

ADOPTING A TOURIST PERSPECTIVE AND ORGANIZATIONAL BEHAVIOR TO STRATEGICALLY IMPROVE TOURISM SUSTAINABILITY

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ABSTRACT

Tourism is a rapidly expanding global economic sector, contributing significantly to economic growth and social development. However, its expansion also poses challenges such as environmental degradation, socio-cultural disruptions, and economic inequalities. Sustainable tourism, which aims to balance economic, social, and environmental factors, is crucial for ensuring the long-term viability of the industry. This study explores the role of tourist perspectives, organizational behavior, and strategic management in promoting sustainable tourism, using Lake Toba, Indonesia, as a case study. A quantitative approach employing Structural Equation Modeling-Partial Least Squares (SEM-PLS) is used to analyze the relationships between these variables. Findings reveal that tourist perspectives, organizational behavior, and strategic management all significantly impact tourism sustainability. The research provides insights and practical recommendations for tourism destination managers and policymakers to develop strategies that align with sustainability principles, ultimately contributing to the long-term well-being of local communities and the environment.

KEYWORDS Sustainable tourism, Organizational behavior, Structural Equation Modeling (SEM), Lake Toba



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INTRODUCTION

Tourism has emerged as one of the fastest-growing economic sectors worldwide, contributing significantly to job creation, economic growth, and social development. However, the rapid growth of tourism has also led to various challenges,

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including environmental degradation, socio-cultural disruptions, and economic inequalities (Manrai et al., 2020). To address these challenges and ensure the long-term viability of the tourism industry, the concept of sustainable tourism has gained increasing attention from both academics and practitioners. Sustainable tourism aims to balance the economic, social, and environmental aspects of tourism development, ensuring that the needs of present generations are met without compromising the ability of future generations to meet their own needs (Paskova & Zelenka, 2019).

Achieving sustainable tourism requires a holistic approach that considers the perspectives and behaviors of various stakeholders, including tourists, tourism organizations, and destination communities. Tourists play a crucial role in shaping the sustainability of tourism destinations through their choices, behaviors, and interactions with the local environment and culture (Orea-Giner & Fusté-Forné, 2023). Therefore, understanding and leveraging tourist perspectives can provide valuable insights for developing effective strategies to promote sustainable tourism practices. Additionally, organizational behavior within tourism enterprises, such as leadership, culture, communication, and collaboration, can significantly influence the adoption and implementation of sustainable tourism initiatives (Xue et al., 2023).

Strategic management is another critical aspect of achieving tourism sustainability. It involves the formulation, implementation, and evaluation of strategies that align the goals of tourism organizations with the principles of sustainable development (Islam, 2024). By incorporating sustainability considerations into their strategic planning and decision-making processes, tourism organizations can effectively manage their environmental, social, and economic impacts, while also enhancing their competitiveness and resilience in the face of global challenges (Bojović et al., 2024).

This study aims to investigate the role of tourist perspectives and organizational behavior in strategically improving tourism sustainability. By integrating these three key elements - tourist perspective, organizational behavior, and strategic management - the research seeks to provide a comprehensive understanding of how tourism destinations can effectively promote and achieve sustainable development. The study will examine the relationships between tourist perceptions, satisfaction, and behavioral intentions, as well as the influence of organizational factors such as leadership, culture, and collaboration on the adoption of sustainable tourism practices. Additionally, the research will explore the strategic management processes and practices that enable tourism organizations to align their goals with sustainability principles and adapt to changing environmental conditions.

The findings of this study are expected to contribute to the growing body of knowledge on sustainable tourism and provide valuable insights for tourism destination managers, policymakers, and other stakeholders in developing and implementing effective strategies for achieving long-term sustainability. By understanding the complex interplay between tourist perspectives, organizational behavior, and strategic management, tourism destinations can better design and deliver sustainable tourism experiences that meet the needs and expectations of tourists while also preserving the natural, cultural, and social resources for future generations

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(Pechlaner et al., 2024). Ultimately, this research aims to support the sustainable development of tourism destinations, contributing to the overall well-being of local communities and the global environment.

RESEARCH METHOD

Research Objectives

The proposed research aims to investigate the role of tourist perspectives and organizational behavior in strategically improving tourism sustainability in Lake Toba, Indonesia. The study will examine how tourist perceptions, satisfaction, and behavioral intentions shape the sustainability of tourism in the region, and explore the influence of organizational factors such as leadership, culture, communication, and collaboration on the adoption and implementation of sustainable tourism practices. By applying a strategic management approach, the research seeks to understand how destination image can be effectively managed and aligned with the principles of sustainable tourism.

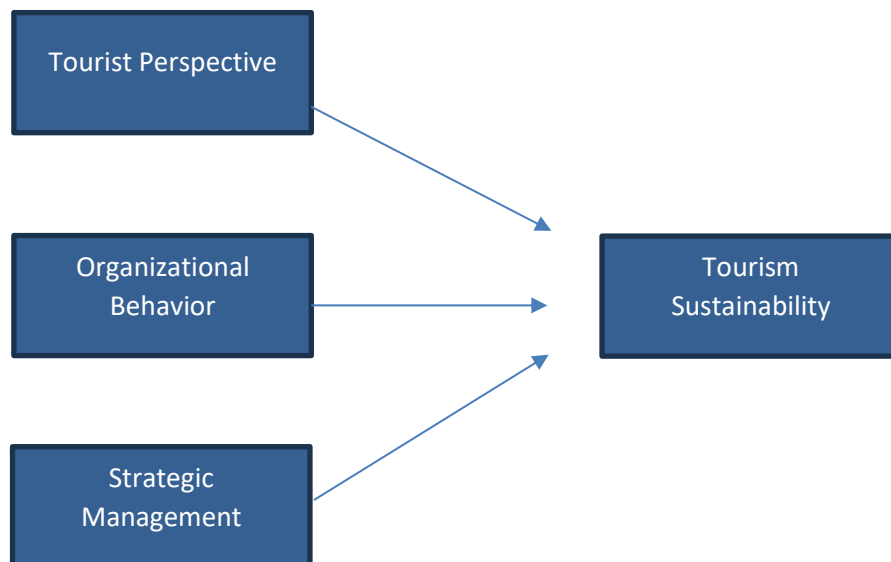
The research objectives include developing a comprehensive framework that integrates tourist perspectives, organizational behavior, and strategic management for achieving long-term tourism sustainability in Lake Toba. Through the analysis of the interrelationships between these factors, the study aims to identify key drivers and barriers to sustainable tourism development in the region and propose practical recommendations for destination managers, policymakers, and other stakeholders. By providing new insights and solutions for achieving long-term tourism sustainability in Lake Toba, the research aims to contribute to the broader knowledge base on sustainable tourism development in similar contexts.

Research Approaches

This study employs a quantitative approach using the Structural Equation Modeling-Partial Least Squares (SEM-PLS) method. SEM-PLS is a multivariate analysis technique that combines factor analysis and regression, allowing researchers to simultaneously test the relationships between latent variables and observed variables (Purwanto et al., 2021). This method is particularly suitable for analyzing complex relationships among multiple variables and assessing the overall fit of the proposed research model. By utilizing SEM-PLS, this study aims to examine the interrelationships between tourist perspectives, organizational behavior, strategic management, and tourism sustainability in a comprehensive manner.

The research will be conducted in the context of Lake Toba, a popular tourist destination in Indonesia. Data will be collected through a questionnaire developed based on the identified variables and indicators. The questionnaire will be distributed to tourists visiting Lake Toba and relevant tourism stakeholders, such as local businesses, government agencies, and community representatives (Salman et al., 2024). The collected data will then be analyzed using SmartPLS software to assess the measurement model (reliability and validity) and the structural model (hypothesis testing and model evaluation). The results of this study are expected to provide practical insights and recommendations for destination managers in Lake Toba and similar contexts, enabling them to develop and implement effective strategies for achieving long-term tourism sustainability.

Research Frame Work



Independent Variables (X):

Tourist Perspective (X1)

- Tourists' perception of the destination (X1.1)
- Tourist satisfaction (X1.2)
- Tourists' intention to revisit (X1.3)
- Tourists' willingness to recommend the destination (X1.4)

Organizational Behavior (X2)

- Leadership in tourism organizations (X2.1)
- Organizational culture in tourism (X2.2)
- Communication within tourism organizations (X2.3)
- Collaboration among tourism stakeholders (X2.4)

Strategic Management (X3)

- Strategic planning for sustainable tourism (X3.1)
- Implementation of sustainable tourism strategies (X3.2)
- Evaluation and control of sustainable tourism strategies (X3.3)
- Adaptation of strategies to environmental changes (X3.4)

Dependent Variable (Y):

- Tourism Sustainability (Y)
- Economic sustainability of tourism (Y1)
- Socio-cultural sustainability of tourism (Y2)
- Environmental sustainability of tourism (Y3)
- Satisfaction of tourism stakeholders (Y4)
- Competitiveness of sustainable tourism destinations (Y5).

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RESULT AND DISCUSSION

The number of respondents in this study was 313 people with the majority of respondents being male, 167 people or 53.35% and 146 female respondents or 46.64%; The majority of respondents aged 45-54 years were 102 people or 32.59%, then respondents aged 18-25 years were 100 people or 31.9%, respondents aged 35-44 years were 46 people or 14.7%, respondents aged 26-34 years were 27 people or 8.63%, respondents aged 55-64 years were 26 people or 8.31%, and respondents aged over 65 years were 12 people or amounting to 3.83%; The majority of respondents had been to Lake Toba more than 5 times as many as 233 people or 74.44%, there were 19 respondents who had been to Lake Toba twice or 6.07%, respondents who had been to Lake Toba 1 time. 17 people and 3 times, or 5.43%, 15 respondents who had been to Lake Toba 5 times or 4.79%, and 13 respondents who had been to Lake Toba 4 times. people or 4.15%.

The research will be processed using the Structural Equation Model (SEM) method, where SEM is a multivariate statistical technique that combines all aspects of factor analysis, path analysis and regression so that the analysis results are more complete (Hair Jr et al., 2021). SEM statistical data analysis using Smart PLS software starting from model measurement (outer model), model structure (inner model) and hypothesis testing (Mehralian & Khazaei, 2022). Outer model analysis is carried out to ensure that the measurements used are suitable for measurement (valid and reliable). In the validity test, this study uses convergent validity and composite validity tests. In the convergent validity test, if the outer loading value of each item in each variable is above 0.5 then this is sufficient to be said to be valid (Cheng et al., 2021), and in the discriminant validity test if the Roof of Average Variance Extracted (AVE) value for each variable is greater than 0.5 then it can be said to be valid. Based on the results of the convergent validity test, it is known that the value of each item contained in each variable in this study has a value greater than 0.5, so it can be said that each item in all the variables contained in this study is valid, and based on the discriminant validity test it is known that The Roof of Average Variance Extracted (AVE) value for each variable is greater than 0.5, so each variable can be said to be valid.

To see the reliability of each item in the entire variable, composite reliability is used. With composite reliability, if the Cronbach's alpha value for each variable is above 0.7, then each item in each variable is reliable. Based on the results of the composite reliability test, it is known that the Cronbach's alpha value for each variable in this study is greater than 0.7, so it can be said that each variable in this study is reliable.

Inner model analysis is usually also called (inner relations, structural model and substantive theory) which describes the relationship between latent variables based on substantive theory, and inner model analysis in this study uses R-square. In general, the R square values are 0.75, 0.50, and 0.25 which are interpreted as substantial, moderate, and weak. Based on the results of the inner model analysis, it is known that the R-square value in this research is 0.83, so it can be said that there is a relationship between the Tourist Perspective variable (X1), the

Organizational Behavior variable (X2) and the Strategic Management variable (X3) with the Tourism Sustainability variable (Y) is a substantial relationship.

Hypothesis testing in this study researchers used the t test. The hypothesis is accepted if the t-statistic is higher than the t table value (Awad et al., 2021). The t table used in this research is 1.650, and based on the results of the t test it is known that: First, the Tourist Perspective variable (X1) has a positive and significant effect on the Tourism Sustainability variable (Y) with a t statistical value of 4.376 which is greater than the t table (1.650) and P Value of 0.000 which is smaller than 0.05; Second, the Organizational Behavior variable (X2) has a positive and significant effect on the Tourism Sustainability variable (Y) with a t statistical value of 5.461 which is greater than the t table (1.650) and a P value of 0.000 which is smaller than 0.05; Third, the Strategic Management variable (X3) has a positive and significant effect on the Tourism Sustainability variable (Y) with a t statistical value of 13.019 which is greater than the t table (1.650) and a P value of 0.000 which is smaller than 0.05. The results of the t table analysis using the SEM method can be seen in the image below.

Discussion

The Tourist Perspective variable (X1) has a positive and significant effect on the Tourism Sustainability variable (Y). Considering the tourist's perspective when creating a sustainable destination is very important, and related to the Tourist Perspective and Tourism Sustainability, several previous studies have been carried out, where in previous studies, the majority of researchers did not focus on the tourist's perspective on Tourism Sustainability (Aydın & Alvarez, 2020). This research uses 6 questions that focus on tourists' perspectives on Tourism Sustainability. The results of this study are in line with research conducted by Trišić et al. (2021) which proves that the tourist perspective influences sustainable tourism development.

The Organizational Behavior variable (X2) has a positive and significant effect on the Tourism Sustainability variable (Y). Studies in the field of tourism and recreation have been carried out repeatedly, and consistently these studies show attitudes associated with Tourism Sustainability choices both in general and specifically, and one of the issues that has been discussed in previous studies is regarding Organizational Behavior. in relation to Tourism Sustainability (Passafaro, 2020). The results of this research are in line with research conducted by Rahman et al. (2024) which proves the influence between Organizational Behavior and Tourism Sustainability.

The Strategic Management variable (X3) has a positive and significant effect on the Tourism Sustainability variable (Y). Currently, economic growth driven by tourism has become the main result of public policy and tourism development from a perspective based on economic, cultural, social and environmental sustainability is something that is often discussed and applied today. Implementing Tourism Sustainability is not an easy thing, and in applying Tourism Sustainability, reliable strategic management is needed (Kişi, 2019). The results of this study are in line with research conducted by Pappa et al. (2023) which proves that Strategic Management (X3) has an influence on Tourism Sustainability.

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CONCLUSION

The conclusion from this discussion is that the three variables, namely Tourist Perspective (X1), Organizational Behavior (X2), and Strategic Management (X3), have a positive and significant influence on Tourism Sustainability (Y). The importance of considering tourists' perspectives in creating sustainable destinations is evident from this research, which is consistent with previous research. Likewise, Organizational Behavior is proven to influence Tourism Sustainability. Strategic Management also plays an important role in implementing Tourism Sustainability. These three variables together show that a holistic and integrated approach is necessary to achieve sustainability in tourism.

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