that the Department's approach has not yet reached its full potential in optimizing tourism development across Batam. By enhancing support for community-managed sites and facilitating collaborative initiatives, the Department of Culture and Tourism could significantly improve its overall public service performance. In doing so, the government would not only elevate the quality of Batam's tourism offerings but also support the preservation and celebration of local culture and heritage. Thus, to achieve a truly effective tourism sector, it is crucial for the

Department to consider a more inclusive development approach that values the contributions of both government and community-led tourism initiatives.

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