

# THE EFFECT OF CHARISMATIC LEADERSHIP ON THE SUSTAINABILITY OF TOURISM DESTINATION WITH COMMUNITY EMPOWERMENT, ENTREPRENEURSHIP ORIENTATION, AND LOCAL GOVERNMENT INVOLVEMENT AS A MEDIATOR AND SOCIAL CAPITAL AS MODERATOR

Glory Aguzman<sup>1</sup>, Adler Haymans Manurung<sup>2</sup>, Yosef Dedy Pradipto<sup>3</sup>, Lim Sanny<sup>4</sup>  
Binus University, Binus Business School  
Bina Nusantara University, Jakarta, Indonesia 11480

[guzman@binus.edu](mailto:guzman@binus.edu), [adler.haymans@binus.edu](mailto:adler.haymans@binus.edu), [ypradipto@binus.edu](mailto:ypradipto@binus.edu),  
[lsanny@binus.edu](mailto:lsanny@binus.edu)

## Abstract

The purpose of this research was to determine the influence of Charismatic Leadership Through Entrepreneurship Orientation, Empowerment Community, Local Government Involvement on Sustainability Tourism destinations from local Community groups who care about tourism in their local tourism perspective strengthen by social capital as moderation. The research methods used in this research is a quantitative method. The research was conducted on Pokdarwis members as the unit analysis. This study utilizes an online questionnaire by taking a sample using purposive sampling. Data analysis was performed by using of Structural Equation Model (SEM) and processing using program SmartPLS 3.0. The results of this study determine 18 hypotheses form 6 variables and result in 95 indicators. All questioner was shared to Pokdarwis from 4 tourism destination which has chosen by green destination award as 100 sustainability destination tourism.

**Keywords:** DMO, Entrepreneur Orientation, Charismatic Leadership,

Capital Social, Local Government Involvement, Empowerment Community, Sustainability Tourism Destination.

**Paper Type** – Conceptual Paper

## Introduction

Tourism is an industry that continues to grow in Indonesia and has become one of the most active sectors in the last four years. According to the World Travel & Tourism Council (WTTC). Indonesian tourism ranks 9th in the world is 3rd in Asia and first in the Southeast Asia region. The contribution of foreign exchange from the tourism sector has continued to increase since 2015 from the US \$ 12.2 billion, 2016 to the US \$ 13.6 billion and 2017 to increase again to the US \$ 15 billion, the increase in foreign tourist visits (tourists) increased significantly from 2015-2017 indicating that the tourism industry is not as a commodity that is only underestimated (WTTC, 2018). The potential of Indonesia as an

archipelagic country and possessing a complete range of natural attractions such as mountains, seas, caves, is a gift from the Almighty, which other countries do not have, of all the features of these attractions. Indonesia just doesn't have glassier, because its climate is subtropical. The government has prioritized supporting this tourism industry, so it is expected to be the main foreign exchange contributor after natural resources such as oil and gas (Kementerian Pariwisata, 2018).

Although all force is all out to make tourism destination is running well and having an impact on the people there are still many in Indonesia a tourism destination has stopped and does not resume management of tourism destinations. For example, several tourist villages in Jogja are tourist destinations based on a report A study of the Tourism Village classification (Soemargono, 2018) has eight indicators used for this assessment. Potential indicators and tourist attractions have a burden of 20%, the managerial capacity of Tourism Village managers 15%, community participation 15%, amenities 10%, marketing 10%, conditions, and accessibility facilities 10%, tourist visits 10%, and ownership of tourism Village assets 10%. A Tourism Village is considered successful and sustainable when the results are seen through community empowerment efforts and its ability to have a positive impact on the economy and standard living of local communities.

One of the diverse destinations that represent all the criteria for a tourist destination is the Yogyakarta region which has many Tourism Villages in its various districts. such as Mangunan Village continues to stretch, where there are many natural attractions and received high

responses and interest from visitors. There are 10 tourism villages from 18 tourism villages not to continue again to manage their tourism destination.

The management of a tourist destination is in the concept of the Destination Management Organization (DMO), the focus of the DMO is to connect resources in tourism with the needs of the tourists themselves (Abou-Shouk, 2018). according to (Teguh, 2015) building, a tourism ecosystem requires leadership and champions. Champion consists of thinking out of the box, high commitment, concern for ownership and responsiveness, risk-taking, problem-solving, thinkers with good systems and networks, high negotiation skills, local identity. Based on this, it was identified that the variables that became the model framework consisted of 6 variables. First is the Sustainability Tourism Destination as an endogen variable. Tourism development not only generates benefits that contribute to regional development but tourism development touches the various stakeholders, facilities and resources that participate in it, these elements must be managed properly and correctly to smooth the path to sustainable development (Chatkaewnapanon & Kelly, 2019). Tourism requires a planning process that is sustainable and can ensure a tourism destination has a stable economy that can preserve environmental and cultural conditions (Pineda, 2017). The role of indicators of sustainability can monitor monitoring of a plan to make sense and indicators of sustainability can become policy tools in the routine decision-making process by stakeholders (Ocampo, Ebisa, Ombe, & Geen Escoto, 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-navarro, Pedraja-iglesias, & Vinzón, 2015). Second, Charismatic Leadership as exogen Variable. Charismatic leadership theory was also developed by Samir, House and Arthur based on self-concept (Roberts-Miller, 2019). In the development of a tourist destination it is very close so that this destination becomes a sustainable tourist destination and the measurement of the leader of an organization or community can be measured by indicators of articulation strategies and vision, sensitivity to the environment and sensitivity to the needs of its members (Ekmekcioglu & Aydintan, 2018). A leader is said 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 individuals and tries to allow their vision to be felt by all and also to feel the needs and feelings of brand followers, and perform unconventional and extraordinary behaviors to drive the achievement of organizational goals (Conger, Kanungo, & Menon, 2000). The third variable is Community Empowerment. Community empowerment is a term favored by the British government in 1997-2010 because it effectively describes a participatory approach to decision making (Adamson, 2010). An empowered society is a community in which individuals and organizations combine their skills

and resources in a collective effort to meet each other's needs. Through such participation, empowered individuals and organizations provide support to one another so that they can overcome conflicts in their environment and increase the influence and control of the quality of life in their communities such as empowered organizations (Lawson & Kearns, 2010).

A study conducted by (Nurhasanah, 2019), 2019 that in Lampung province several destinations have poor tourism management, many tourist destinations that do not have any economic impact on the community, in this study it has been identified that the empowerment of local communities can support sustainability. tourist destination. This community empowerment provides three benefits, namely first to foster a sense of belonging to their place, second to empower individuals in the wider 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 very important for creating sustainability of tourism.

The empowerment of residents or communities who are empowered around tourist destinations is formed by the name of tourism awareness groups or hereinafter referred to as Pokdarwis (Setiabudi, Herawati, Purnomo, & Sehabudin, 2018). Increasing the role of society in tourism development requires various empowerment efforts so that people can play a more active and optimal role and at the same time receive positive benefits from development activities carried out to increase their welfare (Rahim, 2012). The fourth variable is the Entrepreneurship Orientation. Previous studies discussed

entrepreneurial orientation as an innovation activity (Salavou & Lioukas, 2003). Entrepreneurial orientation refers to the overall competitive orientation of the company (Covin & Slevin, 1988) which deals with practices, processes, and decision making (Fayolle, Basso, & Bouchard, 2010). Entrepreneurial orientation is a business characteristic that describes the ability, companies to compete, adapt, and perform effectively in a competitive environment (Wales, Patel, & Lumpkin, 2013). An entrepreneur tends to be partly an innovative risk-taker, according to (Lumpkin & Dess, 1996) innovativeness refers to the tendency to engage in creative processes, experimentation, and the introduction of new products and services thereby deviating from existing ones. Further, Proactiveness refers to opportunity-seeking, forward-looking behavior that combines acting on future needs and trends ahead of competitors, to actively enter the new product/market space, creating first-mover profits, and seeking market leadership positions. Risk-taking refers to the tendency to engage in high-risk activities with high chances of return and also in bold action in a certain environment. The concept of Entrepreneurship Orientation has emerged as an approach to entrepreneurial behavior and has been injected into an ongoing company or organization (Pearce, Fritz, & Davis, 2010), in this study Pearce and colleagues said that an entrepreneurial orientation was conceptualized as a set of different behaviors. but related to the ownership of the quality of the ability to innovate, be proactive, aggressive, risk-taking, and autonomy. Lumpkin & Dess, 1996, Covin, Jeffrey & Slevin, Dennis,

1989 as quoted by (Fadda, 2018), said that entrepreneurial orientation shows that some activities are considered entrepreneurial development within the company to influence company decisions, features, processes, actions, and performance. The construct of entrepreneurial orientation consists of five dimensions consisting of: innovation, proactive, competitive aggressiveness, risk-taking, and autonomy, with descriptions (Kreiser, Marino, Dickson, & Weaver, 2010; R. Martin & Hage, 1980; Lumpkin & Dess, 1996; Covin, Jeffrey & Slevin, Dennis, 1989). Fifth variable Local Government Involvement. The government has been heavily involved in tourism development and most governments today have agencies responsible for tourism (Matthews & Richter, 1991). The government does need to be involved in tourism to provide a conducive macro environment and anticipate the weaknesses of managing an area in developing tourism (Qin, Wall, & Liu, 2011).

Government involvement is the main key to achieving sustainable tourism development (Vieira, Rodrigues, Fernandes, & Pires, 2016). Government intervention that is carried out has the main objective of increasing the quality of tourism supply. Some of the things the local government targets are the status of tourism planning and development, the perspective of community participation in tourism, and the status of community livelihoods (Su, Wall, Wang, & Jin, 2019). According to (Lickorish & Jeckins, 2012) apart from several things that are the target of local government, social, cultural, and environmental responsibility can also lead to government involvement as well as political considerations.

Countries such as New Zealand, which are already established in their tourism industry, have made their government's strategic goals in creating environmental sustainability, cultural social economy, and welfare for their people (Ministry of Business Innovation and Employment, 2019). Sixth variable Capital Social. Capital Social is a moderation variable. Capital is an economic concept for real production elements that can be created through investment and used when needed. How does this relate to the inexhaustible 'social' term, and it is broad and intangible; involve beliefs, values, and emotions (Foxton & Jones, 2011). According to (Nahpiet & Sumantra Ghosal, 2013) structural capital is a combined resource of property and social network patterns. This capital describes the patterns of how parties are connected, how densely they are connected, and to what degree they are connected to the other party. The essence of social capital is that being social has benefits and this is not a new invention or something that should require a term to capture or communicate its meaning (Strömngren, Eriksson, Bergman, & Dellve, 2016). Humans are social creatures, we have evolved into social beings and it is the characteristics that define what it means to be human. Social Capital can increase efficiency and quality in achieving an achievement that provides recognition, vertical trust, horizontal trust, and reciprocity for job satisfaction. According to Bourdieu (Garrigos-Simon, Botella-Carrubi, & Gonzalez-Cruz, 2018), social capital is the aggregate of actual or potential resources associated with the ownership of a durable network of more or less institutionalized relationships, acquaintances and mutual

recognition or in other words, with membership in a group.

The term Social Capital originally appeared in societal studies which highlighted the importance of strong networks, cross-links developed over time that creates trust, cooperation, and collective action in the community (Jacobs, 1961). According to Nahapiet & Sumantra, 2013, structural social capital is a combined resource of property and social network patterns. These modalities define the patterns of how parties are connected, how densely they are connected, and to what degree they are connected to other parties. In the context of exploration of the role of social capital in the creation of intellectual capital, some aspects are dimensions of social capital, namely: structural, relational, and cognitive dimensions of social capital (Nahapiet & Sumantra, 2013; Krause, Handfield, & Tyler, 2007). From the formulation of the above hypothesis by referring to previous research, the hypothesis in detail is summarized as follows:

**Table 1.1 Hypothesis**

H1	Charismatic leadership can influence Community Empowerment.
H2	Charismatic leadership can influence Entrepreneurship Orientation.
H3	Charismatic leadership can influence Local Government Involvement
H4	Entrepreneurship Orientation can affect Community Empowerment.
H5	The Local Government Involvement affects Community Empowerment
H6	Community Empowerment can affect Sustainability Tourist Destinations.
H7	Entrepreneurship Orientation

	can affect Sustainability Tourism Destinations
H8	Local Government Involvement affects the Sustainability Tourism Destination.
H9	Social capital moderates Entrepreneurship Orientation with the Sustainability Tourism Destination.
H10	Social Capital moderates Community Empowerment by Sustainable Tourism Destination.
H11	Social Capital moderates Local Government Involvement with Sustainability Tourism Destinations.
H12	Community Empowerment mediates Charismatic Leadership with Sustainability Tourism Destinations.
H13	Entrepreneurship Orientation mediates Charismatic Leadership with Sustainability Tourism Destinations.
H14	The Local Government Involvement mediates charismatic Leadership with Sustainability Tourism Destinations.
H15	Community Empowerment mediates Entrepreneurship Orientation with Sustainability Tourism Destinations.
H16	Community Empowerment mediates The Local Government Involvement in Sustainability Tourism Destinations...
H17	Entrepreneurship Orientation and Community Empowerment mediate Charismatic Leadership with Sustainability Tourism Destinations.
H18	The Local Government Involvement and Community

	Empowerment mediate Charismatic Leadership with Sustainability Tourism Destinations.
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## Research Methodology

The methodology used in this study is a quantitative method. The method of analysis used in this study is Structured Equation Modeling (SEM) to test the hypothesis that relationships between variables used in the study. While processing the data using a program SmartPLS 3.0 (Xiaohui, Sarstedt, Mooi, G. David Garson, & Bernard, 2016). The unit of analysis in this study is the Pokdarwis members from 4 Tourism Villages which are voted as 100 sustainability destination, green destination award (Destination, 2019). The Tourism Awareness Group is an institution at the community level whose members consist of tourism actors who have concerns and responsibilities and play a role as a driving force in supporting the creation of a climate conducive to the growth and development of tourism and the realization of Sapta Pesona in increasing regional development through tourism and its benefits for welfare local society. Sample Calculation using Bartlett-Continues Data (Bartlett, Kotrlik, & Higgins, 2001), namely the formula:

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

After getting the value of s, it returns to the Bartlett-Continuous Data formula, namely

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

Researchers set alpha at the 0.05 level, and planned with calculations using a scale with 7 points and the error received was 3 percent with the estimated number of standard deviations that had been calculated was 1.167. Based on these calculations the required sample size is a minimum of 118 people.

For significant hypothetical relationships using the basis of (Hazra, 2017)

**Table 1.2 Confidence level**

Confidence level	Critical (z) value to be used in confidence interval calculation
50%	0.67449
75%	1.15035
90%	1.64485
95%	1.95996
97%	2.17009
99%	2.57583
99.9%	3.29053

With a confidence level of 90% and Z or a P-value of 1.644

### Results and Discussion

The results of this study indicate that 18 hypotheses are formed from 6 variables where the social capital variable is the moderating variable. From the results of the previous variable analysis, it was found that the questionnaires distributed were 95 questions in which 95 questions were indicators of each variable. The sustainability of tourist destinations consists of 5 dimensions and 9 indicators.

Community empowerment consists of 4 dimensions and 10 indicators. Entrepreneurial orientation consists of 5 dimensions and 15 indicators. Charismatic leadership 5 dimensions and 19 indicators, 5 dimensions of

involvement of local government and 21 indicators and 5 dimensions of social capital, and 21 indicators.

Green destination award for 100 sustainability destinations are: First, Pentingsari tourism village is driven by the Tourism Awareness Group (Pokdarwis) which manages village-level activities. Pentingsari is a hamlet located in the territory of the Umbulhardjo village. The Polaris is named Maju Raharjo, which oversees 9 hamlets, all of which will be made into tourist villages with their respective specialties or have different value propositions, Pentingsari has its uniqueness, namely selling local characteristics or wisdom such as local culture as its value proposition. Second, Nglanggeran Tourism Village received funding from PNPM Tourism in the form of mentoring and training activities for Pokdarwis members and the surrounding community. Activities include socialization techniques, brainstorming ideas, community consultation, work program design, implementation, and reporting processes. The main concept promoted by PNPM Tourism is community empowerment for welfare, in line with the development of Nglanggeran Tourism Village (Wijaksono, 2013). Third, The burden across traditional villages is so heavy related to complex customary activities and problems, while tourism management needs to be managed professionally in line with the increase in tourist visits and more and more tourism problems, so on May 1, 2012, it was decided to manage the Penglipuran Tourism village to the Management institution. Penglipuran tourist village which was originally managed by a traditional village. Polaris as the agency that manages

tourism in the village until now has continued to run well and continues to handle tourism in Penglipuran village. Fourth, I Gusti Agung Prana The living landscape of authentic values is the selling point of Pemuteran village. The coral reef that is deliberately created is one of the main values of the product offered by this village, this coral reef uses the Biorock system, which creates a chemical reaction in the submerged iron chunks where the chunks of iron are electrified so that coral reefs grow faster. The uniqueness of the village is the key to the success of Pemuteran village. Pokdarwis Segara Giri is a tourism awareness group in Pemuteran village which was formed since 1995 and has contributed to the rapid development of tourism in this village.

### Conclusions

There are 95 indicators have been formed in the variable analysis based on previous research. This research has distributed questionnaires to 4 tourist villages that are included in the world's 100 sustainability destinations. and the results will be an example of a model of thinking about a sustainable tourism design. This research model will be a reference for the world of tourism, both local communities, government, and academics to be able to apply an appropriate model so that the sustainability of a tourist destination is realized and provides benefits and benefits to the community for a long time.

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