

# Excellent And Sustainable Tourism Management Through The Baldrige Criteria (Case Study: Mangunan Orchard Tourism Attraction)

Tri Eko Yudiandri<sup>1</sup>, Agung Sulisty<sup>2\*</sup>

<sup>1,2</sup> Sekolah Tinggi Pariwisata Ambarrukmo, Yogyakarta, Indonesia

## ABSTRACT

Optimizing organizational performance has a positive impact on the services provided. Various steps need to be taken in an effort to create a sustainable business. Organizational excellence is inseparable from several main factors, such as: performance, customer satisfaction, leadership, process management, employee involvement, learning, innovation, and social responsibility. Organizations must be able to assess their performance to explore various opportunities and be able to put themselves in a competitive situation. The Baldrige Criteria are a guide for organizations to evaluate performance and create superior and world-class management. This criterion consists of seven pillars, namely: leadership; strategic planning; focus on consumers and markets; analysis and knowledge management; focus on human resources; business process management; and results. This research was conducted to analyze the application of the Baldrige Criteria to the Mangunan Fruit Garden tourist attraction as an effort to create superior and world-class tourism management. A qualitative, descriptive research design was used in this study and was combined with the Baldrige Criteria instrument. Collected data for this study through in-depth interviews with several informants from management and employees. The results of the study explained that the management of the Mangunan Orchard was not in accordance with the Baldrige Criteria. Tourist attraction managers need to design the right strategy to create superior and world-class organizational performance.

**Keywords:** Sustainable Tourism; Organizational Performance; Baldrige Criteria

## INTRODUCTION

Optimizing organizational performance has a positive impact on the quality of services provided. Various steps need to be taken in an effort to create a sustainable business. Along with the improvement of the situation that is getting better after COVID, various sectors have begun to improve, including tourism. The tourism sector is recognized as a mainstay for many countries that are able to have a broad impact both from an economic and psychological perspective. Tourism can be a driving force for the emergence of various community economic activities and tourism-supporting industries. Tourism activities are considered to be one way to restore one's negative emotions, especially after the government's restrictive policies (Al Amin et al., 2021; Al-Msallam, 2020). Seeing this, it is not wrong if tourism needs attention. Tourism management no longer uses the old ways but must be able to adopt various existing developments (Mutiarin et al., 2019; Ritz et al., 2019). An increase in the performance of a tourism organization will correlate with the service perception of tourists. Customer satisfaction needs to be seen as a management goal that needs to be met, not just making money (Jia et al., 2018).

Tourism activities are also interpreted as an activity that reflects the lifestyle of the community (Dias et al., 2021; Leith, 2020; Wen et al., 2020). Tourists will consider various things before they decide which tourist attraction to choose, such as attractiveness or quality of management (Suyunchaliyeva et al., 2020). The professionalism of managers in carrying out various strategies is an important thing to do (Beausoleil, 2022; Nassos & Avlonas, 2020). Tourism is defined as an activity that is more in contact with services and ultimately touches the emotional side of tourists. The next tourism activity will be based in part on what tourists have done in the past (Wiweka et al., 2021; Zollo et al., 2021).

Various tourist areas in Indonesia are able to make this country a tourist destination. Yogyakarta is one of the areas that has many interesting tourist destinations, full of charm and uniqueness. However, not all of the existing tourist attractions can be managed properly. The impact of this situation is that there are tourist attractions that tourists are starting to leave. Poor organizational management is one of the problems and causes of the decline in the number of visits. Besides, there are attractions that are less desirable. There are also tourist objects that are able to maintain their existence, such as the Mangunan orchard. This tourist attraction is located in Bantul Regency, which is managed jointly by the food and agriculture security service, tourism office, and the community (Al-Azizah et al., 2021). The various existing attractions are expected to be balanced with the quality of management and services provided. Maximum performance will have a positive impact on the organization's ability to achieve the goals that have been set (de la Casa & Caballero, 2021; Di Vaio et al., 2020).

Seeing the situation and problems that occur, starting from the emergence of new tourist attractions to less than optimal management, it is necessary to implement good organizational performance. This step needs to be taken by the organization to find out the benefits of management and the resulting impact. One way that can be used is to use the guidelines from the Baldrige Criteria (Brown, 2014; Cook & Zhang, 2019; Sulistyo & Arwandi, 2020; Vinyard, 2015). These criteria are able to evaluate performance and encourage the organization to be superior and world-class. These criteria offer an overarching framework for assessing organizational performance. Another benefit for organizations of this criterion is as a basis for self-assessment to obtain the best results (Almeida et al., 2021; López-Lemus et al., 2021). The Baldrige criteria consist of seven pillars, namely: leadership; strategic planning; focus on consumers and markets; analysis and knowledge management; focus on human resources; management of business processes and results management.

This study aims to explore the application of the Baldrige criteria in the management of tourism objects. This research is divided into three important parts. The first part examines the Baldrige criteria and the instruments used. The second part will explain the methodology used to achieve the research objectives. The last section will present the findings, followed by discussion and implications.

## LITERATURE REVIEW

The Baldrige Criteria is an idea in an effort to create organizational excellence and competitiveness. This concept emerged through several instruments in determining the

quality of organizations in various sectors such as business, education, health, tourism, and other fields (Cook & Zhang, 2019; Snyder et al., 2020). **Leadership** instrument can be defined as the process and efforts to influence the internal and external groups of the organization in achieving goals (Bouranta, 2021; Tripathi & Kumar, 2020; Yang et al., 2021). Leadership is defined as a relationship or communication that involves two or more people. This instrument tries to assess the policies carried out by organizational leaders (Agrawal, 2019). Various steps taken by the leadership must be able to influence subordinates and organizational partners towards a better direction. Organizational leaders are required to have the competence to design various policies and be able to convey the vision, mission, organizational values, and various strategies to be implemented (Cook & Zhang, 2019; Lasrado & Nyadzayo, 2020). **The strategic planning** instrument is defined as an organization's ability to design various ways in which organizational development is carried out (López-Lemus et al., 2021; Toke & Kalpande, 2022). Various strategic plans carried out by organizations include adjusting, measuring, and adapting to changes in the organizational environment (Cook & Zhang, 2019; Toke & Kalpande, 2022; Vinyard, 2015). Changes in strategy within the organization are interpreted as ongoing efforts to gather various understandings of organizational practices. Strategic planning in organizations needs to consider the various resources they have in an effort to achieve competitive advantage (Rezaee & Pooya, 2019). This situation needs to be handled so that there is no imbalance between the resources owned and the targets to be achieved.

Organizational achievement targets are not only focused on profit alone but also the ability to understand customers. **Customer focus** instruments try to provide guidance for organizations in identifying and capturing various opportunities from customers (Cook & Zhang, 2019; Sulistyono & Arwandi, 2020; Vinyard, 2015). Organizations need to consider customer desires as a form of concern for the expectations they have (Khalfallah et al., 2022; Pellegrini et al., 2020). Furthermore, organizations need to design a channel that customers can use to convey their desires. Focus on customer needs is also interpreted as an organizational effort to achieve customer satisfaction. Searching for information and analyzing various data needs to be done in order to strengthen services for customers (Mohd Fuzi et al., 2019). Instruments to **measure, analyze, and manage knowledge** are the basic capital that must be owned. The purpose of this criterion is to support the emergence of various estimates in problem solving and decision making (Cook & Zhang, 2019; Vinyard, 2015). Information and data are the main tools that must be owned by management in policy and implementation. The organization's ability to provide information resources will affect the organization's ability to stay in business (Mohd Fuzi et al., 2019).

The role of human resources in the organization is very important to note. Instruments **focused on human resources** provide an understanding of the relationship between employees and the strategy to be implemented. Good human resource competence will be an advantage for the organization (Jeon & Choi, 2020; Yazdani, 2022). Good human resources will affect commitment, decision-making and other important roles. Organizational attention to increasing the capacity of its human resources also needs to be done (Loyd et al., 2020). Awards and support are given as an appreciation and a constructive motivation for the existence of human resources. Preparing a good workforce is one of the responsibilities that must be fulfilled by organizations for future sustainability processes (Khurshid et al., 2022). Various processes faced by organizations are improved from time to time. **The focus on the process** in the Baldrige criteria becomes an activity in the implementation of the

strategy used. Various strategic innovations that emerge will undergo a process of improvement from time to time (Brown, 2014; Cook & Zhang, 2019; Vinyard, 2015). Various processes in achieving results are a part that must be passed by management in order to find the right strategy and can be implemented (Rane et al., 2020; Toke & Kalpande, 2022). The right strategy will produce good results. **The focus on results** in the Baldrige Criteria serves as a guide for the organization in achieving its stated goals. Organizational outcomes need to be seen as a positive change generated by organizational lines (Antony et al., 2021; Rawabdeh et al., 2022). Business results reflect the organization's ability to mobilize its various resources (Cook & Zhang, 2019; Vinyard, 2015).

## **MATERIAL & METHODOLOGY**

### **Research Design**

This research paradigm uses an interpretive point of view that tries to explore various things (Creswell & David, 2019). The research design in this study uses a qualitative descriptive method that tries to uncover various matters related to organizational management and performance. The applied qualitative research design is limited and intended to encourage and dig deeper through research activities in the field (Zarezadeh et al., 2018). A case study approach is used to explore a single sample, so that the focus of the research is better maintained (Yin, 2003). This study uses the Mangunan orchard as the object of research. This tourist attraction was chosen because it is one of the tourist destinations that offer unique attractions in Bantul Regency. The Mangunan orchard tries to combine natural beauty, tour packages, and management that involves the people in the area

### **Data Collection**

Data collection in this study used open interviews to determine the informant's point of view on the application of the Baldrige Criteria instrument. Semi-structured interviews are carried out by first making an appointment with the informant and preparing questions to be asked (Reichstein & Härting, 2018). Informants in this study are people who are at the level of managers and implementers. Informants came from the Department of Food and Agriculture Security (respondent 1/ r1) and the Tourism Office of Bantul Regency as the manager (respondent 2/ r2) and employees as implementers in the field (respondent 3 & respondent 4/ r3 & r4).

### **Data Analysis**

The process of data analysis in this study was carried out using the Miles-Huberman method, namely: data transcription, data reduction, data categorization, and drawing conclusions (Miles et al., 2019). The first stage is an interview activity, conducted using Indonesian to facilitate communication with informants. The interview data obtained was then transcribed into writing. This activity was carried out to ensure that no data was lost or experienced a shift in meaning (Ye et al., 2021). The second stage in research data analysis is data reduction activities. This stage is a process of finding words that have meaning from the interview transcripts that have been made. The reduction's results are read over and over again to find the basic ideas behind the Baldrige Criteria.

The next stage is data categorization to show emerging concepts and compare them with the literature used. Data categorization is the final stage of examining the research data

obtained. The last stage of the data analysis series is coding. Interview recordings that have been made are read repeatedly and compared with the data reduction that has been obtained to obtain conclusions. This activity is carried out to make sure that no data is missed or lost in the data translation process. The literacy process is completed when no more themes emerge (Miles et al., 2019).

## RESULT AND ANALYSIS

### Result

This study was conducted to determine organizational performance in managing the Mangunan Fruit Garden tourism object based on the Baldrige Criteria point of view. This concept has provisions for evaluating an organization based on the achievements that have been obtained. The determined stages include: (a) Early Development, organizations with slow development; (b) Early Results, organizations with slow results; (c) Early Improvement, organizations with slow progress; (d) Good Performance, a well-managed and successful organization; (e) Emerging Industry Leader, a new organization that is becoming a leader; (f) Industry Leader, an organization that is already a leader; (g) Benchmark Leader, an organization is already known as a leader; (8) World Leader, an world-class leaders organization (Brown, 2014; Cook & Zhang, 2019; Vinyard, 2015).

**Table 1. Assessment of the Baldrige Criteria in Tourism Object Management Mangunan Orchard Yogyakarta**

Category	Result
<b>Leadership</b>	
Senior Leadership	Partially Applied
Social Responsibility	Partially Applied
<b>Strategic Planning</b>	
Strategy Development	Partially Applied
Strategy Deployment	Partially Applied
<b>Market &amp; Customer Focus</b>	
Market & Customer Knowledge	Partially Applied
Customer Relationship & Satisfaction	Partially Applied
<b>Measurement Analysis &amp; Knowledge Management</b>	
Organizational Performance Improvement	Partially Applied
Information Management	Partially Applied
<b>HRM Focus</b>	
Work Agreement/ Responsibilities	Partially Applied
Work Environment	Partially Applied
<b>Process Management</b>	
Work System Design	Partially Applied
Work Process Management	Partially Applied
<b>Business Result</b>	
Product-Service Result	Partially Applied
Customer Focus Result	Partially Applied
Market-Financial Result	Partially Applied
HRM Result	Partially Applied
Process Effectiveness Results	Partially Applied
Leadership Result	Partially Applied

Source: Primary Data Processed by Author (2022)

This research was conducted at the Mangunan orchard tourism object through the application of the Baldrige Criteria with the following stages: data transcription, data reduction, data categorization, data presentation, and conclusion drawing. The highest level of the Baldrige Criteria is World Leader. Based on the results of research that has been carried out, the management of the Mangunan Fruit Garden tourism object is included in the category of Good Performance or an organization with good management and achievement. These results illustrate if the object of Mangunan orchard has not yet fully implemented the Baldrige instrument.

## **Discussion Leadership**

The emphasis of this instrument focuses on a leadership system that is able to encourage the emergence of organizational cultural values and the resulting policies (Feng et al., 2019). Leadership must be able to strive for the creation of quality services, provide opportunities for employees to explore capabilities and develop innovation (Cook & Zhang, 2019; Lasrado & Kassem, 2021). The management of the Mangunan orchard is run by qualified human resources, especially in terms of leadership.

Policies are prepared and then submitted to implementers in the field (r1 & r2).  
Our leadership orders are carried out with full responsibility (r3).  
If something is not clear, we will re-confirm it (r4).

However, some of the activities carried out have not fully involved the role of the leader, such as: setting goals; establishing cooperation with investor partners; planning and reviewing for future improvements.

Due to several policies, we have not opened up opportunities for outside investors (r1 & r2).  
We don't know who the investors are in this place (r3 & r4).

Other research findings provide positive things for the management of the Mangunan orchard tourist attraction. Corporate Social Responsibility (CSR) activities are something that the organization's management does regularly for the community.

Several times, we held social activities in the tourist attraction environment (r1 & r2).  
Our social activities include providing food aid for the surrounding community (r3 & r4).

The Baldrige Criteria emphasizes leaders' ability to convey company values as a way of creating healthy organizations (Tripathi & Kumar, 2020). Leaders must provide clear direction and ensure that all parts of the organization understand their responsibilities. The success of an organization requires a focus on future orientation, commitment to change, creating new innovations, and high discipline. This criterion also provides an understanding of the importance of organizations maintaining good relations with outsiders in the context of general and social activities (Aboramadan et al., 2021; Bouranta, 2021). Organizations need to consider the resulting social impact on organizational development.

A leader has a great influence on creating positive relationships in the work environment. A good leader is able to unite various cultural differences as well as the understanding that develops among employees. Focusing on creating a good work environment is the work goal

of a leader. Leaders are also required to know various things, such as the organization's vision and mission, employee qualifications, and other organizational environments. A good leader will be able to stimulate employees to be more active and contribute more to organizational development. The findings in this instrument directly support the results of research that has been done previously (Chen et al., 2016; Felix et al., 2019).

### **Strategic planning**

The success of an organization is influenced by the strategic plan that is prepared (Nassos & Avlonas, 2020). Organizational errors in preparing plans will have an impact on the resulting implementation. Strategic planning is interpreted as an effort to find out the various things needed for the success of the organization in the future (Shokri, 2019). Strategic planning considers service recipients, target markets, and other considerations in determining the resulting strategic policies. A strategic planning instrument is needed to see how the organization is able to ensure the improvement of the quality of the processes that are being carried out in line with the direction of the organization's policies (Feng et al., 2019).

The research carried out describes the state of organizational management gradually being able to translate various plans. The Department of Food and Agriculture Security and the Bantul Regency Tourism Office tried to convey various policy measures to all lines of the organization. The process of monitoring and evaluation is carried out to maintain the quality of the organization's performance. The organization's chain of command stays in place because different policies and strategies are turned in at different levels.

Plans are necessary, which means that we have to work hard to make them work well (r1)

The plan we put together takes into account various things (r1 & r2).

Several times, we were asked for advice and considerations regarding the management of this tourist attraction (r3).

Periodically, we and the team evaluate activities for improvement (r4).

The Baldrige Criteria explain how the organization designs strategy and is able to convey it to all lines of the organization. The strategic planning guidelines are interpreted as a basis for equalizing perceptions of the plans that have been prepared so that they do not clash with each other (Toke & Kalpande, 2022; Vinyard, 2015). The impact if there is a difference in perception is that the effectiveness of the organization in creating organizational competitiveness will decrease (Cook & Zhang, 2019). Monitoring the implementation of the plans that have been drawn up will ultimately require benchmarks for achieving resource and performance benchmarks in maintaining the alignment of work plans (Brown, 2014; Cook & Zhang, 2019; Vinyard, 2015).

The strategic planning of an organization will eventually intersect with the development of digital technology. The presence of digital technology plays an important role in every marketing plan an organization runs. Organizational planning actually boils down to efforts to create superior and sustainable management. In practice, many organizations find it difficult to implement their plans. This situation cannot be separated from the lack of support from human resources and adequate infrastructure. Organizations that have good resources are not necessarily complacent but remain alert to various developments.

Organizations with good planning will realize that preparing things is an important thing to do all the time.

### **Focus on the market and customers**

The existence of the organization and its ability to survive depends on the value generated and perceived by the recipient of the service. Organizations that are able to fulfil customer desires will be guaranteed sustainability (Cook & Zhang, 2019; Vinyard, 2015). On the other hand, the organization will not be able to survive if it is difficult to meet the needs of its customers. The rapidly changing competitive era is influenced by various factors that affect customer choice and loyalty. Organizations need to hear and study customers thoroughly.

Through digital portals and suggestion boxes, we provide opportunities for other parties to contribute through positive input (r1).

We assign operators in the field to listen to and accommodate various inputs from tourists (r2)

Getting closer to tourists is a task that we continue to do, so we know what tourists need (r3).

Travelers often tell us directly what they need and want to know (r4).

Organizations cannot stand alone without support from internal and external parties (Dambiski Gomes de Carvalho et al., 2020; Vinyard, 2015). The previous instrument explained that the plans that were prepared had to be submitted to the implementers in the field. Different findings emerged when the focus of the research tried to find out who was the partner in the effort to develop the Mangunan orchard. Stakeholders, through the relevant offices, have not yet opened investment doors for outside investors. The Regional Regulations that have been drafted have not yet allowed outside investors to enter and jointly develop this tourist attraction. Investors are interpreted as parties who come with various strengths of ideas, including financial need.

There seems to be no path for outside investors to cooperate (r1).

A policy does not yet exist, so outside investors cannot participate. We collaborate with academics for community and regional empowerment programs (r2).

We do not understand where investors come from. All policies are from the center, and we are only implementers in the field (r3 & r4).

Creating tourist satisfaction as a service recipient needs attention from tourism object managers. No matter how good the service tries to provide, tourists are value maximizers. Organization managers need to establish communication with tourists either directly or indirectly. Through operators in the field, tourists are given access to convey various things related to the perceived service. Suggestions and criticism, as well as other things that are constructive, can be conveyed easily. The development of information technology also makes it easier to communicate with tourists.

Understanding the relationship between tourist satisfaction and plans for the next visit is a challenge that must be faced. Tourists who have had a good experience will become voluntary marketers for the tourism object itself. Conversely, negative emotions that exist in tourists because of the services received will have negative consequences on the delivery of information outside the management of tourist objects. Tourists have an important role in every decision to be taken. The organization through which it operates can provide offers and



benefits that tourists can choose from. When the consumer's needs are met in these ways, the experience can be interesting and memorable.

The concept of the Baldrige Criteria emphasizes that organizations need to provide good communication channels with partners or service recipients (Ruben & Gigliotti, 2021). Through this channel, tourist attraction managers will quickly find out what tourists expect. Knowing partners and understanding the wishes of tourists will provide additional information for managers in creating the next strategy (Sciarelli et al., 2020; Vinyard, 2015). Creating a sustainable organization cannot be done alone. The role of partners can be a solution. Through the Baldrige criteria, finding the right partner needs to be done by the organization in its efforts to develop the organization and its wider expansion (Saeed et al., 2022).

### **Measurement Analysis & Knowledge Management.**

Running an organization requires an understanding of analysis and knowledge management as an indicator of sustainability (Mohd Fuzi et al., 2019). The next instrument in the Baldrige Criteria emphasizes how an organization is able to select, collect, analyze, and manage data and its knowledge assets. Getting as much information as possible is one of the conditions for creating a sustainable organization (Llatas et al., 2020). The information obtained is data that organizations can use in generating plans and strategies (Mohd Fuzi et al., 2019). Measurement of the performance of an organization is carried out through the activities of selecting, collecting, and integrating data for monitoring the overall work operations of the organization.

Periodically we get data from the Regional Planning Board based on Cooperation with Academics (r1).

We store all existing data and process it properly for future use (r2).

The results of the suggestions that we collect are forwarded to the central manager so that the next steps can be taken (r3 & r4).

Based on the results of the study, the manager of the Mangunan orchard uses a variety of incoming information as policy material. The presence of operators in the field, the ease of submitting suggestions either directly or through digital portals. Various incoming information will be managed as a database in formulating organizational policies. Through this step, managers have knowledge of various things that need to be done in the field. The information and data collected are carefully looked over and compared to the directions and strategies that will be used.

The concept of the Baldrige Criteria provides guidance on the importance of managing data and knowledge in organizational development efforts. The increase in data ownership makes the organization have an alternative choice of strategy to be used (Mohd Fuzi et al., 2019). The development of information technology has led to the availability of electronically managed data (Tasleem et al., 2019; Vinyard, 2015). Data availability must be able to be tested for integrity and quality. Organizations must be able to guarantee the data they have to support policy making and monitor the overall performance of the organization (Cook & Zhang, 2019; Dagilienė & Klovienė, 2019; Vinyard, 2015).

How well an organization can gather different kinds of data and information affects the policies and risks it should take. The information and data that have been collected will be

able to increase management's sensitivity to various changes in the organizational environment. In addition, the organization will be able to present various opportunities that can be taken. Developments that occur in the business environment need to be responded to with good knowledge and data quality. Management needs to eliminate and update various things that are no longer relevant to be implemented. Exchanging knowledge between employees is one way that can be done by management to get new information.

### **Focus on Human Resources**

The next instrument of the Baldrige Criteria pays attention to the human resources sector. This instrument provides an assessment of the work system, motivation, and learning of employees in an effort to align the goals and work plans of the organization (Cook & Zhang, 2019; Vinyard, 2015). The focus on human resources emphasizes a good work environment as a way to improve the performance of an organization (Mutiarin et al., 2019; Pasamar et al., 2019).

Based on the research conducted, the role of human resources is vital for organizations in providing services to tourists. Existing human resources carry out job descriptions properly according to their duties and responsibilities. The results of research in the field also provide an overview of the existence of mutual synergies between organizational lines.

Operators on the ground are our partners and help us a lot with tasks and plans (r1).  
We try to give proper attention and appreciation to our partners (r2).

Tourist satisfaction is a goal that must be achieved by operators in the field. Providing the best service for tourists is also supported by individual abilities and adequate knowledge. Operators are given new knowledge and skills that they can use in the field on a regular basis.

We regularly provide training for field operators (r1).  
As a result, we provide additional knowledge through various training (r2).  
We have received training from academics and other parties on the management of tourism objects (r3 & r4).

The concept of the Baldrige Criteria does not only focus on the results of the quality of human resources but also on the process of their formation. Rewards (salaries, bonuses) and other policies (career development) are given special attention (Caniëls et al., 2018; Shokri, 2019). The policy needs to be implemented to create good relations between management and officers in the field. A good working atmosphere will create positive relationships in the internal organization (Pellegrini et al., 2020). Superior performing organizations apply various factors to increase work motivation, employee welfare, and employee satisfaction. Organizations also need to pay attention to factors that can reduce employee motivation. Failure to pay attention to these factors will have an impact on the quality of human resources, services provided, and social responsibility (Almeida et al., 2021; Cook & Zhang, 2019; Vinyard, 2015).

Competent human resources have become one of the important focus areas that must be met by the organization. The ability of human resources to translate the various plans that have been drawn up needs to be improved. Various attention needs to be given by organizations to protect the assets they have. Training and capacity building for skills can be provided on a

regular basis. Organizations also need to consider giving awards for the dedication that has been given by employees. Thus, creating a sustainable organization through strengthening human resources is not in vain.

### **Process Management**

Sustainable organizations need to be supported by good process management. Organizations are required to have sensitivity and adapt quickly and effectively to changes in the business environment. The emergence of various new and similar products needs to be addressed by management as a demand to produce innovative new products and services (Danso et al., 2020). Process management is defined as a way of generating value for customers or stakeholders.

The Baldrige criteria emphasize that the strategy and design carried out need to consider time of attendance as well as the resulting effectiveness (Cook & Zhang, 2019; Vinyard, 2015). Based on the research conducted on the Mangunan orchard, the significance of the management process in providing value. Various attractions are trying to be presented as an effort to create tourist satisfaction. The core of marketing activities is a way to create tourist loyalty. The presence of fruit gardens, several types of animals, outbound areas, natural scenery, and facilities supporting activities is an added value. As one of the leading attractions of the Bantul Regency Government, the presence of this tourist attraction makes an important contribution.

Tourists are given the convenience of enjoying various existing attractions (r1).  
We cooperate with other tourist attraction managers if tourists want to enjoy tour packages (r2)

Some of the roles played by this tourist attraction include providing income for regional income and creating community welfare. The economic activity around this tourist attraction is getting livelier and more passionate. The community can play a role in the existence of this tourist attraction. Several tourism-supporting industries are also present, along with the increasing number of visitors.

We provide various tourist attractions that are easy to enjoy and supported by good security (r1 & r2).  
We facilitate the community around the tourist attraction to get income from visiting tourists, such as homestay services, superior products and others (r2)

The process of innovation or reengineering of product services needs to be done. Reengineering is defined as a process carried out by organizations to meet the needs of tourists in a sustainable manner (Jeon & Choi, 2021). Sustainable organizations will learn from previous experiences, especially in the use of the strategies they have used. Several activities that can be carried out in creating a quality process include: innovation, research and development, technology empowerment, and information and knowledge management. Subsequent developments require organizations to carry out various evaluations in their improvement efforts (Gupta & Vrat, 2020; Vinyard, 2015). This activity is done in a planned way to improve performance and make the organization better at what it does (Jabnoun, 2020).

## Business Results

This instrument emphasizes the importance of organizational orientation towards products and services, financial results, and organizational performance and governance. Business results show that organizational performance does not only focus on financial achievements but is comprehensive (Almeida et al., 2021; Cook & Zhang, 2019; Vinyard, 2015). Some of the outcomes that organizations need to consider include: customer focus, product results, organizational financial services, human resources, organizational effectiveness, governance, and organizational social responsibility. The business results instrument will help the organization figure out how well organizational performance and customer satisfaction have been met (Keszey, 2020; Tagliari et al., 2020).

Based on the information obtained, the number of tourist visits began to increase. The economic activities of the community around the tourist attraction also began to squirm. The COVID pandemic has had a tremendous impact on the development of the Mangunan orchard.

The surrounding community is starting to feel the impact of the reopening of this tourist attraction (r1 & r2).

This tourist attraction is experiencing an increase in tourist visits, perhaps because they also need recreation (r1).

We are optimistic that the visit will return to normal in line with the policies issued by the government (r2).

Along with the concessions and policies provided by the central government, tourism activities and tourism-supporting industries began to improve. The growth of tourist visits has not shown maximum results, but the manager is optimistic that the number of visits will recover as usual. Various post-pandemic preparations continue to be pursued, such as preparing complete facilities and infrastructure.

The era of adapting to new habits has made us focus on preparing facilities and infrastructure that are able to meet health procedures at tourist attractions (r3).

Organizations need to think of ways to achieve business outcomes that are constantly evolving. It is necessary to analyze the comparative data about the previous organization's achievements. Improved business results in all aspects will provide guidance for the organization to achieve positive results for the future. Business results are not generated in the short term, but continuous efforts are made to achieve the best results in each period. The importance of business results instruments makes organizational managers need to design more carefully and carefully the various policies and strategies that are produced.

## CONCLUSION

Based on the data analysis that has been described, the Baldrige Criteria at the Mangunan Fruit Garden tourism object have not been fully implemented. Baldrige's seven pillars are: (a) leadership; (b) strategic planning; (c) customer and market focus; (d) measurement, analysis, and knowledge management; (e) focus on human resources; (f) process management; and (g) business results, not yet fully implemented. These results become the basis for the management of tourist objects through organizational leaders to be more active

in conveying organizational values to employees and other parties. Organizations must be able to make strategic plans for management and be able to convey these plans to their employees. Organizations must also be able to read about developments that occur in the field, especially those related to information technology.

Organizations should be better able to collect and utilize existing data for management and development. Organizations must increase the morale of employees through activities to increase knowledge and skills. Next, the organization must be able to set process standards and core competencies in designing, managing, and improving performance towards a superior and sustainable organization. The essence of business activities is to create customer satisfaction. Therefore, organizations must present product and service performance that shows a tendency to increase significantly over time compared to the previous period.

### **Implications**

This study provides managerial implications that are very useful for organizational management. Various instruments that exist in the Baldrige criteria become guides in creating a superior and sustainable organization. The application of the instrument becomes an illustration for the organization of the practices that should be carried out. Changes in the situations that occur around the organization make management need to redesign the innovation strategy that is run. Changes in innovation are not only related to radical changes, but slight and sustainable changes have been able to fulfil the elements of innovation itself. The results of this study are expected to be a guide and answer all organizational challenges in achieving the goals that have been set.

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