

Develop Tourism Destination Attributes for Marlina Group to Enhance Customer Intention to Visit

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Abstract. The post-pandemic era has witnessed a significant shift in tourism preferences, with rural tourism emerging as a sustainable alternative that offers authentic experiences and supports local economic development. However, many rural destinations in Indonesia face challenges in attracting visitors due to inadequate tourism infrastructure and underdeveloped destination attributes, despite possessing substantial tourism potential. This study aims to develop tourism destination attributes for Marlina Group in Lemahsugih, Majalengka, to enhance customer intention to visit. The research employs a mixed-method approach that combines qualitative exploration and quantitative validation. Qualitative data were collected through in-depth interviews with key stakeholders, including tourism practitioners, government representatives, and the Marlina Group management, to identify gaps and opportunities across six tourism destination attributes: Accessibility, Attraction, Activities, Available Packages, Ancillary Services, and Amenities (6A). Quantitative data were obtained from 376 respondents through structured questionnaires and analyzed using Structural Equation Modeling with Partial Least Squares (SEM-PLS) to test the relationships between these attributes and the intention to visit. The findings reveal that Accessibility, Attractions, and Activities are the most influential factors in shaping tourists' intention to visit, while Ancillary Services, Amenities, and Available Packages play supporting roles rather than serving as primary drivers. The study contributes both theoretically—by extending tourism destination attribute frameworks in the context of rural tourism—and practically, by providing Marlina Group with a structured strategy to transform Lemahsugih from a supporting agro-tourism area into a competitive rural tourism destination.

Keywords: *Intention to visit, Majalengka, Marlina Group, Rural tourism, SEM-PLS, Tourism destination attributes.*

INTRODUCTION

The global tourism industry has undergone a significant transformation since the COVID-19 pandemic, with the rural tourism sector emerging as an alternative destination increasingly in demand by tourists (Chin, 2022; Polukhina et al., 2021). The World Travel & Tourism Council (WTTC) reports that Southeast Asia's tourism sector is projected to grow by 20.6% by 2024, surpassing the peak of 2019 (WTTC, 2024). In Indonesia, the tourism sector's contribution to the national economy is estimated to reach IDR 1,131 trillion, reflecting a growth of 12.3% from the previous year, signaling strong recovery and generating more than 12.5 million jobs (Ollivaud & Haxton, 2019; Pedersen, 2022). This phenomenon demonstrates that domestic tourism particularly rural tourism has significant potential in driving local economic growth and sustainable development in the post-pandemic era (Anuradha, Chowdhury, & Biswas, 2024; Pan, Chen, & Shiau, 2022; Turtureanu et al., 2025).

However, the rapid growth of tourism remains uneven across Indonesia. Several key factors contributing to the low number of tourist visits to certain destinations include weak destination branding, limited attractive destination attributes, inadequate supporting infrastructure, and low market visibility (Gunawan, 2022). In West Java, although the West Java International Airport (Kertajati) has been fully operational since October 2023 and the Cisumdawu Toll Road connects Bandung, Sumedang, Majalengka, and Dawuan, infrastructure

accessibility alone is insufficient to boost tourist visits (Nugrahana et al., 2023). (Fitria Ruhyana & Ferdiansyah, 2023) found that although tourist numbers in Sumedang increased after the Cisumdawu Toll Road became operational, most tourists did not stay overnight due to limited accommodation options and incomplete supporting facilities. A similar situation occurred in Majalengka Regency, which recorded the lowest number of tourist visits in West Java in 2023, with only 1,050,524 visitors—far behind Pangandaran (3.89 million), Garut (3.87 million), Kuningan (3.08 million), and Sumedang (1.81 million).

Weak tourist destination attributes and suboptimal branding result in many tourist areas being used merely as transit locations rather than primary travel destinations (Weiss et al., 2018). Consequently, the potential of local economies cannot be maximized because tourists only make brief stops without staying overnight or utilizing supporting facilities such as hotels and restaurants (Weiss et al., 2018). This situation limits the tourism multiplier effect on the local economy, hinders job creation, and slows the growth of a sustainable tourism ecosystem (Velu & Anuradha, 2024). For rural tourism businesses like the Marlina Group in Lemahsugih, Majalengka, these challenges are particularly pressing due to their geographical distance from the city center and competition from more established nearby destinations.

Tourism destination attributes are fundamental elements shaping the attractiveness and differentiation of a destination in the perception of potential tourists (Reitsamer & Brunner-Sperdin, 2017; Toral, Martínez-Torres, & Gonzalez-Rodriguez, 2018). According to Pike and Page (2014), the attributes of tourist destinations encompass various dimensions such as attractions, accessibility, amenities, available activities, and the overall image and experience of the destination (Edsintei & Nkiru, 2023; Muluneh, Chiriko, & Taye, 2022). In the context of rural tourism, destination attributes include not only the natural beauty and uniqueness of local culture but also the authenticity of experiences, interactions with the local community, and the sustainability of tourism practices (Nasir et al., 2024). Customer intention to visit is significantly influenced by tourists' perceptions of these attributes. Damanik et al. (2023) explained that the millennial generation, which constitutes 69.89% of Indonesia's domestic tourists, tends to prioritize service quality when choosing a destination, whereas Generation Z is more price-sensitive but still pragmatic regarding service quality. Understanding how destination attributes influence visit intentions is therefore crucial for business actors in designing effective marketing strategies and tourism product development.

The novelty of this study lies in the development of a comprehensive tourist destination attribute model in the context of an integrated rural tourism ecosystem in Indonesia—particularly for destinations at the early stages of development with low visitor numbers. Unlike previous research that often focused on established destinations or examined destination attributes in isolation, this study integrates the tourism ecosystem concept, encompassing relationships among coffee shops, hotels, coffee plantations, and local communities as interconnected system components that support one another (Nasir et al., 2024). This holistic approach is important because rural tourism cannot thrive in isolation; it requires collaboration among multiple stakeholders and complete ecosystem components to create meaningful and sustainable tourism experiences. This research also addresses a gap concerning rural destination development strategies in regions with adequate infrastructure accessibility that still struggle to attract a substantial number of tourists—a phenomenon rarely explored in Indonesian tourism literature.

The urgency of this research is particularly high because the Marlina Group, a rural tourism business in Lemahsugih, Majalengka, is at a critical stage in its business development. Despite having strong brand awareness through Marlina Kopi—with thousands of Instagram followers and successful music events attracting up to 1,000 visitors in a day—the Marlina Group faces the challenge of transforming momentary popularity into consistent and sustainable tourist visits. Without a structured and research-based tourist destination attribute strategy, the Marlina Group risks remaining a transit destination rather than a major tourism hub, as has occurred in several Sumedang destinations after the Cisumdawu Toll Road opened (Nugrahana et al., 2023). Furthermore, this research carries broad practical implications for other rural tourism destinations in Indonesia facing similar challenges, enabling the findings of the study to serve as a benchmark for developing more competitive and sustainable rural tourism initiatives.

Based on this background, the study aims to (1) identify key factors influencing tourists' intention to visit rural destinations, particularly within the Marlina Group context, and (2) develop an actionable destination attribute strategy to strengthen customer visit intentions and ensure business sustainability. Theoretically, this research expands the rural tourism destination attribute framework within Indonesia's tourism ecosystem, contributing to academic understanding of destination development. Practically, the findings provide strategic guidance for the Marlina Group in designing effective marketing programs, enhancing destination competitiveness, and creating memorable visitor experiences that reinforce travel intent. For Majalengka Regency's local government, the study offers evidence-based policy recommendations for comprehensive tourism development, while also serving as an academic reference for further research on sustainable rural tourism in Indonesia.

MATERIALS AND METHOD

This study employed a mixed-methods design integrating quantitative and qualitative approaches to examine the influence of tourist destination attributes on tourists' intention to visit within a rural tourism ecosystem. The mixed approach provided a comprehensive understanding of tourism development dynamics in the Marlina Group. Quantitative data measured tourists' perceptions of destination attributes, while qualitative data explored stakeholder perspectives and identified challenges in implementing destination development strategies. The integration of these two approaches enabled triangulation of findings, enhancing research validity and producing a more holistic analysis of the business issues faced (Meydan & Akkaş, 2024; Vivek, 2023).

The research was conducted at the Marlina Group in Lemahsugih Village, Lemahsugih District, Majalengka Regency, West Java Province. The site was chosen because Marlina Group represented a developing rural tourist destination with an integrated ecosystem, including coffee shops, hotel cabins, and coffee plantations. Furthermore, Majalengka Regency recorded the lowest number of tourist visits in West Java in 2023, and although infrastructure accessibility had improved through the Cisumdawu Toll Road and Kertajati Airport, the area still struggled to attract significant tourist numbers. The study was conducted from August to November 2024 through online surveys and in-depth interviews with key stakeholders.

The research focused on the six dimensions of tourist destination attributes under the 6A framework—Attraction, Accessibility, Amenities, Ancillary Services, Available Packages,

and Activities—and their influence on visit intention as the dependent variable. It also examined stakeholder involvement within the tourism ecosystem, including the roles of local government, tourism businesses, community groups, and tourism operators in supporting destination development.

The study population consisted of Indonesian domestic tourists with experience visiting rural tourism destinations, particularly in West Java. This group was selected because domestic tourists dominated leisure travel in Indonesia, with the majority in the 25–34 age group (Central Statistics Agency). A purposive sampling method targeted respondents familiar with rural tourism experiences. The minimum sample size was set at 300 respondents to provide sufficient data for exploratory descriptive and inferential analysis (Sugiyono, 2017). Sampling was conducted online through tourism-related social media, travel communities, and networks connected to the Marlina Group.

For the qualitative phase, stakeholders were purposively selected from four groups: Marlina Group management (represented by owner Bagas Pratama Nugraha), the Majalengka Regency Tourism and Culture Office (represented by Dr. H. Ida Heriyani), local cultural representatives from Lemahsugih Village (led by Kang Dali), and tourism operators from Creative Ecotourism Indonesia (represented by Afro Indayana).

The quantitative instrument consisted of a structured questionnaire based on the 6A framework adapted along with concepts of behavioral intention from (Utomo 2024; Wiweka 2020). The instrument had two sections: the first collected respondents' demographic and travel background, while the second comprised 35 indicators measuring destination attributes and three indicators measuring visit intention using a 5-point Likert scale from “strongly disagree” to “strongly agree.” For the qualitative component, a semi-structured interview guide was developed based on the 6A framework and stakeholder roles, allowing flexibility in capturing varied insights.

Quantitative data were analyzed using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) technique with SmartPLS software. The analysis covered two stages: measurement model evaluation to test construct validity and reliability, and structural model evaluation to assess relationships between variables through path coefficients, R-square values, and predictive relevance (Hair et al., 2019). Hypotheses were tested using the bootstrapping method and evaluated based on T-statistics. Qualitative data were analyzed through thematic analysis with an inductive approach, identifying recurring patterns related to destination attributes, stakeholder roles, and management challenges (Fuchs, 2023; Vivek, 2023).

This research strategy ensured that tourist perspectives and stakeholder insights were comprehensively captured and analyzed to develop actionable strategies for the Marlina Group. The mixed-methods design strengthened the validity of the findings and supported the creation of integrated solutions aligning the development of the Marlina Group's tourism ecosystem with market demand, stakeholder expectations, and the region's tourism potential.

RESULTS AND DISCUSSION

Research Profile and Respondent Characteristics

This study uses a mixed methods approach that integrates quantitative and qualitative analysis to examine the influence of tourist destination attributes on tourist visit intentions in the Marlina Group's rural tourism ecosystem in Lemahsugih, Majalengka. Quantitative data

was collected through an online questionnaire using the Google Form platform which was distributed to Indonesian domestic tourists who had experience or knowledge about rural tourist destinations in West Java. The distribution of the questionnaire was carried out during the period from August to October 2024 through various social media platforms related to tourism, travel community groups, and researchers' personal networks. The total number of respondents who were successfully collected was 376 respondents who met the research criteria.

The demographic characteristics of the respondents showed a diverse distribution but were dominated by productive age groups who were active in tourism activities. The 13-28 year old age group dominated with a proportion of 44.4% of the total respondents, followed by the 28-43 year old age group at 28.5%, and the 44-60 year age group at 27.1%. The dominance of this young age group is in line with data from the Central Statistics Agency which shows that Indonesia's domestic tourists are dominated by the millennial generation and Gen Z who are more active in travel and tend to seek authentic and different tourist experiences. Based on gender, male respondents were slightly more dominant with a proportion of 54.3%, while female respondents reached 45.7%. The distribution of respondents' employment shows that the majority are students or university students, followed by private employees and entrepreneurs, reflecting a diverse segment of the rural tourism market in terms of professional backgrounds.

In terms of monthly income, respondents are fairly evenly distributed across various categories. The group with an income below IDR 2,000,000 was the most with 27.9%, followed by the group with an income of IDR 4,000,000 - IDR 5,999,999 at 27.7%. This shows that rural tourism is attractive to various segments of the economy, from tourists with limited budgets to the upper middle class. The frequency of respondents' tourist trips in a year shows an interesting pattern, where the majority of respondents (59.3%) travel 3-5 times per year, followed by respondents who travel 6-10 times per year (19.1%) and 1-2 times per year (18.6%). This data indicates that the study respondents are active tourists who have sufficient experience in evaluating the attributes of tourist destinations, so that their assessment of dimension 6A can be considered reliable and informed.

Quantitative Findings: Descriptive Analysis of Variables

Descriptive analysis of seven research variables consisting of six independent variables (Attraction, Accessibility, Amenities, Ancillary Services, Available Packages, and Activities) and one dependent variable (Intention to Visit) showed positive results with a mean value ranging from 3.9 to 4.5 on a 5-point Likert scale. The Activities variable recorded the highest mean value with an average of 4.47, indicating that the availability of structured and interesting activities in rural tourist destinations is very important for tourists and is a key consideration in shaping visit intentions. The AV2 indicator ("Being able to participate in cultural, natural or creative activities during a visit increases the intention of my visit") recorded the highest mean score of 4.57, indicating that tourists value participatory and interactive experiences more than just looking at the scenery.

The Amenities variable obtained the second highest mean of 4.26, indicating that the availability and quality of supporting facilities such as accommodation, food and beverage services, as well as public facilities (toilets, rest areas, seating) are important factors in the

consideration of tourists. The AM2 indicator related to food and beverage service satisfaction around the destination recorded a mean score of 4.30, the highest in this dimension. The Attraction variable with a mean of 4.25 occupies the third position, confirming that natural and cultural attractions remain fundamental elements that shape tourists' perception of rural tourist destinations. The beauty of the natural scenery, elements of local culture, and the authenticity of the destination were all rated highly by respondents with a mean score above 4.2.

The Accessibility variable obtained a mean of 4.19, showing that the ease of access to information and transportation to destinations is highly considered by tourists. Interestingly, the AC2 indicator on ease of access from major cities recorded the highest score (4.30), while AC7 on not experiencing significant difficulty in reaching rural destinations recorded the lowest score (4.00) in this dimension, indicating that although tourists value accessibility, they still anticipate challenges on the way to rural destinations. The Ancillary Services variable with a mean of 4.16 indicates that supporting services such as security, internet access, and information services also contribute to visit intent, although their higher standard deviation indicates a variation in perception among respondents.

The Available Packages variable recorded a low mean of 3.95, indicating that while the availability of tour packages is considered important, this factor is not yet a major consideration for travelers compared to other destination attributes. Nevertheless, with a score close to 4.0, tour packages remain relevant and have the potential to become a strategic development area. For the dependent variable Intention to Visit, the overall mean was 4.34, with indicator IV2 ("I am more interested in visiting rural tourist destinations than other destinations") recording the highest score of 4.52, confirming the high interest of respondents in rural tourism as an alternative tourist destination in the post-pandemic era.

Validity and Reliability Tests

The evaluation of the measurement model (outer model) through a convergent validity test shows that all indicators in this study are valid and reliable. The factor loading value for all 38 indicators was above the threshold of 0.7, with a value range between 0.826 and 0.926. The Attraction variable showed excellent internal consistency with a loading factor ranging from 0.888 to 0.914, as well as the Accessibility variable which had a loading factor between 0.826 to 0.912. The Average Variance Extracted (AVE) value for all variables exceeded the minimum limit of 0.5, with the Intention to Visit variable recording the highest AVE of 0.840, followed by Ancillary Services (0.819) and Attraction (0.817), indicating that these constructs are able to explain the variance of the indicator well.

The discriminant validity test using the Fornell-Larcker criterion showed that the square root value of AVE for each variable was greater than the correlation value for the other variables, confirming that each construct is unique and distinguishable from each other. The Ancillary Services variable had the highest discriminant value (0.905), followed by Attraction (0.904) and Activities (0.889). Cross loading analysis also confirmed the validity of the discriminant, where each indicator had the highest loading factor on its own latent variable compared to other latent variables.

Reliability tests using Cronbach's Alpha showed excellent internal consistency for all variables, with values ranging from 0.889 to 0.949, well above the 0.6 threshold. The Accessibility variable recorded the highest Cronbach's Alpha score (0.949), followed by

Attraction (0.944) and Activities (0.934). The Composite Reliability value for all variables was also above 0.7, with a range between 0.892 to 0.954, confirming that the research construct has excellent reliability and is reliable for hypothesis testing.

Structural Model Evaluation and Hypothesis Testing

The evaluation of the structural model (inner model) shows that the research model has good quality in explaining the dependent variables. The R-Square value for the Intention to Visit variable was 0.721, indicating that 72.1% of the variance in tourist visit intent could be explained by all six dimensions of tourist destination attributes, while the remaining 27.9% were influenced by other factors outside the research model. The R-Square value of 0.721 is substantial and shows that the 6A framework has strong predictive power in the context of rural tourism.

Effect size (f^2) analysis showed that Accessibility had the strongest influence on Intention to Visit with an f^2 value of 0.143 (moderate to strong category), followed by Attraction (0.076) and Activities (0.048). Although the other three variables (Amenities, Ancillary Services, and Available Packages) had an effect size in the weak category (0.023-0.038), their contribution remained statistically significant. A Q^2 Predictive Relevance value of 0.596 (>0) confirms that the model has good predictive relevance. The fit model test using the Normalized Fit Index (NFI) yielded a value of 0.869 or 86.9%, indicating that the research model had an excellent degree of conformity with empirical data.

Hypothesis testing using the bootstrapping method with 5,000 samples resulted in the finding that the six attributes of tourist destinations had a positive and significant effect on tourist visit intentions (p -value < 0.05 ; T-statistic > 1.96). Accessibility showed the strongest influence with a path coefficient of 0.277 (T-statistic = 6.380; $p < 0.001$), confirming that ease of access to information, road quality, and transportation availability are the most crucial factors in shaping the intention of visiting rural tourist destinations. Attraction is in second place with a path coefficient of 0.215 (T-statistic = 4.194; $p < 0.001$), indicating that natural beauty, cultural elements, and authenticity of the experience remain the fundamental attractions of rural tourist destinations.

Activities occupy the third position with a path coefficient of 0.202 (T-statistic = 3.186; $p = 0.001$), indicating that the availability of structured and interactive activities significantly increases the interest of tourists to visit. Available Packages have a path coefficient of 0.140 (T-statistic = 3.176; $p = 0.002$), indicating that although the descriptive mean value is the lowest, tour packages still have a significant effect on visit intention. Ancillary Services (coefficient = 0.126; T-statistic = 2,591; $p = 0.010$) and Amenities (coefficient = 0.113; T-statistic = 2,226; $p = 0.026$) despite having the least influence, it remains statistically significant, confirming that support services and basic facilities are essential components of a complete tourism ecosystem.

Qualitative Findings from Stakeholder Interviews

Qualitative analysis through in-depth interviews with four key stakeholder groups—Marlina Group management, the Head of the Majalengka Regency Tourism and Culture Office, local cultural leaders, and tour operators—resulted in contextual insights that enriched the quantitative findings. From the Accessibility dimension, the qualitative findings reveal that

although the infrastructure of the Cisumdawu toll road and Kertajati Airport has increased regional accessibility, local access to Lemahsugih is still a major obstacle. Stakeholders emphasized that tourists pay more attention to travel time and route complexity than geographical distance. The local government is building a new access through Kepuh District that will cut the travel time to 30-45 minutes from the center of Majalengka, but the availability of public transportation is still very limited.

Regarding Attraction, the interview revealed that Lemahsugih has rich tourism assets but has not been structured as a formal tourism product. Cipasung Tea Plantations, pine forests, waterfalls, and Ngalaksa cultural traditions have high potential but are not promoted or packaged professionally. The tourism office classifies Lemahsugih as an agro-tourism development zone that functions as a supporter (supplier) rather than a main destination, indicating that significant efforts are still needed to raise the status and visibility of the destination. Tour operators emphasize that special interest tourism destinations such as coffee and agro-tourism will grow quickly if they have good "traffic mergers"—strategic access points that make it easier for tourists to integrate these destinations into their trips.

From the Activities dimension, stakeholders confirmed that tourist activities in Lemahsugih are still very limited and passive, most of them only see the scenery and take pictures. There are no hands-on activities or structured participatory experiences, although the potential for coffee workshops, farm tours, participation in Ngalaksa rituals, and local culinary experiences is enormous. Tour operators emphasize the importance of the "see-do-buy" formula in creating a complete travel experience, where tourists not only enjoy the scenery but also participate in activities and buy local products as souvenirs.

For Available Packages, stakeholders acknowledge that there are currently no structured tour packages connecting Marlina Group with other destinations in the region, and Lemahsugih has not been on the radar of travel agents or online booking platforms. Tourists should plan their own visit without clear guidance on what to see, do, or how long to stay. Tour operators suggest that the development of tour packages should start from the perspective of the customer journey, with an ideal duration of 2 days and 1 night that allows tourists to truly experience the destination without rushing.

Dimension Ancillary Services revealed the severe limitations of support services in Lemahsugih. There are no tourist information centers, poor digital connectivity in some areas, limited financial services (only one BRI ATM), and institutional support from local governments is minimal. Government stakeholders admitted that the focus of Majalengka's tourism development is to increase the number of visitors, length of stay, and contribution to GDP, but implementation at the destination level is still weak and poorly coordinated.

Lastly, for Amenities, the interview confirmed that the facilities at Lemahsugih are very limited, consisting only of Marlina Cabin and Marlina Kopi with no clear accommodation network, local transportation support, or recreational alternatives. Compared to competitor destinations such as Kuningan which has a wide range of accommodation options including branded hotels, Lemahsugih is still in the early stages of development. The tourism office emphasized the importance of the establishment of Tourism Awareness Groups (Pokdarwis) to encourage local communities to develop supporting facilities such as homestays, traditional food stalls, and souvenir shops.

Integration of Findings and Contribution to Problem Formulation

The integration of quantitative and qualitative findings provides a comprehensive answer to the formulation of the research problem. The first research question regarding the key factors that increase the intention of tourist visits in rural tourism was answered through the finding that the six dimensions of tourist destination attributes (6A) had a significant influence, with Accessibility, Attraction, and Activities being the three strongest factors. Quantitatively, Accessibility showed the greatest influence ($\beta = 0.277$), confirmed by qualitative findings showing that limited access is the main obstacle to the development of Lemahsugih tourism. Attractions and Activities, although they have great potential, are still not optimally developed into structured and attractive tourism products.

The second research question on how Marlina Group can develop and implement the attributes of tourist destinations was answered through strategic recommendations based on the gap between tourist expectations (quantitative findings) and actual conditions on the ground (qualitative findings). The development strategy should focus on: (1) improving accessibility through collaboration with local governments for the completion of road infrastructure and the provision of shuttle services from traffic merger areas; (2) attraction packaging through storytelling, on-site interpretation, and collaboration with local cultural custodians; (3) development of participatory activities such as coffee workshops, agro-tourism tours, and cultural experiences; (4) the creation of an integrated tour package that combines accommodation, activities, and culinary experiences; (5) filling the gap in supporting services through the establishment of visitor hubs and signage installations; and (6) optimization of amenities through capacity building of Marlina Cabin and empowering local communities to develop supporting facilities.

The findings of this study make a theoretical contribution to the body of knowledge regarding destination attributes in the context of Indonesian rural tourism, as well as a practical contribution in the form of an actionable implementation roadmap for Marlina Group and related stakeholders in developing a sustainable and competitive rural tourism ecosystem.

Problem Context and Validation of Research Urgency

This research departs from the real urgency faced by Majalengka Regency as a tourist destination with the lowest number of visits in West Java in 2023, which is only 1,050,524 visitors, far behind competitor destinations such as Pangandaran (3.89 million), Garut (3.87 million), Kuningan (3.08 million), and Sumedang (1.81 million). The quantitative and qualitative findings in this study successfully validate that this problem is not solely caused by the limitations of regional infrastructure, but by fundamental weaknesses in the attributes of tourist destinations that shape the perception and intention of tourist visits. The fact that although Kertajati Airport has been fully operational since October 2023 and the Cisumdawu Toll Road has connected the region with Bandung, tourist visits to Majalengka remain stagnant, confirms the findings of Gunawan (2022) that infrastructure accessibility alone is not enough to attract tourists without being supported by strong destination attributes and structured tourist experiences.

The findings of this study provide a solid empirical answer to this paradoxical phenomenon. The results of the SEM-PLS analysis show that the six dimensions of tourist destination attributes based on the 6A framework (Accessibility, Attraction, Activities,

Available Packages, Ancillary Services, and Amenities) have a positive and significant influence on tourist visit intention, with an R-Square value of 0.721 indicating that 72.1% of variance in visit intention can be explained by these six attributes. This figure shows that the 6A framework has very strong predictive power in the context of rural tourism in Indonesia, and confirms that the development of tourist destinations must be carried out holistically by considering all dimensions of destination attributes, rather than focusing on just one or two aspects.

Analysis of the Causes of Low Tourist Visits: A Multidimensional Perspective

The integration of quantitative and qualitative findings reveals that the low number of tourist visits to Majalengka, particularly to Lemahsugih where Marlina Group is located, is due to a complex combination of weaknesses in all dimensions of tourist destination attributes. First, from the Accessibility dimension which recorded the strongest influence on visit intention ($\beta = 0.277$; T-statistic = 6.380), qualitative findings reveal that although tourists rate accessibility as very important (mean = 4.19), actual conditions on the ground show serious limitations. Stakeholders confirmed that local road access to Lemahsugih is still poor, there is no public transportation available, and tourists are more concerned about travel time and route complexity than geographical distance. This is in line with the concept of time-based accessibility proposed by Bocarejo et al. (2016), where the ease of reaching a destination is not only measured by physical distance but also by the time and effort required to get to the destination.

Second, from the dimension of Attraction ($\beta = 0.215$; T-statistic = 4,194), although Lemahsugih has rich tourism assets such as Cipasung Tea Plantation, pine forests, waterfalls, and Ngalaksa cultural traditions, qualitative findings reveal that these assets are still potential and have not been developed into structured tourism products. The Majalengka Regency Tourism Office classifies Lemahsugih as an agro-tourism development zone that functions as a "supplier and supporter" rather than the main destination, showing the weak positioning and branding of the destination. This condition is different from competitor destinations such as Garut which has managed to build a strong tourist identity through Cipanas hot springs, or Pangandaran which is famous for the beauty of its bay. These findings confirm the research of Nasir et al. (2024) which emphasizes the importance of participatory and collaborative management of tourist attractions between public and private organizations to create meaningful tourism experiences.

Third, the Activities dimension ($\beta = 0.202$; T-statistic = 3.186) shows a significant gap between tourist expectations and actual conditions. Although Activities recorded the highest mean in the descriptive analysis (4.47), with respondents highly appreciating participatory and interactive activities, qualitative findings revealed that tourist activities in Lemahsugih are still very limited and passive, only revolving around sightseeing and taking pictures. There are no coffee workshops, structured plantation tours, participation in Ngalaksa cultural rituals, or other hands-on activities that can deepen tourists' engagement with the destination. Tour operators emphasize the importance of the "see-do-buy" formula in creating a complete travel experience, but the "do" and "buy" components are still very weak in Lemahsugih. This situation reflects the phenomenon put forward by Tran et al. (2017) that tourism activities should be designed as an organized experience that includes both business and leisure purposes,

rather than simply letting tourists seek out activities on their own.

Fourth, the Available Packages dimension ($\beta = 0.140$; T-statistic = 3,176) reveals the absence of structured tour packages connecting Marlina Group with other destinations in the region. These findings explain why despite the lowest descriptive mean value of Available Packages (3.95), this variable still has a significant effect on visit intent. Tourists want ease in planning their trips, but the absence of ready-to-book tour packages makes Lemahsugih not yet on the radar of travel agents or online booking platforms. This phenomenon is in line with the findings of Nugrahana et al. (2023) about the Sumedang destination which despite experiencing an increase in visits after the Cisumdawu Toll Road operated, most tourists did not stay because there were no clear and attractive tour packages. The absence of this tour package creates uncertainty in the visitor journey, where tourists do not have a clear picture of what they will see, do, and buy during the visit.

Fifth, the dimension of Ancillary Services ($\beta = 0.126$; T-statistic = 2.591) and Amenities ($\beta = 0.113$; T-statistic = 2,226) reveals fundamental weaknesses in support services and tourist facilities. There are no tourist information centers, poor digital connectivity, limited financial services (only one ATM), and institutional support from local governments is minimal. Accommodation and culinary facilities are only limited to Marlina Cabin and Marlina Kopi without adequate alternatives. Compared to Kuningan which has a variety of accommodation options including branded hotels, or Garut with a complete tourism ecosystem, Lemahsugih is still in the embryonic stage of tourism development. This condition reflects the findings of (Fitria Ruhyana & Ferdiansyah 2023) that although tourist visits to Sumedang increased after the operation of the Cisumdawu Toll Road, visits to hotels and restaurants were not significant due to the limitations of supporting facilities that made tourists choose to stay in Bandung where the infrastructure is more developed.

Strategic Solutions Based on the 6A Framework: From Theory to Implementation

Based on the gap analysis between tourist expectations and actual conditions revealed through mixed methods research, this research produces a comprehensive and actionable implementation roadmap for Marlina Group in developing a sustainable rural tourism ecosystem. This strategic solution is not partial but holistic, integrating all dimensions of tourist destination attributes in one mutually supportive system. This is in line with the concept of tourism ecosystem put forward by Nasir et al. (2024) that tourism is a multifaceted and interconnected system that requires careful management and sustainable practices to develop.

For the Accessibility dimension, the implementation strategy emphasizes the importance of strategic collaboration with local governments to ensure the completion of access roads through Kepuh with a tourist orientation, the development of user-friendly communication materials to manage tourists' perceptions of distance and travel time, and the creation of shuttle services or tour packages that include transportation from traffic merger areas such as Jatiwangi. This approach adopts the concepts of physical mobility and digital mobility from Tran et al. (2017), where accessibility is not only about physical infrastructure but also about how travel information is effectively conveyed to tourists through digital technology. The implementation plan includes concrete KPIs such as MoU with local governments, the number of tourist-oriented facilities installed along the route, and the rate of ridership of shuttle services per month, ensuring that this strategy can be measured and

evaluated for effectiveness.

For the Attraction and Activities dimension, the strategic solution focuses on transforming potential tourism assets into signature experiences through the development of integrated storytelling, on-site interpretation, and meaningful hands-on activities. This strategy applies the concept of participatory and collaborative management from Tran et al. (2017), where tourist attractions must be managed by listening to the needs and preferences of tourists and involving local communities in their management. The development of thematic tour packages such as "Ngopi & Explore Majalengka" or "Nature & Culture Weekend" which combines nature exploration with activities such as tea picking, watching cultural performances, or participating in local food preparation, reflects the understanding that modern tourists, especially the millennial generation who dominate 69.89% of Indonesia's domestic tourists (Damanik et al., 2023), are looking for authentic experiences that involve interaction with culture and local community, not just passive sightseeing.

For the dimensions of Available Packages, Ancillary Services, and Amenities, the strategic solution emphasizes the importance of the first-mover advantage owned by Marlina Group as a pioneer in the development of Lemahsugih tourism. The development of a multi-activity tour package with a duration of 2 days and 1 night which includes accommodation, coffee tours, nature walks, cultural storytelling, and culinary experiences, is designed based on the concept of customer journey from the management perspective stated by the tour operator in interviews. The establishment of a visitor hub at Marlina Kopi or Marlina Cabin as an information center and Wi-Fi zone, the installation of public signage, as well as the optimization and expansion of core amenities, represent a bottom-up approach where private business actors take the initiative in filling the gap in basic services while encouraging the empowerment of local communities through the establishment of Tourism Awareness Groups (Pokdarwis) to develop micro-amenities such as homestays and traditional food stalls.

Comparison with Previous Research and Novelty's Contribution

This research makes a significant novelty contribution to the body of knowledge about destination attributes in the context of Indonesian rural tourism, especially in three main aspects. First, in contrast to previous research that tended to focus on established tourist destinations or partially examine destination attributes, this study integrates the concept of a tourism ecosystem that includes the relationship between coffee shops, hotels, coffee plantations, and local communities as a unit of systems that support each other. The integration of the 6A framework with the concept of ecosystem thinking has not been widely studied in the Indonesian tourism literature, even though this approach is very relevant to the characteristics of rural tourism that require the collaboration of various stakeholders to create a meaningful and sustainable tourism experience.

Second, this study fills a research gap regarding the development strategy of rural tourist destinations in areas with adequate infrastructure accessibility but have not been able to attract a significant number of tourists. The case of Majalengka, which benefits from the Cisumdawu Toll Road and Kertajati Airport but still records the lowest tourist visits in West Java, proves that connectivity infrastructure alone does not automatically produce tourism competitiveness. The findings of this study confirm and expand the research of Gunawan (2022) and Nugrahana et al. (2023) by showing empirically that what is needed is the

development of comprehensive destination attributes that cover all dimensions of 6A, not just focusing on one or two aspects. This research model can be replicated for other rural tourist destinations in Indonesia that face similar challenges, so it has high generalizability.

Third, the use of a mixed methods approach that integrates quantitative analysis using SEM-PLS with qualitative analysis through in-depth stakeholder interviews, provides a more holistic understanding of the dynamics of tourism development compared to previous studies that tend to use single methods. Triangulating the findings of these two approaches not only increases the validity of the research but also results in richer and more contextual actionable insights. Quantitative findings show what factors matter and how strongly they have an impact, while qualitative findings explain why these factors are important and how to implement strategies effectively by considering the local context, stakeholder capabilities, and existing implementation barriers.

Expected Impact of Strategy Implementation

The implementation of the 6A framework-based tourist destination attribute development strategy resulting from this research is expected to produce multiple impacts at various levels, from the Marlina Group's business level, the local community level, to the regional level of Majalengka Regency. At the business level, the development of an integrated tourism ecosystem is expected to increase the number of tourist visits to the Marlina Group, extend the length of stay from day-trips to overnight stays, and increase spending per visitor through diversification of revenue streams from various activities and tour packages. With a mean Intention to Visit score of 4.34 and an R-Square model value of 0.721, there is great potential for the conversion of intention into actual visit if the gap in destination attributes is successfully closed.

At the local community level, the community empowerment strategy through the establishment of Pokdarwis and the development of micro-amenities is expected to create an economic multiplier effect where local communities can participate and get economic benefits from tourism development. The integration of MSME products into the visitor experience through the "see-do-buy" formula will open up new market opportunities for local products such as coffee, traditional foods, and handicrafts. The involvement of local communities in the management of tourist attractions and the provision of services will also create authentic experiences sought by modern tourists, while strengthening social capital and tourism awareness in the community. This is in line with the concept of sustainable rural tourism from (Velu & Anuradha, 2024) that the growth of rural tourism market potential and the promotion of entrepreneurship in rural areas are shaped by external situational factors including social, economic, and technological aspects.

At the regional level of Majalengka Regency, Marlina Group's success in developing the rural tourism ecosystem can be a model or best practice that can be replicated by other tourist destinations in Majalengka, so as to collectively increase the competitiveness of district tourism. Increasing the number of tourist visits, length of stay, and the contribution of the tourism sector to the GDP, which are the three main objectives of the Majalengka Regency Tourism and Culture Office, can be achieved if destination development is carried out systematically and based on evidence from research. Marlina Group, which currently has strong brand awareness through Marlina Kopi with thousands of followers on Instagram and a

track record of major events such as Marlina Music Coffee which attracts 1,000 visitors in a day, is strategically positioned to lead this transformation and bring Lemahsugih from a supporting zone to a primary destination on the West Java tourism map.

Theoretical and Practical Implications

From a theoretical perspective, this study confirms and strengthens the validity of the 6A tourism destination attributes framework developed in the context of Indonesian rural tourism (Utomo 2024; Wiweka 2020). The R-Square value of 0.721 and the Normalized Fit Index of 0.869 indicate that this model has an excellent goodness of fit and is able to explain most of the variance in tourist visit intentions. This research also enriches the understanding of the relative importance of each dimension of destination attributes, where Accessibility, Attraction, and Activities are the three most influential factors, providing theoretical guidance for future research in prioritizing the most critical dimensions in destination development.

From a practical perspective, this research produces a comprehensive, actionable, and measurable implementation roadmap for Marlina Group and related stakeholders. An implementation plan with a clear timeline, KPIs, and person-in-charge for each strategy ensures that the findings of this study do not just stop at the level of abstract recommendations but can be translated into concrete work programs. The strategy designed also considers the resource constraints and capabilities of Marlina Group as a medium-scale private business actor, with an emphasis on low-investment high-experience activities and collaborative approaches involving government, community, and private sectors. For other stakeholders such as the Majalengka Regency Tourism Office, the findings of this research can be an input for policy formulation in tourism development that is more evidence-based and market-oriented, as well as provide justification for the allocation of resources and support to rural tourist destinations that have high potential but are still underdeveloped.

This research proves that sustainable and competitive rural tourism development requires a holistic approach that integrates all dimensions of tourist destination attributes, multi-stakeholder collaboration, and long-term commitments from business actors and local governments. The successful implementation of this strategy will not only increase the competitiveness of Marlina Group and Lemahsugih as a tourist destination, but also make a significant contribution to the development of rural tourism in Indonesia and the achievement of sustainable development goals through inclusive economic growth and community empowerment.

CONCLUSIONS

Key findings reveal that although Lemahsugih has rich tourism potential, the low number of tourist visits is due to a significant gap between tourist expectations and actual conditions across the destination's attribute dimensions. Adequate regional infrastructure does not automatically produce competitiveness without a holistic development of all destination attributes, empirical validation of the accessibility paradox faced by many rural destinations in Indonesia. The contribution of this research lies in the integration of the 6A framework with the concept of ecosystem thinking in the context of rural tourism that has not been widely studied, as well as producing an actionable implementation roadmap with measurable KPIs for each strategy. This study enriches the literature on destination development by proving the

importance of a systemic and collaborative approach in the transformation of rural tourist destinations from a supporting zone to a primary destination. The limitations of the study include a focus on a single case study that limits generalization across different geographic contexts, cross-sectional data collection that does not capture the temporal dynamics of destination development, and the limitations of Marlina Group's complete operational data for in-depth financial analysis. Further research is recommended to conduct longitudinal studies to measure the effectiveness of strategy implementation in a given time period, expand coverage to multiple rural destinations to improve external validity, integrate willingness to pay analysis to understand optimal value proposition, and explore the role of digital technology and social media marketing in increasing destination visibility and tourist engagement in the context of Indonesian rural tourism.

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