

Analysis of Internal and External Factors Influence on Leading Development of Incentive Travel Product in Pulau Harapan Kepulauan Seribu Jakarta

Yosi Erfinda¹, Rinie Octaviany Hasan², Revi Agustin Aisyianita³, Rezka Fedrina⁴, Raihana Hafidzah Jumartin⁵, Sabrina Azzahra⁶, Nabil Falah⁷

^{1,2,3,4,5,6,7} Travel Business Study Program, Faculty of Social Sciences and Law

Universitas Negeri Jakarta

Email : yosi.erfinda@unj.ac.id

Abstract: Incentive travel is a key segment in MICE that aims to motivate employees. Although Indonesia is a leading MICE destination, the competitiveness of Jakarta has not been optimized as an incentive travel destination. This study identifies Harapan Island in the Thousand Islands as Jakarta's leading potential for incentive travel, offering unique maritime and conservation experiences. However, there is a significant gap between this potential and the current unstructured and uncompetitive tourism products, which fail to meet corporate expectations. Using quantitative associative methods, this study analyzes the influence of internal factors (accommodation, cuisine) and external factors (accessibility, local support) on destination competitiveness. Data from 50 respondents, mostly tourism workers and corporate employees, was collected through a reliable questionnaire (Cronbach's Alpha >0.90) and found to have a normal distribution. The findings confirm the strong potential of Harapan Island, but highlight critical weaknesses in supporting facilities and product packaging. This study concludes that community-based strategic development for premium products is essential to transform Harapan Island into a competitive and sustainable incentive travel destination, thereby supporting the vision of "Jakarta Nice for MICE."

Keywords: Incentive travel; Tourism villages; Destination competitiveness; Sustainable tourism; MICE

Abstrak: Incentive travel merupakan segmen kunci dalam industri MICE yang bertujuan untuk memotivasi karyawan. Meskipun Indonesia merupakan destinasi MICE terkemuka, daya saing Jakarta sebagai destinasi perjalanan insentif belum optimal. Studi ini mengidentifikasi Pulau Harapan di Kepulauan Seribu sebagai potensi utama Jakarta untuk perjalanan insentif, yang menawarkan pengalaman maritim dan konservasi yang unik. Namun, terdapat kesenjangan yang signifikan antara potensi ini dan produk pariwisata yang saat ini tidak terstruktur dan tidak kompetitif, yang gagal memenuhi harapan korporat. Menggunakan metode asosiatif kuantitatif, studi ini menganalisis pengaruh faktor internal (akomodasi, kuliner) dan faktor eksternal (aksesibilitas, dukungan lokal) terhadap daya saing destinasi. Data dari 50 responden, sebagian besar pekerja pariwisata dan karyawan korporat, dikumpulkan melalui kuesioner yang andal (Cronbach's Alpha >0.90) dan ditemukan memiliki distribusi normal. Temuan ini mengonfirmasi potensi besar Pulau Harapan, namun menyoroti kelemahan kritis dalam fasilitas pendukung dan pengemasan produk. Studi ini menyimpulkan bahwa pengembangan strategis berbasis komunitas untuk produk premium sangat penting untuk mengubah Pulau Harapan menjadi destinasi perjalanan insentif yang kompetitif dan berkelanjutan, sehingga mendukung visi "Jakarta Nice for MICE."

Kata Kunci: Incentive Travel; Desa Wisata; Daya saing destinasi; Pariwisata berkelanjutan; MICE

Introduction

Incentive travel is part of the MICE (Meeting, Incentive, Convention, and Exhibition) industry that offers travel as a form of appreciation and motivation for company employees. (Severt & Breiter, 2010) defining incentive travel as a global management tool in the form of memorable trips to boost employee motivation.

The city of Jakarta affirms Jakarta's position as a leading national MICE destination (Setyawan, 2018). The Jakarta City Government has also promoted the "Jakarta Nice for MICE" policy to strengthen this position. Although Indonesia is included in the top incentive travel destinations according to (SITE, 2019) but there is no specific data available yet.

Meanwhile, Jakarta's competitive advantage in the incentive travel sector can be found in its islands, namely Pulau Harapan Tourism Village in the Thousand Islands (Erfinda et al., 2024). This location offers a unique combination of marine tourism (coral reefs, biodiversity) and conservation-based tourism (mangrove forests and turtle breeding) that can create an exclusive and memorable experience for tourists (Ratnasari & Bhudiharty, 2020). This memorable experience is the essence of incentive travel (Rudatin & Wardhani, 2024). Despite its great natural potential, previous studies reveal that Harapan Island faces significant challenges in competing in the incentive travel market. (Gautam & Sood, 2021) in selecting incentive travel destinations, the following factors are considered: 1) the concept of success; 2) visits to elegant destinations; 3) opportunities to visit new destinations. Based on research conducted in 2024, findings indicate that limited accommodation options (only homestays), lack of supporting facilities (swimming pools, spas), and the underdevelopment of

innovative local cuisine are the main obstacles. On the other hand, shows that despite having tourism assets, there are no tourism products specifically designed and marketed to meet the needs and expectations of the corporate market.

Therefore, there is a clear gap between the potential of Harapan Island and the products currently on offer. The potential for marine tourism, conservation, accommodation, and local cuisine has not been developed into a comprehensive, competitive, and marketable product for the corporate market. The development of sustainable, community-based tourism products is crucial to attracting incentive travel tourists (Melese & Belda, 2021)

Based on the description of these issues, this study focuses on analyzing and formulating superior products that can become the competitive advantage of Pulau Harapan Tourism Village. This study is expected to serve as a strategic guide for stakeholders in realizing Pulau Harapan as a preferred incentive travel destination in the Special Region of Jakarta.

Literature Review

Incentive Travel

The tourism industry has adjusted to meet changing demands by offering a wide range of experiences (Pratminingsih et al., 2025). Just as meeting, incentive, convention, and Exhibition or MICE is a form of business tourism related to travel for work purposes (Kononenko, 2014). Meanwhile, another theory states (Shelby Dhoz Basnet & Anisatul Auliya, 2022) that meetings, incentives, conventions, and exhibitions are events held by individuals or groups with the same goal of holding meetings, incentives, conventions, and exhibitions. Whereas . Business travel is generally inflexible but generates high

revenues and increases the economic multiplier effect (Rudatin et al., 2019). The incentive travel segment is an important part of business travel because it provides an extraordinary travel experience as a reward for improved employee performance (Seebaluck, 2015). Incentive travel is also a hybrid between business and leisure travel, where companies finance these trips as a form of appreciation (Witt et al., 1992). In addition, incentive travel can have a positive impact on companies by strengthening the relationship between employees and the company through travel programs that combine training, recreation, and cultural and sporting events (Trusheva & Syzdykbaeva, 2018).

Incentive Travel Destinations

exhibition are chosen as a place to reward employees for their achievements and aim to provide a special experience and strengthen work motivation. The main factors in selecting incentive travel destinations include accessibility, local support, accommodation facilities, meeting facilities, location environment, and related information (Mair et al., 2016). Although (Syafganti et al., 2023) the perception of a location has been extensively studied as a critical component that influences big tourists' decisions. However, in the context of incentive travel, accessibility is not always a major factor because the exclusivity of a destination can be an attraction in itself (Del Chiappa, 2012). To begin this study, we will analyze internal and external factors in the selection of incentive travel destinations developed by (Sood et al., 2023) to determine whether Pulau Harapan Tourism Village as an incentive travel destination has the potential to generate profits from tourism product development by considering the following factors:

Table 1. Internal and External Factors in Selecting Incentive Travel Destinations

Factor External	Factor Internal
Needs Hierarchy	Accessibility
Personal Factors	Accommodation
Demographic Factors	Cuisine
	Local Support

Source: Primary Data (2025)

Tourism Village

Tourist villages are activities based on village resources and interactions between residents and tourists (Thea Monika & Aditha Agung Prakoso, 2023). Tourists who visit tourist villages tend to get involved in the lives of the local community and gain learning experiences about traditional culture and the environment (Susyanti, 2013). The main components of a tourist village include attractions, accessibility, supporting facilities, accommodation, activities, and additional services (Shafira et al., 2020).

Method

Associative Quantitative Method

The research method reveals that the associative approach is an effort to study a possible cause-and-effect relationship by applying two or more variables (Hamidah, 2022). This study is based on internal and external factors in incentive travel destinations using a quantitative survey approach with independent variables (accessibility, accommodation, local cuisine, and community support) and dependent variables (hierarchy of needs, personal factors, and demographic factors).

Data Analysis

Statistical Testing:

Statistical tests using Paired t-tests or ANOVA. Then, linear regression analysis to measure the effect of independent variables on dependent variables.

Survey

Survey method (Kurniawati & Rindrayani, 2025) is a method that can facilitate research, because through this method, research data derived from survey questions can be revealed factually and in detail so that it can describe existing phenomena. In another opinion, (Sari et al., 2022) explains that survey methods are used to obtain natural data using questionnaires, structured interviews, and so on. The steps in conducting a survey consist of seven (7) processes (Sujarwadi et al., 2020) including: (1) Formulating the research problem and determining the survey objectives; (2) Determining the literature study and instrument preparation; (3) Conducting a survey with employees in corporations/companies and entrepreneurs as groups that experience all aspects of traveling to Harapan Island; (4) Data collection stage by conducting a survey; (5) Data analysis using an associative quantitative approach; (6) Data tabulation using SPSS software and validation of results; (7) Analysis and reporting. For Roscoe's rule of thumb, which suggests 30 to 500 participants for trustworthy results, served as the basis for the sample size (Wicaksono & Sander, n.d.).

Findings and Discussion

Finding

Tourism Products

According to (Pitaya, 2025) tourism products encompass the entire visitor experience from arrival to departure. Based on field identification, Pulau Harapan Tourism Village in the Thousand Islands has significant natural potential to be developed as an incentive travel destination. Its main attractions include marine tourism (snorkeling, island hopping, diving at coral

reef spots), conservation tourism (mangrove planting, turtle release), homestay-based accommodation managed by the local community, and local cuisine based on seafood with traditional flavors. However, this potential has not been optimally managed into structured, competitive tourism products that meet corporate market expectations.

Table 2. The characteristics and profile of the respondent

Characteristics and Profile	Selection	Percentage
Age	20–29 year	56,9%
	30-39 year	23,5%
	40-49 year	9,8%
	>50 year	9,8%
Gender	Male	31,4%
	Female	68,6%
Occupation	Private Employees	28,6%
	Civil Servants	16,3%
	Self employed	6,1%
	Tourism Workers	46,9%
	Professional Staff	2%

Source: Primary Data (2025)

As a result of the demographic analysis of respondents conducted in this study, it was found that the proportion of female respondents was greater than that of male respondents, at 68.6%. The majority of respondents were in the 20–29 age range, accounting for 56.9% of the sample. In terms of occupation, 46.9% were tourism workers, while private sector employees accounted for 28.6% and civil servants accounted for 16.3% of the sample.

Validity and Reliability Testing of the Questionnaire

Normality tests were conducted to determine whether the respondents' external and internal factor scores were normally distributed (Kapang et al., 2019). Before conducting further parametric statistical analysis, this test is very important. In this

study, two normality test methods (Kolmogorov-Smirnov and Shapiro-Wilk) were used, with a total of 50 respondents (N).

Realibility Test Result

To assess the internal consistency of the research instrument, a reliability test was conducted. External and internal factors were measured using a questionnaire. The reliability of the instrument in producing consistent and stable data is indicated by its reliability. In this study, reliability was tested using Cronbach's Alpha with a criterion value of ≥ 0.70 , which indicates a reliable instrument (Putri et al., 2025)

Table 3. External Factor Reliability Statistics

Cronbach's Alpha	N of Items
.925	10

Source: Primary Data (2025)

The External Factors instrument consists of ten questions, numbered P1 to P10. The analysis results show that the External Factors have excellent reliability, with a Cronbach's Alpha value of 0.892 above the minimum threshold of 0.70, indicating that each component has the same construct measurement and is reliable when collecting data.

Table 4. Internal Factor Realibity Statistics

Cronbach's Alpha	N of Items
.936	10

Source: Primary Data (2025)

The Internal Factor instrument also consists of ten questions during the first quarter to the tenth quarter. The analysis results show that Internal Factors have a Cronbach's Alpha value of 0.913, well above the minimum threshold of 0.70 and even higher than External Factors. These results indicate that this tool is highly reliable. Therefore, each component of Internal Factors measures the

intended construct consistently and can be relied upon for research.

Table 5. Normality Test Result

	Kolmogorov-Smirnov	df	Sig.	Shapiro-Wilk	df	Sig.
	Statistic			Statistic		
Total External Factors	.104	50	.200	.971	50	.221
Total Internal Factors	.099	50	.200	.976	50	.384

Source: Primary Data (2025)

According to the test results, the External Factor variable has a significance value (p-value) of 0.200 in the Kolmogorov-Smirnov test and 0.221 in the Shapiro-Wilk test. Conversely, the internal factor variable has a significance value of 0.200 in the Kolmogorov-Smirnov test and 0.384 in the Shapiro-Wilk test. Both variables have a normal distribution, because all significance values are greater than 0.05.

Discussion

Analysis of Internal and External Factors in Developing Leading Incentive Travel Products

Based on the reliability test results, it can be concluded that both research tools—External Factors and Internal Factors—are highly reliable. The high Cronbach's Alpha value (above 0.90) indicates that the questionnaire used is sufficiently consistent. Based on the results of this study, Harapan Island has great potential to become an attractive tourist destination, especially due to its unique marine tourism and conservation, which meet the standards for an “Unforgettable moment” experience (Hidayat & Rudatin, 2021). However, this potential has not yet been utilized to create

competitive products. The majority of respondents in the sample were tourism workers (46.9%), who have a direct understanding of operational challenges and the differences between supply (on Harapan Island) and demand (expected by the corporate market). Meanwhile, potential incentive travel participants (private sector employees and civil servants, 44.9%) provide direct insight into their needs and desires. Both internal factors (such as accommodation and cuisine) and external factors (such as accessibility and community support) are appropriate and consistent constructs for measuring the competitiveness of incentive travel destinations, as also mentioned in the literature (Mair, 2015). The reliability of the research instruments is very high ($\text{Alpha} > 0.90$). With normal data distribution, more in-depth parametric statistical analysis using ANOVA can be performed to evaluate the effect of each independent component on the attractiveness of Harapan Island as an incentive travel destination. The results of this analysis will form the main basis for designing strategic flagship products that leverage natural strengths and address weaknesses in terms of supporting facilities and incentive travel product packaging.

Conclusion

In conclusion, based on the research conducted, Harapan Island in the Thousand Islands has significant potential in terms of marine tourism and conservation assets that can be used as a basis for developing profitable tourist destinations. The unique turtle breeding center, coral reefs, and mangrove forests offer unique experiences that are in line with the idea of attractive travel. However, due to the difference between the current conditions and the company's market expectations, this potential has not been fully utilized. The

results of the study show that internal factors are the main obstacles, especially in terms of accommodation (homestays) that do not yet have supporting facilities such as swimming pools, spas, and locally developed cuisine as tourist attractions. Conversely, the research tools used have been shown to be accurate and reliable through reliability tests that show a Cronbach's Alpha value above 0.90 for both factors. In addition, the assumption of data normality has been met, allowing for further statistical analysis. By paying attention to improving the quality of accommodation, better packaging for event activities, and local-based culinary innovations, these results even show that future development strategies should focus on a holistic community-based tourism approach. Harapan Island has the opportunity to transform its natural potential into competitive flagship products while helping to realize the vision of "Jakarta Nice for MICE" as a world-class incentive travel destination.

REFERENCES

- Buhalis, D. (2000). Marketing the competitive destination of the future. *Tourism Management*, 21, 97–116. [https://doi.org/doi.org/10.1016/S0261-5177\(99\)00095-3](https://doi.org/doi.org/10.1016/S0261-5177(99)00095-3)
- Del Chiappa, G. (2012). How do meeting organizers choose convention sites based on different types of meetings? An empirical analysis of the Italian meetings industry. *Event Management*, 16(2), 157–170. <https://doi.org/10.3727/152599512X13343565268410>
- Erfinda, Y., Hasan, R. O., Aisyianita, R. A., Jumartin, R. H., Jaumil, N., & Kamila, N. (2024). Design and Development of Hope Island Tourism Village as an Incentive Travel Destination in the

- Special Area of Jakarta, Indonesia. *International Journal on Recent Trends in Business and Tourism*, 08(04), 01–11.
<https://doi.org/10.31674/ijrtbt.2024.v08i04.001>
- Gautam, P. K., & Sood, D. (2021). *The Role of Destination Image in Incentive Travel: A Review and Discussion*. 11(2).
<https://www.researchgate.net/publication/358041802>
- Hamidah. (2022). Pengaruh Fasilitas Wisata Terhadap Kepuasan Pengunjung di Daya Tarik Wisata Pantai Air Bangis Pasaman Barat. *Jurnal Penelitian Dan Pengembangan Sains Dan Humaniora*, 6(2), 167–172.
<https://doi.org/10.23887/jppsh.v6i2.38664>
- Hidayat, R. A., & Rudatin, C. L. (2021). Tahapan Perencanaan Program Insentif Travel (Studi Kasus Program Insentif untuk Loyal Customer PT.Telkomsel). In *Jurnal Bisnis Event* (Vol. 2, Issue 8).
- Kapang, S., Rorong, I. P., Maramis, M. T. B., Pembangunan, J. E., Ekonomi, F., & Bisnis, D. (2019). ANALISIS PENGARUH SEKTOR PARIWISATA TERHADAP PENDAPATAN ASLI DAERAH (PAD) KOTA MANADO. *Jurnal Berkala Ilmiah Efisiensi*, 19(4), 84–94.
- Kononenko, I. (2014). *The Effects of Incentive Travel: the value for the parties involved* [Haaga-Helia University of Applied Sciences].
<https://doi.org/https://urn.fi/URN:NBN:fi:amk-201405045653>
- Kurniawati, E., & Rindrayani, S. R. (2025). Pendekatan Kuantitatif dengan Penelitian Survei: Studi Kasus dan Implikasinya. *SOSIAL : Jurnal Ilmiah Pendidikan IPS*, 3(1), 65–69.
<https://doi.org/10.62383/sosial.v3i1.596>
- Mair, J. (2015). Incentive travel: A theoretical perspective. *Event Management*, 19(4), 543–552.
<https://doi.org/10.3727/152599515X14465748512803>
- Mair, J., Jin, X., & Yoo, J. J. E. (2016). Exploring the site selection decisions of incentive travel planners. *Event Management*, 20(3), 353–364.
<https://doi.org/10.3727/152599516X14682560744677>
- Melese, K. B., & Belda, T. H. (2021). Determinants of tourism product development in southeast Ethiopia: Marketing perspectives. *Sustainability (Switzerland)*, 13(23).
<https://doi.org/10.3390/su132313263>
- Putri, I. J., Wirata, G., Rudolf, E., Institut, P., & Trisakti, P. (2025). Transportasi Publik dan Sosial Media dalam Keputusan berkunjung Wisatawan Kota ke Mbloc Space Jakarta. In *Bisnis dan Digital* (Vol. 1, Issue 1).
- Ratnasari, K., & Bhudiharty, S. (2020). ANALISIS POTENSI WISATA BAHARI DI PULAU HARAPAN KEC. PULAU SERIBU. *Jurnal Industri Pariwisata*, 2(2), 122–129.
<https://doi.org/https://doi.org/10.36441/pariwisata.v2i2.38>
- Rudatin, C. L., & Wardhani, A. (2024). Analysis of Stakeholder Engagement and Role in the Incentive Travel Destination Selection Process. *KnE Social Sciences*.
<https://doi.org/10.18502/kss.v9i25.17010>
- Sari, M., Rachman, H., Juli Astuti, N., Win Afgani, M., & Abdullah Siroj, R. (2022). Explanatory Survey dalam Metode Penelitian Deskriptif Kuantitatif. *Jurnal Pendidikan Sains Dan Komputer*, 3(01), 10–16.

- <https://doi.org/10.47709/jpsk.v3i01.1953>
- Seebaluck, V. (2015). PROSPECTS AND CHALLENGES OF BUSINESS TOURISM: A CASE OF MAURITIUS. *Review of Business & Finance Studies*, 6(3), 45–55. <https://doi.org/https://ssrn.com/abstract=2657596>
- Setyawan, H. (2018). Daya Saing Destinasi MICE di Indonesia. *Jurnal Pariwisata Terapan*, 2(1), 26. <https://doi.org/10.22146/jpt.35379>
- Severt, K. S., & Breiter, D. (2010). *The Anatomy of an Incentive Travel Program*. 9–10.
- Shafira, O. :, Chaerunissa, F., & Yuniningsih, T. (2020). ANALISIS KOMPONEN PENGEMBANGAN PARIWISATA DESA WISATA WONOLOPO KOTA SEMARANG. 9(4). <https://doi.org/10.14710/jppmr.v9i4.28998>
- Shelby Dhoz Basnet, & Anisatul Auliya. (2022). Strategi Pemasaran Digital Melalui Media Sosial Dalam Penyelenggaraan Event Inacraft 2022. *Journal Of Tourism And Economic*, 5(1), 18–31. <https://doi.org/10.36594/jtec/gp940703>
- SITE. (2019). *REPORT ON INCENTIVE TRAVEL IN ASIA*. https://doi.org/https://siteglobal.com/system/files/2021-08/2732_SN_ITII_ASIA_Update_WEB_v6.pdf
- Sood, D., Sajnani, M., & Gautam, P. K. (2023). UNLOCKING THE BENEFITS OF OUTBOUND INCENTIVE TRAVEL: A COMPREHENSIVE REVIEW STUDY. *International Journal of Professional Business Review*, 8(4), 1–22.
- <https://doi.org/10.26668/businessreview/2023.v8i4.1655>
- Sujarwadi, B., Tinggi, S., Media, M., Mmtc, ", & Yogyakarta, ". (2020). *Analisis Kebutuhan Informasi Wisatawan dalam Pengembangan Desa Wisata Kembangarum di Kabupaten Sleman Analysis of Tourist Information Needs in the Development of Kembangarum Tourism Village in Sleman Regency*. <https://www.republika.co.id/berita/nasi-on->
- Susyanti, D. W. (2013). *Potensi Desa Melalui Pariwisata Pedesaan*. 12(1), 33–36. <https://doi.org/doi.org/10.32722/eb.v12i1.650>
- Thea Monika, & Aditha Agung Prakoso. (2023). Evaluasi pengembangan desa wisata, studi kasus pada desa wisata Pacarejo Gunungkidul. *Journal Of Tourism And Economics*, 6(1), 11–26. <https://doi.org/10.36594/jtec/e6v6n1a2>
- Trusheva, S., & Syzdykbaeva, B. U. (2018). Prospects and Development of Tourism in Kazakhstan and the Impact of Incentive Tours on Efficiency. *European Research Studies Journal*, XXI(3), 727–737. <https://doi.org/doi.org/10.35808/ersj/1096>
- Wicaksono, T., & Sander, O. A. (2025). View of Customer Priorities in Sustainable Food Sourcing within Jakarta's Hospitality Sector. *Journal of Tourism and Economic*, 8(1), 13–22. <https://doi.org/https://doi.org/10.36594/jtec/dghpc843>
- Pitaya. (2025). View of Dari Perang Diponegoro Hingga Jalur Luna Maya _ Potensi Wisata Di Puncak Kleco Kulon Progo. *Journal of Tourism and Economic*, 8(1), 94–109. <https://doi.org/https://doi.org/10.36594/jtec/xyf5b519>

Witt, S. F., Gammon, S., & White, J. (1992).
Incentive travel Overview and Case
Study of Canada as a destination for the
UK market. *Tourism Management*,
13(3), 275–287.
[https://doi.org/https://doi.org/10.1016/
0261-5177\(92\)90099-
S](https://doi.org/https://doi.org/10.1016/0261-5177(92)90099-S)Getrightsandcontent