

## Whose Impact Sustainability Tourism Destination?

Glory Aguzman<sup>1</sup>, Adler Haymans Manurung<sup>2</sup>, Yosef Dedy Pradipto<sup>3</sup>, Lim Sanny<sup>4</sup>

<sup>1</sup>Management Department, Binus Business School, Binus Entrepreneurship Centre, Bina Nusantara, Jakarta, Indonesia 11480

<sup>2</sup>Management Department, Binus Business School Doctor Research Management, Bina Nusantara, Jakarta, Indonesia 11480

<sup>3</sup>Department of Psychology, Faculty of Humanities, Bina Nusantara University, Jakarta, Indonesia 11480.

<sup>4</sup>Management Department, BINUS Business School Master Program, Bina Nusantara University, Jakarta, Indonesia 11480

<sup>1</sup>guzman@binus.edu

### ABSTRACT

The potential of Indonesia as an archipelagic country and having a variety of natural attractions such as mountains, seas, caves is a gift from the Almighty, which other countries do not have, from all the features of these attractions. Indonesia just doesn't have ice faults because of its sub-tropical climate. However, in developing tourism, it is its formation or development. Still, its sustainability needs to be the main factor, and sustainability cannot be separated from conservation efforts in each tourist area. For tourism potential to be adequately managed and sustainably, empowering local communities and leadership in managing this empowerment is needed. In this journal, researchers look for the significance of charismatic leadership's influence on community empowerment to achieve the sustainability of a tourist destination. This research was conducted in four areas included in the 100 sustainability destination awards by the top 100 green destinations. These villages are PAnglipuran Village (Bali), Desan Pemuteran (Bali), Nglanggeran Village (Bali), Pentingsari Village (Bali). The survey obtained 283 responses and processed them with SEM Smart PLS with the relationship that charismatic leadership has a significant effect on community empowerment and charismatic leadership through community empowerment can affect tourist destinations' sustainability. With the R square value for community empowerment is 0.721 and for Sustainability tourism destination is 0.555, the result states charismatic leadership has considerable influence

### Keywords

Charismatic, Leadership, Sustainability, Tourism Destination, Empowerment, Communities

Article Received: 10 August 2020, Revised: 25 October 2020, Accepted: 18 November 2020

### Background

The potential of Indonesia as an archipelagic country and having a variety of natural attractions such as mountains, seas, caves is a gift from the Almighty, which other countries do not have, from all the features of these attractions. Indonesia just doesn't have ice faults because of its sub-tropical climate. The government has prioritized supporting this tourism industry so that it is expected to be the leading foreign exchange contributor after natural resources such as oil and gas. However, in developing tourism, it is its formation or development, but its sustainability needs to be the main factor, and sustainability cannot be separated from conservation efforts in each tourist area.

A group of people manages a tourist destination at a tourist destination in one area, such as the Tourism Village, which has groups engaged in various fields such as youth organizations, agriculture, animal husbandry. Still, in matters of tourism management, it is driven by a group called the tourism awareness group (Pokdarwis), namely empowerment, which is formed based on the awareness and expectations of the government, namely management that has a direct impact on the indigenous people of the region on these tourist destinations (Rahim, 2012).

The Tourism Awareness Group, referred to as Pokdarwis, is a community group that pays attention to tourism development in their place, hoping that problems such as security and cleanliness of tourist destinations will be responsible for the community itself. Local communities must also benefit from tourism development efforts to increase employment opportunities and generate income for

the communities themselves (Herawati, Purwaningsih, & Pudianti, 2014).

The development of tourist destinations with the concept of a tourist village is a development that adopts the strength of local product wisdom and management between stakeholders, and there is a need for skills in business fields such as innovation, cleverness in seeking opportunities, and the ability to compete to offer or create product advantages and visitor loyalty, with destination management customer-focused. Leadership has an important role. Leadership in tourist destinations is very different from companies, especially villages. The problem discussed (Xu et al., 2017) is a lack of leadership in tourism destination management, so an impressive leadership style is needed, such as charismatic leadership. Charismatic leadership is a social psychological phenomenon that can be identified through social groups that connect power and leadership influence with liking their leaders, imitating their behavior, increasing commitment to group goals, and sharing emotions with their leaders (Riggio & Riggio, 2014). The concept of charismatic leadership, which should be questioned, is its influence on the tourism driving group and whether it influences tourism development in tourist destinations so the research objectives are: Charismatic leadership can affect the community empowerment, community empowerment can affect the sustainability tourism destination and community empowerment mediating the relationship of charismatic leadership to sustainability tourism destination.

### Literature Review

A company's success is determined by its resources and capabilities so that it can convert these resources into economic benefits. Resources have two types, namely intangible and tangible. For example, tangible resources are machines, medical devices, land, buildings, and so on (Barney, 1991). Meanwhile, intangible resources such as skills, perceptions, culture, and so on (Ferreira, Azevedo, & Ortiz, 2010). Resource-Based View Theory is a theory that describes a company that can achieve competitive advantage by relying on resources so that it can direct the company to be sustainable (Barney, 1986). Resources Based Theory's primary approach understands the relationship between resources, capabilities, competitive advantage, and profitability, especially in understanding the mechanisms by maintaining a competitive advantage over time. This Theory was first put forward by Wernerfelt (1984) in his work entitled "A Resource-based view of the firm" and then Barney (1991) "Firm Resource and Sustained Competitive Advantage" explains that company resources help companies improve the efficiency and effectiveness of company operations...

In general, a business's sustainability has three inseparable pillars, and the three pillars are financial, social, and ecological (Dyck et al., 2019). Triple Bottom Line Theory redefines value to focus on the final product or service and accounts for shipping goods' systemic costs. Sustainability in the book *Canibal with forks* (Elkington, 1997) is defined as: (i) an overarching conceptual framework that describes a desired, healthy, and dynamic balance between humans and natural systems; (ii) A system of policies, beliefs, and best practices that will protect the diversity and richness of the planet's ecosystems, foster economic vitality and opportunity, and create a high quality of life for humans and, (iii) A vision that describes the future that anyone wants inhabit. These definitions are reduced to an understanding that the application of sustainability to three elements of life: economic or financial considerations, environmental protection and management, and the welfare of society and individual humans: the triple bottom line of sustainability which means improving the economic and social quality of life while limiting impacts, in the environment on the carrying capacity of nature.

Barbara Salomon first recommended this Theory in 1977. Empowerment theory understands human problems in the context of social, political, and economic environments to those who have the least advantage in society (Perkins, 1995). Empowerment theory recognizes the interdependence and influence of individuals and society and places human problems in the perspective of people in the environment. In direct practice with individuals, empowerment interventions can help individuals develop psychological efficacy or coping skills to adapt to the existing social environment (Fawcett et al. 1995). Previous research has concluded that collaborative empowerment opportunities with community partnerships are for health and development (Fawcett et al. 1995).

Rappaport (1981) explains that empowerment is related to the word strength in English as an analogy to the concept of "Leans on" or leaning to act on specific goals. Some research on the concept of empowerment is inherent in the

health sector, namely Tourism development not only produces benefits that contribute to regional development but tourism development touches the various stakeholders, facilities, and resources that participate in it; these elements must be appropriately managed and correctly to smooth the path to sustainable development (Chatkaewnapanon & Kelly, 2019). Tourism Village is a type of tourism that occurs outside the city area and includes the natural and cultural heritage of rural areas that issues initiatives that have social, economic, and environmental implications (Quaranta, Citro, & Salvia, 2016). Sustainable development in tourism is a dynamic concept with a direct effect on competitiveness, and the principles of sustainable development focus on three essential issues, such as environment, economy, and socio-cultural development (Br, 2017).

The World Tourism Organization (WTO, 2004) defines the concept of tourism sustainability as "development that meets the needs of today's tourists in an area while protecting and enhancing future opportunities. A sustainable organization should strive to minimize resource consumption while maximizing value creation. In this case, resources are broadly defined as natural reserves required in the process of creating, using, and disposing of a product or service (Mcdaniel & Mendenhall, 1999). The concept of sustainability is different from traditional tourism concepts; indicators of tourism sustainability consider the complex and interdependent network of links between resources and stakeholders in the tourism system (Twining-Ward & Butler, 2010). The perspective of tourism sustainability has indicators that can address the triple-bottom-line that includes environmental, economic, and social goals (Ocampo et al., 2018).

Tourism requires a sustainable and sustainable planning process and can ensure a tourism destination has a stable economy that can preserve environmental and cultural conditions (Pineda, 2017). The role of sustainability indicators can monitor the monitoring of a plan to make sense, and sustainability indicators can become policy tools in the routine decision-making process by stakeholders (Ocampo et al., 2018). Sustainability is the reconciliation of economic interests with local natural and cultural resources so that these resources and cultures can be conserved to benefit future generations (Marzo et al., 2015). The indicators for the sustainability of tourist destinations include: for the struggle towards a healthier one or free from a disease outbreak collectively (Steckler & Goodman, 1989).

**Table 1. 1** Tourism Destination Sustainability Indicators

No	Dimension	Indicator
1	Components of Economic Sustainability	Raises benefits for all community members
		Generate benefits for the whole community
		It is possible to develop existing infrastructure.
		Improve the quality of life
2	Components of Socio-Cultural	Helping to preserve regional culture and identity
		Maintain traditional culture
		My village is famous
3	Environmental Sustainability Components	Supporting the conservation of natural resources
		Increase the ecological awareness of the community
		Support the development of policies aimed at protecting the environment

In a study conducted by Nurhasanah (2019) in Lampung province, it turns out that several destinations have poor tourism management, so that many tourist destinations do not have any influence on their communities economically. In this study, it is also stated that local communities' empowerment can support sustainable tourism destinations. This community empowerment provides three advantages, namely first to foster a sense of belonging to their place, second to empower individuals on the broader community and finally to help forge individual and group identities so that in turn the active participation of residents in tourism planning and management is essential for creating tourism sustainability.

In Management Quality, empowerment is a heterogeneous meeting of service characteristics between employees to enjoy the freedom and apply creativity to their work and apply problem-solving skills without the help of managers or supervisors (Pender & Sharpley, 2005). Caniels, Neghina, & Schaetsaert (2017) indicate that a culture of empowerment in positive management motivates employee ambidexterity. Previous research also explained that community empowerment in tourism management involves residents with the concept of empowerment (Butarbutar & Soemarno, 2012). The dimensions and indicators of community empowerment, according to (Mendoza & Prideaux, 2017), are as follows:

**Tabel 1. 2** Community Empowerment Indicator Table

No	Dimension	Indicator
1	Economic empowerment	Economic benefits for local communities.
		The cash earned is shared between many households in the community.
		There was a sign of infrastructure repair from the cash obtained.
2	Psychological Empowerment	The self-esteem of many members of society is enhanced.
		Increasing community confidence leads them to seek further education or training opportunities.
3	Social Empowerment	Community cohesion increases as individuals and families work together to build a tourism business.
		The funds raised are used for community development purposes.
4	Political Empowerment	Provide a forum where people can raise concerns related to ecotourism and have concerns addressed.
		Provide opportunities for disadvantaged groups of people to submit opinions and be represented in decision-making bodies.

Samir, House, and Arthur also developed a charismatic leadership theory based on self-concept (Roberts-Miller, 2019). To make a destination a sustainable tourist destination, it is necessary to measure the leader of an organization or community as measured by indicators of articulation strategies and vision, sensitivity to the environment, and sensitivity to the needs of its members (Ekmekcioglu & Aydintan, 2018). In strategic leadership, it is necessary to identify deficits in human resources that require immediate attention to facilitate organizational members. The use of social capital in organizational actions can increase the resources needed (Hitt, 2000). A leader is stated to be highly charismatic if he or she has three indicators as follows: (1) Self-confidence at a high level, (2) Dominance, and (3) Self-confidence in what he/she believes in (House, 1976). Charismatic leadership is leadership that wants to achieve its goals with a strategic vision to influence its followers and tries to allow their vision to be felt by all and also to feel the needs and feelings of followers to drive the achievement of organizational goals (House, 1976; Conger, Kanungo & Menon, 2000), and dimensions and indicators as follows:

**Table 1. 3** Indicators of Charismatic Leadership

No	Dimension	Indicator
1	Characteristics of the Group	Having a Vision
		To inspire
		Be consistent in coming up with new ideas.
		Have an entrepreneurial spirit
		Recognizing opportunities
		Can motivate
2	Risk Takers	Dare to take Risks
		Dare to take personal risks
		Often incur personal expenses
3	Sensitivity to the environment	Understanding environmental constraints
		Understand environmental, social constraints.
		Knowing the limitations of members
4	Sensitivity to members' needs	Sensitive to members' needs
		Give love and respect.
		Have a sense of care
5	Unusual behavior	Unusual behavior
		Using modern methods
		Show you a unique way.

### Methodology

The survey was conducted in 4 (four) tourism villages, namely 2 (two) tours in Bali and 2 (two) villages in Yogyakarta. These tourist villages are tourist destinations that were selected as 100 (one hundred) sustainable tourist destinations or received the Sustainable Top 100 Destination

Award version of Global Green Destination Day (GGDD) (Kompas, 2019). The respondents' characteristics will be divided into 6 (six) categories, namely: the number of respondents in each tourist destination, length of stay, latest education, gender, age, and occupation in tourist destinations. Respondents are directly involved in tourism in these tourist destinations either in their work or in their membership in Pokdarwis. This survey contains about 38 (thirty-eight) questions designed to see the influence of charismatic leadership. To analyze the relationship of charismatic leadership, community empowerment to the sustainability of tourist destinations. Researchers used PLS-SEM (Partial Least Square). This method was chosen to analyze the predictive relationship between constructs by looking at whether there is a relationship or influence between them. This method is also used to develop theories or build theories (Xiaohui et al., 2016). Respondents are representatives, members and people involved in tourism both in their activities and their work but still within the scope of the tourism conscious group. Sampling is using non-probabilities sampling method that is by purposive sampling that is to fit the purpose of the research as for the details are: Vice Chairman pokdarwis, Pokdarwis Members, Homestay owners, SME owners of food and beverages, OWNERS of SME souvenirs, restaurant owners, travel

owners, farmers, art workers, other workers related to Tourism in the region.

Calculations with Bartlett-Continues Data (Bartlett, Kotrlik, & Higgins, 2001) i.e. by formula

$$n_0 = \frac{(t)^2 * (s)^2}{(d)^2}$$

Previously it was to determine the value of s or the value of the standard estimate of deviation taken based on the number of likert scale divided by standard deviation or by the following calculation:

$$s = ((\text{number of points on the scale}) / (\text{number of standard deviations})) = 7/6 = 1.167$$

After getting the s value back again to the bartlet-continuous data formula that is:

$$n^0 = \frac{(t)^2 * (s)^2}{(d)^2} = \frac{(1.65)^2 * (1.167)^2}{(7 * 0.03)^2} = 118$$

Researchers performed alpha settings at the level of 0.05, and planned with calculations using a scale with 7 (seven) points and error received is 3 (three) percent with the estimated number of standard deviations that have been calculated is 1,167 (one thousand one hundred sixty-seven). Based on these calculations the number of samples needed is at least 118 (serratus eighteen people) people.

### Result And Discussion

**Table 1.4** Analysis of Data Description Based on Variables

Indicator	Minimum	Maximum	Mean	Std. Deviation	Kategori
Y2.1: Tourism in my village creates jobs.	1.0	5.0	4.696	.5453	High
Y2.2: I get additional income because of this tourism.	2.0	5.0	4.544	.5780	High
Y2.3: The facilities in my village are continuously being developed.	1.0	5.0	4.438	.6063	High
Y2.4: My quality of life is getting better.	2.0	5.0	4.385	.5743	High
Y2.5: The environmental preservation of my village is maintained.	3.0	5.0	4.470	.5409	High
Y2.6: My village is famous.	3.0	5.0	4.633	.5045	High
Y2.7: Cultural traditions are maintained	3.0	5.0	4.516	.5282	High
Y2.8: Nature conservation is carried out well	3.0	5.0	4.385	.5805	High
Y2.9: I have a sense of care for the natural	3.0	5.0	4.484	.5146	High
Y2.10: The village environment are implemented.	2.0	5.0	4.385	.5743	High
Y1.1: Pokdarwis increases income for the people of my village	1.0	5.0	4.336	.6333	High
Y1.2: The cash that Pokdarwis received was distributed to households in my village	1.0	5.0	3.735	.9913	High
Y1.3: Some cash obtained by Pokdarwis is used to repair public facilities.	2.0	5.0	4.314	.6605	High
Y1.4: Pokdarwis enhances the dignity and dignity of my village community.	1.0	5.0	4.336	.5988	High

Indicator	Minimum	Maximum	Mean	Std. Deviation	Kategori
Y1.5: Pokdarwis made my village community want to get training on tourism.	2.0	5.0	4.325	.5837	High
Y1.6: Pokdarwis makes my village people cooperate with each other in the tourism business.	1.0	5.0	4.300	.6287	High
Y1.7: Funds collected by Pokdarwis are used for community training.	1.0	5.0	4.049	.7929	High
Y1.8: Pokdarwis and villagers often discuss tourism businesses	1.0	5.0	4.230	.6791	High
Y1.9: People who are less fortunate to provide opinions in the Pokdarwis forum	2.0	5.0	4.000	.7672	High
X1.1: The chairman of my village Pokdarwis has a vision for the future.	3.0	5.0	4.346	.5651	High
X1.2: The head of my village's Pokdarwis provided inspiration about the organization's goals.	2.0	5.0	4.286	.5890	High
X1.3: The head of my village's Pokdarwis came up with a new idea.	1.0	5.0	4.226	.6456	High
X1.4: The head of my village's Pokdarwis has an entrepreneurial spirit.	2.0	5.0	4.219	.6370	High
X1.5: The head of my village's Pokdarwis recognized opportunities in the new environment.	2.0	5.0	4.177	.6715	High
X1.6: The head of my village's Pokdarwis always motivates its members.	2.0	5.0	4.307	.5962	High
X1.7: The head of my village's Pokdarwis was a great speaker.	2.0	5.0	4.254	.6885	High
X1.8: My village Pokdarwis chairman took a risk.	2.0	5.0	4.057	.7835	High
X1.9: The head of my village's Pokdarwis has the courage to take high personal risks for Pokdarwis.	1.0	5.0	3.922	.9115	High
X1.10: The Pokdarwis chairman of my village often pays personal expenses for Pokdarwis interests.	1.0	5.0	3.565	1.0063	High
X1.11: The Pokdarwis chairman faced obstacles such as limited technology, lack of resources.	1.0	5.0	3.710	.9495	High
X1.12: Pokdarwis chairpersons face obstacles such as cultural norms or lack of support in achieving organizational goals.	1.0	5.0	3.470	1.0594	High
X1.13: The head of my village's Pokdarwis expressed personal concern for the needs and feelings of his members.	1.0	5.0	3.643	.9396	High

Indicator	Minimum	Maximum	Mean	Std. Deviation	Kategori
X1.14: The head of my village Pokdarwis is aware of the needs of his members.	2.0	5.0	4.127	.6616	High
X1.15: The Pokdarwis chairman of my village was respected and liked by the members.	1.0	5.0	4.247	.6093	High
X1.16: The head of my village Pokdarwis has a strong sense of concern for the needs and feelings of his members	2.0	5.0	4.180	.6353	High
X1.17: The head of my village's Pokdarwis used extraordinary means to achieve his goals.	1.0	5.0	3.608	.9739	High
X1.18: The head of the Pokdarwis in my village uses modern means to achieve his goals.	1.0	5.0	3.968	.7643	High
X1.19: The head of my village's Pokdarwis behaved in a unique way that impressed the members.	1.0	5.0	3.770	.8993	High
<b>TOTAL</b>			<b>4.113</b>		

N: 283

The table 1.4 illustrates the descriptive statistics of the variables of tourism destination sustainability, community empowerment, charismatic leadership. From the table above, it can be seen that the number of respondents who filled out the questionnaire was two hundred and eighty-three people. The minimum value in this variable, all indicators, has a minimum value of one, which means that the lowest answer from two hundred and eighty-three respondents strongly disagreed, and for the maximum value in this variable, all indicators. It has a maximum value of five, which means that the highest answer from two hundred

and eighty-three respondents is strongly agreed. For the value of standard deviation on tourist destination variables, local government involvement, community empowerment, entrepreneurial orientation, charismatic leadership, and social capital all have a lower value than the mean, which means that the level of data diversity or the level of data distribution for this variable is low. Furthermore, it can be seen that the average respondent's assessment of the variables of tourism destination sustainability, community empowerment, charismatic leadership as a whole is included in the high category, which is 4,113.

**Tabel 1. 5** Nilai Loading Factor dan Nilai AVE

Variabel	Indikator	Loading Factor	AVE	Validitas
<i>Charismatic Leadership</i>	x1.14	0,851	0,674	valid
	x1.15	0,768		valid
	x1.16	0,826		valid
	x1.2	0,829		valid
	x1.3	0,818		valid
	x1.4	0,867		valid
	x1.5	0,868		valid
	x1.6	0,840		valid
	x1.7	0,835		valid
	x1.8	0,811		valid
	x1.9	0,734	valid	
<i>Community Empowerment</i>	y1.1	0,754	0,666	valid
	y1.3	0,824		valid
	y1.4	0,834		valid
	y1.5	0,815		valid
	y1.6	0,843		valid

Variabel	Indikator	Loading Factor	AVE	Validitas
	y1.7	0,797		valid
	y1.8	0,842		valid
	x3.9	0,828		valid
<i>Sustainability Tourism Destination</i>	y2.10	0.763	0.610	valid
	y2.3	0.738		valid
	y2.4	0.794		valid
	y2.5	0.786		valid
	y2.7	0.775		valid
	y2.8	0.816		valid
	y2.9	0.730		valid

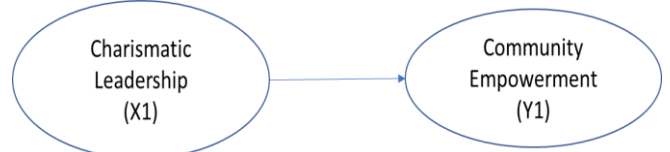
Model measurements are also performed to test the reliability of a construct. The purpose of reliability testing is to prove the consistency and accuracy of instruments in measuring variables. In PLS-SEM, measuring the reliability of a variable with reflexive indicators is done in 2 ways, namely with Cronbach's Alpha and Composite Reliability. In this dissertation research, Composite Reliability and Cronbach's Alpha values both obtained from the overall processed data above 0.7 can be concluded these values are reliable.

**Table 1.5** Analysis of Data Description Based on Variables

Hypothesis	Path Coefficient		
	Original Sample	T-Values >1.65	P-Values ≤ 0,10
H1: Charismatic leadership can influence community empowerment. (X1-> Y1)	0.270	2.036	0.042 (sig)
H2: Community empowerment can affect the sustainability of tourism destinations (Y1-> Y2)	0.376	4.327	0,000 (sig)
H3: Community empowerment mediates charismatic leadership with the sustainability tourism destinations (X1-> Y1-> Y2)	0.102	1.726	0.085

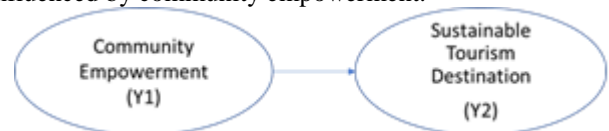
H1: The P-value of charismatic leadership's influence on community empowerment (X1 > Y1) is 0.042 with a positive sign of 0.270. Because the P-value <0.1 and the positive path coefficient, it can be concluded that charismatic leadership has a positive and significant effect on community empowerment, this indicates that the better Pokdarwis charismatic leadership, the better community empowerment in the area, and vice versa. Based on the path coefficient value that connects the two variables, it can be seen that 27.0% of the variation in community empowerment is influenced by the charismatic leadership of the Pokdarwis chairman. This study confirms previous research, namely empowerment, which is a highly recommended strategy for fostering employee pride and

charismatic leadership with this empowerment effect (Chung, Chen, Lee, Chen, & Lin, 2011).



**Picture 1.1** Charismatic leadership affects the sustainability of tourist destinations significantly.

H2: The P-value of the influence of community empowerment on the sustainability of tourist destinations (Y1 -> Y2) is 0.000 with a positive sign of 0.376. Therefore, with the P-value <0.1 and the positive path coefficient, it can be concluded that community empowerment has a positive and significant effect on tourist destinations' sustainability. The result shows that the better the community empowerment in an area, the better the sustainability of tourist attractions in that area, and vice versa. Based on the value of the path coefficient that connects the two variables, it can be seen that 37.6% of the variation in the sustainability of tourist destinations is influenced by community empowerment.



**Picture 1.2** Community empowerment significantly affects the sustainability of tourist destinations.

H3: The P-value of charismatic leadership's indirect effect on the sustainability of tourist destinations mediated by community empowerment (X1 - Y1 - Y2) is 0.085. Because the P-value is significant, Ho is rejected, and it is concluded that charismatic leadership can indirectly influence the sustainability of tourist destinations mediated by community empowerment. This result shows that the charismatic leadership of an excellent regional head can increase community empowerment in his area, further supporting the sustainability of tourist destinations in his area. The results of this hypothesis support previous research which argues that leadership through community empowerment will have an impact and development for society so that a spirit of leadership is needed to strengthen the participation performance of a community in its region (Redondo-sama, 2016)



**Picture 1.3.** Community empowerment significantly mediates the relationship of charismatic leadership to the sustainability of tourist destinations

The role of leadership and coordination is one of the roles of destination governance management, and a charismatic leadership style is considered suitable in a tourist destination that prioritizes natural conservation, maintains cultural authenticity, provides welfare for its people. There is the empowerment of local communities in tourist destinations. In this study, charismatic leadership influences community empowerment, entrepreneurial orientation, and local government involvement. Although not directly, this type of charismatic leadership is suitable for the Tourism Awareness Group leaders to learn in managing a tourist destination in achieving the sustainability of their regional destinations.

Based on the tourism criteria included in the 100 sustainability world tourism destinations, the four Indonesian tourist destinations included are the tourist villages of Pemuteran Bali, Panglipuran Bali and Nglanggeran, Yogyakarta and Pentingsari, Yogyakarta. The four tourist destinations are included in the Tourism Village, which prioritizes the authenticity of culture, the environment and is accompanied by a community empowerment institution, namely the Tourism Awareness Group, which has indeed proven the sustainability of their tourism to the independent stage as it is today so that it can be used as an example in implementing a research thinking model to achieve a sustainable destination. Travel. This thinking model is composed of previous studies that arise due to the failure of tourist destinations in Indonesia to manage them. Even though it has been supported by many stakeholders such as the government and tourism awareness groups, which are the embodiment of the empowerment of local communities in their respective tourist destination areas, management failure still occurs, so that the goal of empowering tourist destinations has stopped. Results for local communities also do not occur.

Community empowerment is an essential function in tourism governance. The involvement of stakeholders in a tourist destination is an essential resource and becomes the core of tourism destination management. Stakeholders are a resource. This is explained by the Resource-Based View (RBV) theory. Research Resource-Based View strategic management and entrepreneurial capabilities are essential resources for competitive advantage. Despite this importance, there is little research that combines the Resource-Based View and entrepreneurship. Resources that become a competitive advantage can also be referred to as stakeholders and a group's ability to get organizational performance, which is income for its members. These resources aim to produce a sustainable tourist destination based on a middle theory, namely the Triple Bottom Line. The concept of "Triple Bottom Line" has changed the trend of a company or organization where the company or organization considers only financial aspects and social and environmental aspects. Thus, expanded company

performance, often referred to as sustainable company performance, will include components of financial, social, and environmental performance measures

This trend for companies that think about finance, society, and the environment requires the involvement of local government and local communities. Community involvement is implemented through tourism awareness activities or groups whose members are the surrounding community. This empowerment is an applied theory, namely the Empowerment Theory. Empowerment theory understands human problems in the context of the social, political, and economic environment to those who have the least advantage in society. Empowerment theory doesn't just recognize interdependence and mutually influence individuals and society, but also place human issues in people's perspective in the environment.

Entrepreneurship is a trendy term, and there is a tendency to think of entrepreneurship as something good, something that a company or organization should strive for. There is a significant relationship between entrepreneurial orientation and the performance of small companies. Has three characteristics, namely Proactiveness, Risk-Taking, and Innovative.

Furthermore, this study succeeded in answering the main problem regarding the factors that influence tourist destinations' sustainability with a theoretical model proven by empirical data. The model is built with constructs related to the management of tourist destinations that make the leader a driving force with a charismatic leadership style through community empowerment as a vessel approved by the government. In addition to some of the above, this study also measures the state of social capital in tourist destination areas, measuring it in the form of moderating variables to community empowerment, entrepreneurial orientation, or local government involvement in tourist destinations' sustainability. The results of this study indicate that social capital does not impact the influence of entrepreneurial orientation on the sustainability of tourist destinations. Second, social capital does not weaken the relationship between local government involvement and tourist destinations' sustainability. Third, social capital strengthens the relationship between community empowerment and the sustainability of tourism villages.

With the R square value for community empowerment is 0.721 and for Sustainability tourism destination is 0.555, the result states charismatic leadership has considerable influence. Charismatic leadership has a positive and significant effect on community empowerment, and this shows that the better Pokdarwis charismatic leadership, the better the community empowerment in the area, and vice versa. This study confirms previous research that empowerment is a highly recommended strategy for fostering employee development and charismatic leadership effects. Community empowerment has a positive and significant effect on the sustainability of tourist destinations. This shows that the better the community empowerment in an area, the better the sustainability of tourist attractions in that area, and vice versa. The involvement of local government influencing the sustainability of community empowerment is the goal of local government involvement. Charismatic leadership can indirectly affect the sustainability of tourist destinations mediated by community

empowerment. This shows that the charismatic leadership of an excellent regional head can increase community empowerment in his area, further supporting the sustainability of tourist destinations in his area. This hypothesis supports previous research, which argues that leadership through community empowerment will have an impact and development for society so that a spirit of leadership is needed to strengthen the participation performance of a community in its territory.

### Conclusions

The purpose of this study was to determine the role of charismatic leadership through community empowerment that is able to influence the sustainability of tourist destinations. The aim of this study shows that all of the three hypotheses are significant. The sustainability of tourist destinations requires the role of local communities who have the same goals and to empower local communities of tourist destinations requires a leadership role. The leader who is obeyed by every member and the leadership style is charismatic leadership. This research still has limitations, namely for western Indonesia and when the research was distributed the Covid 19 Pandemic had not yet begun to reach Indonesia. Research is needed during this pandemic because it will be even stronger when measuring the influence of leadership during this turbulence period.

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