The Impact of Leadership, Stakeholder Roles, and Tourist Actor Competence on Tourism Destination in Indonesia

Mochamad D. S. Alam[1], Moses G. R. Pandin[2], Umi Muzayanah[3], Siti Muawanah[4], Khasbullah Huda[5]
[1]Faculty of Social and Politic Science, Universitas Palangkaraya, Indonesia
[2]Faculty of Humanities, Universitas Airlangga, Indonesia
[3,4]National Research and Innovation Agency, Center for Religion and Belief Research, Indonesia
[5]Universitas Mayjen Soengkono, Indonesia
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Abstract
The purpose of this study is to determine the impact of leadership, stakeholders' roles, tourist actors' competence, and the implementation of the Tourism Development Master Plan (RIPPARDA) on the governance of tourist destinations in Mojokerto City. The quantitative research method was used, along with convenience sampling. The outer and inner models are evaluated using Smart Partial Least Square 3.0, and the validity test is performed by examining the convergent and discriminant validity. The study's findings indicate that leadership, stakeholder roles, tourist actor competence, and RIPPARDA - Mojokerto City implementation all have a direct impact on tourist destination governance. Meanwhile, leadership, the role of stakeholders, and the competence of tourism actors all have an indirect impact on tourist destination governance. As a result, the synergy between leaders, stakeholders, and tourism actors is the implication of this research for Mojokerto city policymakers. Leadership can be achieved by increasing the mayor's active role, while stakeholders can help by providing information through travel services or selling souvenirs at tourist attractions. The competence of tourism actors must also be improved through extensive training.

Keywords: Leadership; Tourism Actor Competence; Mojokerto

1. Introduction

The City of Mojokerto has a City Vision of "Mojokerto City as a leading, competitive, and sustainable tourism destination for the welfare of the people by carrying the Spirit of Majapahit" (Mojokerto, 2019). To realize the vision for tourist destinations, the Mojokerto City Government has created many tourist destinations aimed at attracting both domestic and foreign tourists. According to Perwirasari and Sukmawati (2020), Mojokerto City has at least eight types of tourism, including artificial tourism, shopping tourism, culinary tourism, educational tourism, religious tourism, historical tourism, and nature tourism, and cultural tourism. The number of culinary tourism objects reached 243, making it the most common type of tourism. Many factors influence the success of the City of Mojokerto's management of tourist destinations, including the role of the leader or regional head.

The leader's role in transforming the area into one with the energy to attract tourist visits is decisive. A leader who can motivate the energy base of those around him and invites residents to participate in the development and development of tourism is essential. To sell tourism in the area, a leader must have a great spirit, integrity, and marketing skills, as well as the ability to open and establish cooperative relationships to support tourism development in the area as much as possible (Zebua, 2016). While Yani (2002) contends that appropriate leadership figures in the era of global tourism are those who have performance that adapts to the insights that (1) the tourism industry is a "world without borders," (2) tourism management holds the principle of serving, (3) the strength of

tourism management is partnership, (4) tourism leader: always in the position of animator, (5) tourism management is an inverted pyramid, and (6) leadership in the tourism industry is interdisciplinary.

In addition to leadership, stakeholders play an important role in tourism development. According to Amaliyah, Hamid, and Hakim (2016), stakeholders' roles in the development of Samalona Island include providing infrastructure, developing human resources, empowering local communities, promotion, and Corporate Social Responsibility. Simanjorang, Hakim, and Sunarti (2020) expressed a different viewpoint, stating that they have not found a strong cooperative relationship between the government, local communities, and the private sector in developing Samosir Island tourism. According to Pratama (2018), based on the measure of degree centrality, travel agents become actors with a significant role in the network. According to Pangestuti (2018), socio-cultural, community perceptions, and infrastructure are all factors that influence tour guide competence. This viewpoint is supported by Rizky (2020), who claims that local guides from the surrounding community come from a variety of educational and economic backgrounds.

Despite the fact that local governments dominate the tourism work program, Junaid (2019) claims that the tourism Pentahelix has been built. Furthermore, as stated in article 8 of Tourism Law (Number 10 of 2009) regions have the option of extracting and processing the tourism sector, which has the potential to optimize regional development. The Tourism Law's implementation is deemed inadequate because several Tourism Master Plans, such as RIPPAR-East Java Province and Central Java Province, or RIPPAR-Cities of Surakarta and Balikpapan, have been in disarray throughout the implementation period (Rifan et al., 2020).

The Mojokerto City Government has organized tourism destination management training for tourism volunteers to revitalize the community's economy through the tourism sector. This effort is part of the Kertasusila Gate Economic Development Acceleration Plan, which is outlined in Presidential Regulation Number 84 of 2019 (Randy, 2020). However, tourism development in Mojokerto City is fraught with difficulties. According to the 2019 East Java Province sectoral data infographic for the Regional Government and Development Coordination Agency II East Java, the City of Mojokerto received 0 (zero) foreign tourist arrivals. Meanwhile, Mojokerto City received 220,830 domestic tourist visits in 2019. This figure still falls short of Mojokerto Regency's total of 1,851,333 and Jombang Regency's total of 1,494,964. (East, 2019). Based on the problem, the purpose of this paper is to investigate the impact of leadership, stakeholders' roles, and tourism actors' competence on the governance of tourist destinations through the implementation of RIPPARDA-Mojoketo City.

Leadership

According to Sutarto, leadership is a series of structuring activities in the form of the ability to influence the behavior of others in specific situations so that they are willing to collaborate to achieve the goals that have been set. According to this definition, leadership is the activity of influencing others to achieve a specific goal by a leader (Permana, 2021). According to Bass and Avolio (1990) in (Subiyanto et al., 2020), four factors underpin positive leadership perceptions: charismatic leaders, inspirational leaders, problem solvers/intellectual stimulation, and leaders who are fair to employees.

Leadership style is a pattern of a leader's behavior in influencing his followers' attitudes, behavior, and so on. Understanding behavior patterns is a dynamic process rather than a static one. The leadership style of a leader can change depending on the number and quality of followers, the situation, and the culture of the social system. A leader can influence his followers through a variety of different behavioral patterns or styles (Suryawati, 2018). Leadership styles that set an example for subordinates, such as authentic leaders, empowering, ethical, serving, spiritual, and transformational, must be demonstrated (Alvesson, 2020). As a result, leadership serves two purposes: organizational achievement and the cohesiveness of the human resources it leads (Insan et al., 2021). Leaders must be able to build self-strength to demonstrate their superiority, so that the indicators of leadership are being able to adapt to change, being open and accepting of innovative ideas, making decisions, providing advice and motivation, and having the courage to face challenges (Irawanto, 2016).

Stakeholders

Pitana and Gayatri (2005) divide stakeholders into three categories: government, business/private actors, and the community. As a result, understanding the roles and responsibilities of stakeholders is critical for tourism development to be realized and carried out properly (Simanjorang et al., 2020).

According to Nugroho, stakeholders in development programs are classified according to their roles, which include: (1) Policy creators, or stakeholders who act as decision-makers and policy implementers. (2) A coordinator is a stakeholder whose role is to coordinate the other stakeholders involved. (3) Facilitators are stakeholders whose role is to facilitate and fulfill the needs of the target group; (4) Implementers are stakeholders who implement policies that include the target group; and (5) Accelerators are stakeholders who play a role in accelerating and contributing so that a program can run according to the target or even faster when it is achieved (Handayani & Warsono, 2017).

Stakeholders are divided into two categories: primary stakeholders and secondary stakeholders. Primary stakeholders are those who have a direct interest in resources, whether through livelihood or exploitation. Secondary stakeholders are those who are indirectly affected by the wealth or business generated by the resource (Hidayah et al., 2019). The role of stakeholders is essential in tourism development planning. As a result, the indicator of stakeholder role can be measured by two factors: primary stakeholders, namely the community, and secondary stakeholders, namely the government and businesspeople (Fahrul & Nugroho, 2018).

Tourist Competence

Mc.Lelland defines competence as a basic personnel characteristic that determines a person's success or failure in doing a job or in a specific situation (Pattiasina et al., 2016). Individual competence, according to Williams, describes what a person is capable of doing and includes a combination of motives and traits, a person's self-image and social role, skills, and knowledge. Individual competence, according to this viewpoint, can be seen in a person's ability to do a job and includes a combination of motivation and nature, self-image or social role, expertise, and knowledge (Kartika & Sugiarto, 2016).

Suyitno defines a tourist actor or tour guide as someone who has a certificate from an official tourism agency or institution and already has an identification card (badge). Tourist actors have the right to become travel guides for individual tourists or groups with one or more languages to explain an object, culture, natural wealth, or the way of life of the nation's people (Brigitha et al., 2018). Based on the two definitions above, it is possible to conclude that tourism actors' competence is the ability possessed by a tourist actor in carrying out his duties as a travel guide for tourists.

The role of tourist actors is frequently linked to the presence of travel agents. A travel agency is a translation of the English term travel agency, which means an agency company whose activities are focused on the travel business. Travel Services, Travel Bureau, Tour Operators, Tourist Bureau, or tour and travel services are all terms used and known in the tourism industry for the term travel agent. All of these terms point to the same thing: businesses that conduct activities to provide information and services to people who will travel in general and travel in particular (Lahilote, 2010). According to Muhajir (2005), there are two types of guides based on their specifications: special guides and general guides. Special tour guides are guides who have specific duties in one or more tourist attractions, whereas general tour guides are guides who are not assigned to a specific tourist attraction but are available wherever they are needed (Darmawan et al., 2017).

Travel Destination Management

Muntasib (2009) defines governance as a resource, economic, and social management mechanism involving the influence of the government and non-government sectors in a collaborative effort. Tourism governance is a method of regulating the relationship between tourism actors and tourism resources, as well as consumers, the government, and other parties with an interest in the same tourism resources (Santoso et al., 2015).

Ghirelli defines tourism destination governance as a system that provides various tools to tourism organizations to help them create sustainable and competitive tourism destinations. Tourism destination governance emerges from a process of collaboration, and leadership in the pursuit of common understanding. The governance process frequently necessitates ongoing political negotiations, ongoing learning, and a high-level business model (Hidayati, 2020).

Community-based tourism village governance can help to accelerate tourism village programs by allowing the community to actively participate in the development of tourist villages. This can prevent rural people from moving to cities and encourage rural people to develop their villages by producing tourism products. Making the village a tourist village that can provide job opportunities so that people do not have to look for work in the city is one of the tourism products that can be produced (Hasanah et al., 2019).

When their roles and functions are optimized, tourist destination management can function well. Pearce (2015) proposes the following functions and roles for destination governance organizations (Junaid & Salim, 2019): (a) Governance organizations will help with destination marketing, branding, and positioning. (b) Assisting in the development and/or management of a destination's products, (c) Carrying out the process of planning, implementing, and evaluating tourism-related work programs in a destination; (d) Encouraging the community to participate in tourism activities as a facilitator; and (e) Assisting the community in socializing the importance and benefits of tourism for the community by participating in the process of providing information to tourists.

The Mojokerto City Tourism Development Master Plan, abbreviated as RIPPAR- City, is a 15-year tourism development planning document for Mojokerto City (Mojokerto, 2019). (1) Tourism destination development; (2) tourism marketing development; (3) tourism industry development; and (4) tourism institutional development are all part of urban tourism development (Mojokerto, 2019).

Based on the conceptual literature the following are the research hypothesis:

H0 Leadership, Stakeholder Roles, Tourism Actor Competence, and RIPPARDA- Mojokerto City Implementation all have a direct impact on the Governance Destinations Mojokerto City tours.

H1 Through the implementation of RIPPARDA- Mojokerto City, Leadership, Stakeholder Roles, and Tourism Actor Competence have an indirect impact on the Governance of Tourist Destinations in the city of Mojokerto.

2. Material and Method

This study's population is the general public, both from Mojokerto and from elsewhere. Convenience sampling (accidental sampling) was used to determine the sample, which is a sampling technique that refers to respondents who are easily accessible and willing to participate in questionnaires (Ilker Etikan et al, 2016). The sample was drawn from participants in the Post-Covid 19 Economic and Tourism Policy Webinar, which included 76 people with Mojokerto addresses. Sampling must capture the nature of the criteria requested and be consistent with the research's goals and objectives. The criteria include being over the age of 17, residing in Mojokerto, and participating in national webinars and/or Focus Group Discussions (FGD). Table 1 contains descriptions of research respondents.

Table 1. Characteristics Data of Research Samples

Data	Category	Samples	Percentage %
Gender	Man	33	43,4
	Women	43	56,6
Age (years old)	18-30	45	59,2
	31 – 45	24	31,6

	> 45	7	9,2
	Student	12	15,8
Occupation	Lecturer	13	17,1
	Private Worker	25	32,9

For each item, the research instrument employs a Likert scale ranging from 1 to 4. The validity test was used to obtain a valid instrument by examining the convergent and discriminant validity values. Another method for determining discriminant validity was to compare the square root of the average variance extracted (AVE) value to 0.5. The reliability test was conducted by examining the composite reliability value using Cronbach's alpha statistical test, which was greater than 0.7. (Hiqmah, 2021).

The discriminant validity test in this study employs PLS software with the Outer Model, namely Convergent Validity, as evidenced by the average variance extracted (AVE) value of each construct, where the value cannot be less than 0.5, indicating that the construct has good discriminant validity (Hiqmah, 2021).

Table 2. Extracted Average Variant Discriminant Test & Composite Reliabilty Test

Variables	AVE	Composite Reliability
Leadership	0.638*	0.893**
Stakeholder Role	0.701*	0.856**
Competency of Tourism Actors	0.634*	0.907**
Implementation of RIPPARDA Mojokerto City	0.729*	0.858**
Management of Tourist Destination	0.619*	0.844**

* Valid; **Reliable

Table 2 shows the AVE values for each variable with an AVE value greater than 0.5. This demonstrates that each of these constructs has a high enough validity value to be considered valid. Instruments that have been declared valid can then be used to collect research data.

The composite reliability component is used to assess the value of indicator reliability on a variable. If a variable has a composite reliability value greater than zero, it can be declared to meet composite reliability (Hiqmah, 2021). Based on the Table 2, the results mentioned reliability test, each construct or research variable has a composite reliability value greater than 0.7. This suggests that the internal consistency of endogenous and exogenous variables is highly reliable.

Data Analysis

In this research data analysis, PLS (Partial Least Square) modeling is used with the smart program PLS 3.0, which is a full-power analysis method. Meanwhile, to examine the relationship between variables, an evaluation model divided into two parts, the outer model and the inner model, is used. Ghozali (2015).

3. Results and Discussion

Based on results (Figure 1), it depicts the influence of leadership, stakeholder roles, tourism actor competence, and tourism destination management through the implementation of RIPPARDA - Mojokerto City. Because the correlation construct has a value greater than 0.5, the model in figure 1 does not need to be eliminated. The t statistic and p values are used to estimate the output of structural model testing. If the p-value is less than 0.005, the research hypothesis is accepted (Japutra, 2020). PLS

uses simulation to perform statistical testing on each hypothesized relationship. The bootstrap method is used on the sample in this case. Bootstrap testing is also intended to reduce the problem of abnormal research data. Table 4 displays the results of the PLS analysis's bootstrapping test.

Table 4. Composite Reliability Test Results

	Variables	Samples	P-Value
Direct	Leadership and System Destinations Tour	0.232	0.000
	Stakeholder Roles and Governance Destinations Tour	0.316	0.000
	Competence Perpetrator Tour and System Travel Destinations Management	0.267	0.000
	Implementation of RIPPARDA Mojokerto City and Governance Destinations Tour	0.272	0.002
	Leadership and Implementation of RIPARDA Mojokerto City	0.320	0.000
	Role of Stakeholders and Implementation of RIPPARDA Mojokerto City	0.316	0.000
	Tourism Actors Competencies and Implementation of RIPPARDA Mojokerto City	0.381	0.000
Indirect	Leadership, Implementation of RIPPARDA Mojokerto City and System Travel Destination Management	0.087	0.025
	Stakeholder Roles, Implementation of RIPPARDA Mojokerto City and Travel Destination management	0.086	0.000

The t-statistic and p values in table 4 indicate the estimated output of structural model testing. If the p-value is less than 0.005, the research hypothesis is considered accepted (Japutra, 2020). In this case, the bootstrap method is applied to the sample. The PLS analysis's bootstrapping test yielded the following results:

Direct Effect on the Governance of Tourist Destinations in Mojokerto City.

This study demonstrates empirically that the variable Leadership, the role of stakeholders, the potential of tourism actors, and the implementation of RIPPARDA-Mojokerto City all have an impact on the governance of tourist destinations in Mojokerto City. The acquisition of a p-value less than 0.005 indicates this.

This demonstrates the significance of leadership in improving the governance of tourist destinations in Mojokerto City. It is necessary to take an active role in the leadership of the City of Mojokerto to improve the governance of tourist destinations in the City of Mojokerto, through mentoring, training, and direction at each destination. This is consistent with the theory advanced that leadership is a series of structuring activities in the form of the ability to influence the behavior of others in specific situations so that they are willing to collaborate to achieve the goals that have been established (Permana, 2021). According to the definition and findings of this study, leadership, in this case, the regional head, namely the Mayor of Mojokerto, is a leader who can influence the success of the management of tourist destinations in the City of Mojokerto through several leadership policies, including playing a role in transforming the area into a tourist destination, be able to motivate those around them to become a source of energy and to invite residents to participate in the growth and development of tourism in Mojokerto City, have a great spirit and integrity, a vision, and the ability to empower the community to develop tourist destinations in their respective environments and the ability to market tourist destinations in Mojokerto City. This demonstrates the significance of leadership in improving the governance of tourist destinations in Mojokerto City. It is necessary to

take an active role in the leadership of the City of Mojokerto to improve the governance of tourist destinations in the City of Mojokerto, through mentoring, training, and direction at each destination.

Stakeholders play an important role in improving the governance of tourist destinations. In this case, the government assumes responsibility for the development of facilities and infrastructure, while the private sector completes it, beginning with shopping for souvenirs and continuing with travel, while the community plays an important role in performing activities and demonstrating local wisdom. The role of stakeholders is essential in tourism development planning. As a result, the indicator of the role of stakeholders can be measured by two factors: primary stakeholders, who are members of the community, and secondary stakeholders, who are government and business actors (Fahrul & Nugroho, 2018).

It is also necessary to increase the competence of tourism actors to improve the travel destination management. There is a need for training and assistance in each tourist destination to increase the competence of tourist actors. In this case, tourism management is intended to experience changes following the tourism expected by visitors and to advance tourism following existing developments. This is also consistent with the view that individual competence can be seen in a person's ability to do a job and consists of a combination of motivation and nature, self-image or social role, expertise, and knowledge (Kartika & Sugiarto, 2016). As a result of the existence of this formal law, travel agents will be more confident in their ability to support the Governance of Tourism Destinations in the region.

To improve tourist destination governance, it is also necessary to increase the use of RIPPARDA-Mojokerto City as a management guide for tourist destinations. Furthermore, there is a need for concrete evidence regarding the implementation of RIPPARDA- Mojokerto City, which can be demonstrated through alignment in all fields. The creation of the Tourism Development Acceleration Team (TP2K) from an object will assist in the economic development of the people of Mojokerto City. Furthermore, the Mojokerto City (DTWK) tourist attraction is physically safe, comfortable, attractive, easily accessible, environmentally friendly, and has the potential to increase regional and community income. The tourism industry in Mojokerto City has been developed and utilized by the area's characteristics and potential. Most importantly, public perception is consistent with tourism programs launched by the government to encourage the realization of sustainable tourism (PERDA-2019-24-Tourism, Section I. pdf, 2019).

Through the Implementation of RIPPARDA - Mojokerto City, Leadership, Stakeholder Roles, and Tourism Actor Competence Have Indirect Effects on the Governance of Tourist Destinations in Mojokerto City. This study supported empirically that the leadership variable, the role of stakeholders, and the competence of tourism actors have an impact on the governance of tourist destinations in Mojokerto City through the implementation of RIPPARDA-Mojokerto City. The acquisition of a p-value less than 0.005 indicates this.

This is due to the direct supervision of RIPPARDA- Mojokerto City implementation on tourist destinations. If the local government provides good leadership, it will be followed by an increase in the governance of tourist destinations in the city of Mojokerto. If the local government provides poor leadership, the governance of tourism destinations in the city of Mojokerto will suffer. Under these conditions, identifying leadership plays a role in transforming the area into one with the energy to attract tourist visits. It can inspire people to become a source of energy and invite residents to participate in the growth and development of tourism in Mojokerto City. Leadership, to the greatest extent possible, possesses a high level of spirit and integrity, possesses a vision, and is capable of empowering the community to develop tourist destinations in their respective environments. This is

consistent with his research, Indonesia's Future Leadership Model in Civil and Military Perspectives (Permana, 2021).

To improve the implementation of RIPPARDA-Mojokerto City, stakeholders' roles must be expanded. Stakeholders play a role not only in the preparation of RIPPARDA-Mojokerto City but also as supervisors and implementers of RIPPARDA-Mojokerto City, which has an impact on the governance of tourist destinations in Mojokerto. Furthermore, through the implementation of RIPPARDA - Mojoketo City, stakeholders have an indirect influence on the governance of tourist destinations. This is consistent with the RIPPARDA-Mojokerto City objectives, which do not directly include the existence of stakeholders and tourism actors. Among these objectives are: (1) increasing the quality and quantity of tourism destinations; (2) effectively, efficiently, and responsibly communicating TPF through marketing communication media; (3) realizing a tourism industry capable of driving the regional economy; and (4) developing tourism institutions and governance. They can professionally, effectively, and efficiently synergize the development of the tourism industry, tourism destinations, and tourism marketing, as well as synergize with city government, private and community institutions, human resources, regulations, and effective and efficient mechanisms to encourage the realization of sustainable tourism (PERDA-2019-24-Tourism, Section I, 2019).

Tourism actors' expertise is required to improve the implementation of RIPPARDA - Mojokerto City. The extent to which tourism actors manage RIPPARDA - Mojokerto City can be used to assess their competence (Pattiasina et al., 2016). A tour operator or tour guide is someone who has a professional examination certificate from an official tourism agency or agency and a resident identity card (badge). He or she is qualified to work as a tour guide in one or more languages for individual or group tours. Both culture and natural wealth are important factors in human society, according to an objective explanation. Brigitha and colleagues (2018)

4. Conclusion

Based on the results of the research above, it can be concluded that to improve Tourism Destination Governance in Mojokerto, an active role is needed from the leader, in this case, the mayor of Mojokerto, and the role of stakeholders where the community requires the participation of business actors in supporting the Governance of Tourism Destinations. Through travel services, the private sector also contributes to the role of providing information about tourist destinations in Mojokerto.

The competence of business actors must also be improved so that both domestic and foreign tourists can learn about the history and goals of Mojokerto's tourist destinations. To improve the Governance of Tourism Destinations in Mojokerto, the role of the Implementation of RIPPARDA-Mojokerto City as the basis for the rules in the Governance of Tourism Destinations in Mojokerto is also required. Policies and rules make the Governance of Tourist Destinations in Mojokerto easier to implement.

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