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COMMUNITY EMPOWERMENT AND ORGANIZATIONS MEDIATED WITH COMMUNITY-BASED TOURISM (CBT) IN REALIZING SUSTAINABLE TOURISM IN BENTENG VILLAGE, INDONESIA

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ABSTRACT

Two significant tourism issues in villages currently occurring in Indonesia are Community-Based Tourism (CBT) and Sustainable Tourism. Sustainable Tourism in tourist villages must include social, cultural, and economic aspects. The purpose of this study is to develop a model that accommodates Community Empowerment and Organizational Innovation to achieve sustainable tourism through CBT as a mediator. This study tested seven hypotheses using a quantitative methodology with Smart-PLS, involving 150 respondents from tourism village stakeholders. The results of the analysis indicate that those that have a significant direct relationship include: Organizational Innovation with CBT, and Sustainable Tourism, as well as Community-Based Tourism with Sustainable Tourism. One considerable relationship through mediation is Organizational Innovation with Sustainable Tourism, with CBT as the mediator. The originality of this study offers a new perspective that emphasizes the involvement of local organizations as community liaisons in the implementation of Community-Based Tourism (CBT) to achieve sustainable tourism.

KEYWORDS: Community Empowerment, Organizations, Community-Based Tourism (CBT), Sustainable Tourism.

1. INTRODUCTION

There are two significant issues currently affecting village tourism in Indonesia, namely issues related to Community-Based Tourism (CBT) (Priatmoko et al., 2021; Harini et al., 2025) and Sustainable Tourism (Mutmainah et al., 2025; Utami et al., 2023; Rainanto, 2023). Several tourist villages cannot survive long as tourist destinations due to the lack of involvement of village communities in tourism activities (Abdul Khoir & Dirgantara, 2020; Kurniawan et al., 2021; Pickel-Chevalier et al., 2021). Community support in advancing tourism villages is a key benchmark for the success of a tourism village (Farradia et al., 2022; Rainanto et al., 2023). Tourism villages that do not receive support from the community or even face opposition will render the programs unsuccessful, and create negative stereotypes among tourists who visit. Sustainable Tourism should be a concern for all parties to ensure that tourism villages will provide a positive contribution to all parties (Streimikiene et al., 2021). According to the provisions of the Ministry of Tourism and Creative Economy of the Republic of Indonesia, sustainable tourism is the development of a tourism concept that yields long-term, positive impacts. For the environmental, social, cultural, and economic aspects, both for the present and the future, for all local communities and tourists who visit. To develop sustainable tourism, the Ministry of Tourism and Creative Economy/Baparekraf has four pillars of focus that are developed, namely: (a) sustainable management, (b) sustainable economy, (c) cultural sustainability, and (d) environmental aspects (Rainanto et al., 2023). The success of implementing sustainable tourism is the result of the performance of many parties. Parties involved in making sustainable tourism a success in tourist villages include Tourism Driving Groups (KOMPEPAR), village and sub-district officials, SME actors (Mekaniwati et al., 2023), communities, law enforcement, and tourists. In general, community-based tourism (CBT) is a form of tourism that aims to strengthen interactions between local communities and tourists (Dłużewska & Giampiccoli, 2021; Junaid et al., 2021; Mayaka et al., 2019). This concept appears in the choices and behavior of visitors (Jing & Wang, 2020). Many tourism programs managed by local communities in various parts of the world have failed to achieve the desired results because they have been less successful in addressing complex conditions that include interrelated social, cultural, economic, and political aspects (Zielinski et al., 2020). CBT in developing countries depends on various regulatory factors that involve the 'direct participation of local communities in the development, management, and

utilization of tourism activities that are integrated with the local economy (Gohori & van der Merwe, 2020; Ruiz-Ballesteros & Cáceres-Feria, 2016). CBT also has the potential to have significant negative environmental (Gan, 2020; Raftopoulos, 2020) and socio-cultural impacts (Feng & Wang, 2016), as well as limit access to key labor markets (Salvatore, 2018). The problem encountered in Benteng Village, and many other tourism villages in Indonesia, is their long-term unsustainability. This is primarily due to the limited participation of community members, who feel disempowered by the organizations managing their tourism villages. The involvement of as many community members as possible, managed by the Tourism Village management organization, and support from the government and the private sector are key factors in the success of sustainable Tourism Villages. The research gap addressed as a central theme in this study is the relationship between community empowerment involvement and organizational innovation in Benteng Village, with its role in achieving sustainable tourism. The purpose of this study is to develop a model that accommodates community empowerment and organizational innovation to achieve Sustainable Tourism, with Community-Based Tourism (CBT) as the mediator.

2. LITERATURE REVIEW

Community empowerment is at the heart of CBT, enabling residents to manage and control tourism development initiatives. Empowered communities are more likely to align tourism activities with their cultural, social, and environmental goals (Wani et al., 2024). Fujimoto (2021) stated that empowering communities through tourism enables improved socio-economic development, enhanced environmental management, and the preservation of local cultures. The active participation of the community in decision-making processes strengthens their sense of ownership, which in turn fosters responsible and sustainable tourism practices (Harini et al., 2025). Empowering local communities through Community-Based Training (CBT) leads to positive outcomes, including increased economic independence, improved social well-being, and enhanced environmental stewardship (Jackson, 2025). These outcomes are particularly evident in rural tourism destinations, where community-led tourism initiatives have helped conserve natural resources and local heritage (Tang & Xu, 2023). Moreover, the economic benefits derived from CBT, such as increased employment and income from tourism-related activities, contribute to broader

community development goals (Hariyadi et al., 2024). Local organizations play a crucial role in facilitating CBT and ensuring its success. These organizations serve as intermediaries between the community, government, and other tourism stakeholders, ensuring effective communication, participation, and coordination (Yanes et al., 2019). In Benteng Village, local organizations have played a crucial role in facilitating community participation, organizing capacity-building programs, and ensuring that tourism development aligns with the needs of the local population. The role of local organizations in Community-Based Tourism (CBT) extends beyond mere administration; they play a key role in fostering social capital, building trust among stakeholders, and mitigating the negative impacts of tourism (Hailuddin et al., 2022). Community-based organizations play a crucial role in ensuring the equitable distribution of tourism benefits, protecting local resources, and promoting sustainable practices (Rainanto et al., 2023). Well-structured local organizations serve as the backbone of booming Community-Based Tourism (CBT), ensuring that tourism initiatives remain inclusive, culturally sensitive, and environmentally sustainable (Jackson, 2025).

Several mediating factors are crucial for the successful implementation of CBT. The support of local government is fundamental in providing the regulatory frameworks and funding that enable the successful implementation of CBT (Zielinski et al., 2021). In Indonesia, local governments play a critical role in shaping policies that support community participation, regulate tourism growth, and ensure that tourism development does not harm the environment or community well-being (Suryani & Soedarso, 2021). Furthermore, the capacity of local communities to manage tourism activities is of utmost importance.

Therefore, training and education play a critical role in ensuring that residents possess the necessary skills to effectively manage and market tourism (Zagonari, F. (2009). This includes knowledge about sustainable tourism practices, financial management, and marketing strategies, all of which are necessary for the long-term success of CBT. In Benteng Village, local organizations have played a crucial role in providing capacity-building opportunities and empowering the community to take ownership of tourism development (Rainanto, 2023).

Community-based tourism (CBT) in Benteng Village offers a valuable model for sustainable tourism development, where community empowerment and the role of local organizations are

central to the success of tourism initiatives. Through active participation, local communities can benefit economically while preserving their cultural and natural resources. However, the successful implementation of CBT requires strong governance, effective capacity-building programs, and collaboration between various stakeholders. Future research should focus on identifying strategies to overcome the challenges faced by CBT initiatives and explore their long-term sustainability in rural tourism contexts. Although various forms of tourism rely on interactions between tourists and local communities, such as ecotourism, homestays, sustainable adventure tourism, and agrotourism, Community-Based Tourism (CBT) is a key concept in academic discourse as well as at the community and government levels (Mayaka et al., 2019; Wisnumurti et al., 2020). CBT can be described as a type of tourism that emerges from the application of sustainability principles in the development of tourism activities (Dolezal & Novelli, 2022; Nugroho & Numata, 2020). In addition to Destination Management Organizations (DMOs), factors such as the characteristics, social networks, and knowledge possessed by policymakers and residents are very important in developing CBT businesses, including increasing entrepreneurial awareness to invest in Small and Medium Enterprises (SMEs) related to rural tourism (Situmorang et al., 2019; Sriyani, 2021). It was also found that the dependence of local communities on local governments is closely related to the effectiveness of local governments in coordinating government agencies to work together (Fan et al., 2023; Havadi Nagy & Espinosa Segui, 2020; Situmorang et al., 2019). Previous research results have highlighted the significant contribution of local communities in implementing planned CBT development schemes (Mayaka et al., 2019; Musavengane & Kloppers, 2020; Pramanik et al., 2019). Overall, several concepts serve as guidelines for understanding and analyzing rural Community Based Training (CBT). One of the relevant concepts is "Marketability, Sustainability, Participatory, Disaster Mitigation Management (MSPDM)" (Priatmoko et al., 2021).

Sound and sustainable management of tourist villages also requires the application of the principles of Good Governance, especially by implementing transparent fund management and adhering to sound financial management principles (Prameka et al., 2021; Riyadh et al., 2024). The existence of Tourism Villages that implement sustainable tourism cannot be separated from the support of Small and Medium Enterprises (SMEs) of its residents (Sriyani,

2021). The knowledge and entrepreneurial skills of SME actors will affect the performance of SMEs (Danibrahim et al., 2022; Harini et al., 2023).

3. MATERIALS AND METHODS

3.1. Research Design and Methodological Approach

This study employs a quantitative research methodology, utilizing Structural Equation Modeling (SEM), to investigate the interrelationships among community empowerment, organizational innovation, community-based tourism (CBT), and sustainable tourism.

The primary objective is to assess the mediating role of CBT in the relationship between organizational innovation and sustainable tourism and to evaluate both the direct and indirect effects of community empowerment on these constructs.

3.2. Conceptual Framework and Hypotheses

The theoretical framework guiding this study is built upon seven hypotheses designed to explore both direct and indirect linkages between community empowerment, organizational innovation, CBT, and sustainable tourism. The hypotheses tested in this research are as follows:

- H1: Organizational Innovation → Community-Based Tourism
- H2: Organizational Innovation → Sustainable Tourism
- H3: Community-Based Tourism → Sustainable Tourism
- H4: Community Empowerment → Community-Based Tourism
- H5: Community Empowerment → Sustainable Tourism
- H6: Organizational Innovation → Sustainable Tourism through CBT as a Mediator
- H7: Community Empowerment → Sustainable Tourism through CBT as a Mediator

3.3. Data Collection Procedure

Research data collection through structured questionnaires given to stakeholders involved in the tourism sector in Benteng Village, Indonesia. These stakeholders included local government representatives, tourism business operators, community leaders, and members of tourism-related organizations.

The survey sought to capture their perspectives on community empowerment, organizational innovation, the role of CBT, and sustainable tourism practices.

3.4. Ethical Considerations

Prior to data collection, all participants were informed about the purpose, procedures, and their rights in the study, including the right to withdraw at any time without consequence. Written consent assures that respondents are participating voluntarily. Respondents' responses are anonymous and strictly confidential throughout the research process. In addition, this study followed an ethical research protocol that was reviewed and approved by the authors' affiliated institutions to ensure compliance with ethical standards for academic and community-based research.

3.5. Sampling Technique and Respondent Profile

Purposive sampling was employed to select respondents who have direct involvement in the development or management of tourism activities within Benteng Village. A total of 150 respondents were surveyed, encompassing a diverse array of stakeholders from both governmental and private sectors.

3.6. Data Analysis Method

Data analysis was performed using Smart-PLS (Partial Least Squares Structural Equation Modeling), which is well-suited for assessing complex relationships between latent constructs. The Smart-PLS method was chosen due to its ability to handle both reflective and formative measurement models, enabling a comprehensive evaluation of the research framework. The test analysis is divided into two stages: first, testing the reliability and validity of the model; second, assessing the structural model to evaluate the proposed hypotheses and path coefficients. This study uses Partial Least Squares Structural Equation Modeling (PLS-SEM) because of its suitability for exploratory research involving complex models with multiple latent constructs and mediating variables. PLS-SEM is very robust in handling non-normal data distributions and smaller sample sizes, such as the 150 tourism business actors surveyed in this study. In contrast to covariance-based SEM, PLS-SEM prioritizes variance explanation and predictive accuracy, which aligns with the research objectives of assessing empowerment, community-based tourism (CBT), and sustainable tourism outcomes. Thus, PLS-SEM provides statistical flexibility and practical relevance for community-level analysis contexts.

3.7. Evaluation of Results

Testing the significance of the relationship involves examining the path coefficient and the

associated p-value. Hypotheses with significant path coefficients ($p < 0.05$) are accepted; otherwise, they are rejected, indicating an insignificant relationship and are excluded from the conclusions. Additionally, the mediating effects were evaluated based on the indirect paths within the structural model, with special attention paid to whether the mediating role of CBT influenced the relationship between organizational innovation and sustainable tourism.

4. RESULTS

The results of this research are displayed in several tables, including explaining Descriptive statistics for respondent demographics, Factor loading values for indicators from the Community Empowerment dimension, Factor loading values for indicators of the Organizational Innovation dimension, Factor loading values for indicators of the Community-Based Tourism dimension; Factor loading values for indicators of the Sustainable Tourism dimension; Validity value in the form of Average Variable Extracted (AVE); Reliability value in the form of Composite Reliability; to Partial hypothesis testing results and Results of testing the hypothesis of mediating influence. At the beginning of the study, the demographic characteristics of the respondents, who are residents of Benteng Tourism Village, were first identified. The total population of Benteng Tourism Village is 3,365 people, comprising all age groups. Only residents directly involved in tourism activities are included as respondents in this study. Based on information from the village manager, only about 2.4% of the population is actively involved in Village Tourism activities. Therefore, the number of respondents in this study is 80 people. The demographic classification of the population subject to this study includes Gender, Age, Origin/location of residence, Work/involvement, length of time actively participating in Benteng Tourism Village, and Long-Term stay in Benteng Village. The data on the condition of the respondents are as follows: Total respondents 80 people; Female gender 65%, while Male 35%; age distribution less than 21 years 13.8%, 21-30 years 28.8%, 31-40 years 13.8%, 41-50 years 18.8% and more than 50 years 25%. The location of the respondents' houses in Benteng village is mostly in Neighbourhood Association 03, which accounts for 73.8%. This is because the stakeholders of the tourism village are centralized in that area. The second largest location is in Neighbourhood Association 06, with a total of 10% of all respondents. The type of work or involvement of respondents with the tourism village is most prevalent among the

General Public, at 68.8%. Business actors/UMKM, 13.8%; Tourism Managers, 5%; village officials and members of the Tourism Movement Group (Pokdarwis), 3.8%; and other professions, 5%. The length of time actively participating in Benteng Tourism Village activities is mostly less than 1 year (72.5%), followed by between 1 and 3 years (18.8%), between 4 and 6 years (7.5%), and more than 6 years (1.3%). The respondents have lived in Benteng Village for more than 15 years (71.3%), 11-15 years (17.5%), 6-10 years (3.8%), 2-5 years (3.8%), and less than 2 years (3.8%).

4.1. Convergent Validity Test

The Convergent Validity Test is a method used to assess the validity of each relationship between indicators and the constructs or latent variables they represent. Convergent validity measures the magnitude of the correlation between constructs and latent variables. Convergent validity testing can be seen from the loading factor for each construct indicator. A loading factor value greater than 0.7 is the ideal value, indicating that the indicator is valid in measuring the construct created. In empirical research, a loading factor value of greater than 0.5 is still considered acceptable. Some experts accept 0.4. N. Factor loading values for indicators from the Community Empowerment dimension are shown in Table 1.

Table 1: Factor Loading Values for the Community Empowerment Dimension.

Indicator	Loading	p-value	Result
CE 1.1	0.745	0.000	Significant
CE 1.2	0.777	0.000	Significant
CE 1.3	0.814	0.000	Significant
CE 1.4	0.670	0.000	Significant
CE 1.5	0.551	0.000	Significant
CE 2.1	0.652	0.000	Significant
CE 2.2	0.818	0.000	Significant
CE 2.3	0.857	0.000	Significant
CE 2.4	0.813	0.000	Significant
CE 2.5	0.678	0.000	Significant
CE 3.1	0.602	0.000	Significant
CE 3.2	0.679	0.000	Significant
CE 3.3	0.094		Withdrawn
CE 3.4	0.411		Withdrawn

As shown in Table 1 above, out of the 14 measured indicators, 12 have significant Convergent Validity results. Indicators for Community Empowerment derived from psychological indicators with significant values include: CE1.1, Community empowerment makes residents feel more comfortable; CE1.2, Developing skills; CE1.3, Developing a wider network; CE1.4, Developing a sense of togetherness and solidarity in society; CE1.5, Developing a sense of optimism. Indicators for Community Empowerment (CE) derived from

Political indicators that have significant values include CE2.1, Community empowerment makes political conditions more stable; CE2.2, Providing a positive impact on regional development; CE2.3, Encouraging the government to be more responsive to the needs and aspirations of the community; CE2.4, Increasing public trust in the government; CE2.5, Encouraging the realization of justice and equitable development. Indicators for Community Empowerment derived from Settlement Manager indicators that have significant value include CE3.1, "Communities are involved in planning and decision-making," and CE3.2, "Encouraging the creation of jobs and economic opportunities." While there are two indicators whose results are not significant, they are declared withdrawn, among others, CE 3.3, which states that the village management facilitates adequate infrastructure and environmental facilities, and CE 3.4, which states that the management adopts innovative approaches and the latest technology. Clarification of withdrawn indicators CE 3.3 and CE 3.4 was primarily based on observed factor loadings, which were insufficient to meet the required convergent validity threshold. In structural equation modeling (SEM), indicator loadings below 0.4 are generally considered weak and unreliable, as is the case with CE 3.3 and CE 3.4. Furthermore, these indicators show poor conceptual alignment with the constructs underlying the Community Empowerment dimension, as their relevance to those constructs is considered limited. Given the combined influence of weak loadings and conceptual issues, these indicators were excluded to maintain the robustness of the overall measurement model. Table 2 below shows data related to Factor loading values for indicators of the Organizational Innovation dimension. Of the 10 indicators of the Organizational Innovation (OI) dimension, nine indicators yield significant results. Significant Organizational Innovation indicators include: OI6.1, Tourism Village Managers have diverse backgrounds; OI6.1, Tourism Awareness Group (Pokdarwis) Leadership plays a role in advancing Tourism Villages; OI6.3, The organizational culture of Tourism Village managers is good; OI7.1, Tourism Awareness Group (Pokdarwis) often shares knowledge/information; OI7.2, Tourism Awareness Group (Pokdarwis) has a network with external organizations to develop village tourism; OI8.1, Tourism Awareness Group (Pokdarwis) implements Human Resource Management (HR) and organizational innovation; OI8.2, Tourism Awareness Group (Pokdarwis) conducts training and development; OI8.3, Community Empowerment

is running well; and OI8.4, There is a good organizational structure. At the same time, there is one indicator that is not significant or withdrawn, OI7.3, the Tourism Awareness Group (Pokdarwis) Tourism Village establishes Research and Development (R&D) Cooperation for the development of tourism villages.

Table 2: Factor Loading Values for Indicators of the Organizational Innovation Dimension.

Indicator	Loading	p-value	Result
OI 6.1	0.820	0.000	Significant
OI 6.2	0.780	0.000	Significant
OI 6.3	0.605	0.000	Significant
OI 7.1	0.838	0.000	Significant
OI 7.2	0.567	0.000	Significant
OI 7.3	0.541		Withdrawn
OI 8.1	0.698	0.000	Significant
OI 8.2	0.724	0.000	Significant
OI 8.3	0.766	0.000	Significant
OI 8.4	0.561	0.000	Significant

Table 3 below presents the Factor Loading values for the Community-Based Tourism dimension indicators, with six indicators having a significant influence. The six dimensions of Community Based-Tourism (CBT) include: CBT 9.1, The community is involved in the planning of the Tourism Village; CBT 9.2, The community is involved in the Deliberation for Consensus; CBT 10.1, The community participates in the Management of the Tourism Village; CBT 11.1, The community plays a role in trying/working/creating/selling in the Tourism Village; CBT 12.1, The community is involved in the supervision of the Tourism Village to become better; CBT 13.1, The community is invited to deliberate to evaluate the Tourism Village for future improvements.

Table 3: Factor Loading Values for Indicators of the Community-Based Tourism Dimension.

Indicator	Loading	p-value	Result
CBT 9.1	0.849	0.000	Significant
CBT 9.2	0.827	0.000	Significant
CBT 10.1	0.895	0.000	Significant
CBT 11.1	0.855	0.000	Significant
CBT 12.1	0.799	0.000	Significant
CBT 13.1	0.746	0.000	Significant

Table 4 below shows data on Factor loading values for indicators of the Sustainable Tourism dimension. Of the 16 indicators studied, 14 have significant results, while 2 have insignificant results and are therefore withdrawn. The 14 indicators stated as significant in Sustainable Tourism (ST) from the Environmental Aspect include ST14.1, which is about tourism villages maintaining clean water, a natural environment, and diversity, and ST14.2,

Which Concerns Tourism villages using goods and materials that are safe for the environment. Sustainable Tourism for the Economic Aspect, including ST15.1, which highlights the existence of Tourism Villages increasing economic income for residents; ST15.2, which shows that Tourism Villages reduce unemployment; ST15.3, which demonstrates that Tourism Villages open up wider access at the national level; and ST15.4, which indicates that Tourism Villages increase welfare for residents. Sustainable Tourism for the Social Aspect, including ST16.1, There is good cooperation between residents in Tourism Villages; ST16.2, There is an increase in community welfare in Tourism Villages; ST16.3, Tourism Villages increase the participation of many parties, such as Young Generation, Mothers, even people with disabilities; ST16.4, Mutual Cooperation is well maintained in Tourism Villages. While the Insignificant/Withdrawn indicators are both derived from Environmental Care, with codes ST14.3 and ST14.4, respectively, Tourism Villages utilize natural resources efficiently, and supporting buildings for tourism villages are made from environmentally friendly materials.

Table 4: Factor Loading Values for Indicators of the Sustainable Tourism Dimension.

Indicator	Loading	p-value	Result
ST 14.1	0.702	0.000	Significant
ST 14.2	0.444	0.003	Significant
ST 14.3	0.443		Withdrawn
ST 14.4	0.443		Withdrawn
ST 15.1	0.764	0.000	Significant
ST 15.2	0.828	0.000	Significant
ST 15.3	0.779	0.000	Significant
ST 15.4	0.813	0.000	Significant
ST 16.1	0.790	0.000	Significant
ST 16.2	0.820	0.000	Significant
ST 16.3	0.806	0.000	Significant
ST 16.4	0.735	0.000	Significant
ST 17.1	0.825	0.000	Significant
ST 17.2	0.718	0.000	Significant
ST 17.3	0.658	0.000	Significant
ST 17.4	0.749	0.000	Significant

4.2. Construct Validity Test

Construct validity refers to the extent to which a test accurately measures the concept it is intended to evaluate. Construct validity is essential in establishing the overall validity of a method. Table 6 below shows the results of the Validity value in the form of the Average Variable Extracted (AVE), whose final result from the four dimensions is

declared Valid (because the value is greater than 0.500).

Table 5: Validity value in the form of Average Variable Extracted (AVE).

Dimension	Average Variance Extracted	Result
Community Empowerment (CE)	0.529	Valid
Organizational Innovation (OI)	0.509	Valid
Community-Based Tourism (CBT)	0.689	Valid
Sustainable Tourism (ST)	0.565	Valid

Note: Valid if the AVE value > 0.500.

4.3. Construct Reliability Test

Construct reliability is a measure of the internal consistency of the indicators of a formed variable, indicating the degree to which the variable is formed. Variance extracted is a measure of how much variance from the indicator is extracted by the formed variable. Table 6 below provides information about the Reliability value in the form of Composite Reliability. Of the four dimensions measured, all the results state Reliable.

Table 6: Reliability Value in the form of Composite Reliability.

Dimension	Composite Reliability	Result
Community Empowerment (CE)	0.930	Reliable
Organizational Innovation (OI)	0.902	Reliable
Community-Based Tourism (CBT)	0.930	Reliable
Sustainable Tourism (ST)	0.947	Reliable

Note: Reliable if the Composite Reliability value > 0.700.

4.4. Testing of R², f², and Discriminant Validity

The coefficient of determination (R²) test is used to determine and predict the magnitude or importance of the combined influence of the independent variables on the dependent variable.

The value of the coefficient of determination is between 0 and 1. In scientific research focusing on marketing issues, R² values of 0.75, 0.50, or 0.25 for an endogenous latent variable, as a rough rule of thumb, can be described as substantial, moderate, or weak (Hair et al., 2013, 2014). Table 7 below presents the calculation results for the Coefficient of

Determination (R^2 -Adjusted).

Table 7: Coefficient of Determination (R^2 -Adjusted).

Dimension	R-squared Adjusted
Community-Based Tourism (CBT)	0.280
Sustainable Tourism (ST)	0.730

F^2 is the change in R^2 when the exogenous variable is removed from the model. F^2 is the effect size, where the value is ≥ 0.02 small, ≥ 0.15 medium, and ≥ 0.35 large (Cohen, 1988).

Table 8: Effect size (f^2) for the Community-Based Tourism Dimension.

Dimension	f^2	Result f^2
Community-Based Tourism (CBT)	0.017	Very Small Effect
Sustainable Tourism (ST)	0.266	Medium Effect

Table 9: Effect size (f^2) for the Sustainable Tourism Dimension.

Dimension	f^2	Result f^2
Community Empowerment (CE)	0.024	Small Effect
Organizational Innovation (OI)	0.133	Small Effect
Community-Based Tourism (CBT)	0.873	Small Effect

4.5. Research Hypothesis Testing

Table 11: Partial Hypothesis Testing Results.

Hypothesis	Relations	Path Coefficient	p-value	Result
H1	Community Empowerment → Community-Based Tourism	-0.169	0.261	Not significant
H2	Organizational innovation → Community-Based Tourism	0.663	0.000	Significant
H3	Community Empowerment → Sustainable Tourism	0.121	0.243	Not significant
H4	Organizational innovation → Sustainable Tourism	0.321	0.000	Significant
H5	Community-Based Tourism → Sustainable Tourism	0.568	0.000	Significant

Note: Hypotheses 1-5 will be accepted if the p-value is below the alpha value of 5%.

H1: Community Empowerment Influences Community-Based Tourism

The relationship between Community Empowerment and Community-Based Tourism has a p-value of 0.261 (above 0.050) and a path coefficient value of -0.169, indicating no significant influence of Community Empowerment on Community-Based

Table 10: Discriminant Validity (Fornell-Lacker).

	CE	OI	CBT	ST
Community Empowerment (CE)	0.727			
Organizational Innovation (OI)	0.759	0.714		
Community-Based Tourism (CBT)	0.334	0.535	0.830	
Sustainable Tourism (ST)	0.554	0.717	0.780	0.751

Clarification regarding Effect Size (f^2), that although the CBT construct showed a "minimal effect" on the dependent variable, this observation reflects the relatively minimal influence of CBT in the context of this study. The f^2 value, which is used to assess the strength of the effect of the independent variable on the dependent variable, indicates that CBT has a marginal but still measurable impact on the desired outcome. This effect is negligible when compared to other constructs in the model, indicating that although CBT is statistically significant, its practical impact is limited. A brief interpretation of these effect sizes, provided in the results section, allows for a better understanding of the magnitude and implications of CBT's effects before moving further into the discussion section.

Based on the Fornell-Lacker table, the CE and OI dimensions still do not meet the Discriminant Validity requirements because the diagonal value (highlighted in light blue) is still smaller for one of the numbers below it.

Tourism. Based on this, Hypothesis 1 is rejected at the 5% alpha level.

H2: Organizational Innovation Influences Community-Based Tourism

The relationship between Organizational Innovation and Community-Based Tourism has a p-value of 0.000 (below 0.050) and a path coefficient

value of 0.663, indicating a significant positive influence of Organizational Innovation on Community-Based Tourism. Based on this, Hypothesis 2 is accepted at the 5% alpha level.

H3: Community Empowerment Influences Sustainable Tourism

The relationship between Community Empowerment and Sustainable Tourism has a p-value of 0.243 (above 0.050) and a path coefficient value of 0.121, indicating no significant influence of Community Empowerment on Sustainable Tourism. Based on this, Hypothesis 3 is rejected at the 5% alpha level.

H4: Organizational Innovation Influences Sustainable Tourism

The relationship between Organizational Innovation and Sustainable Tourism has a p-value of 0.000 (below 0.050) and a path coefficient value of 0.321, indicating a significant positive influence of Organizational Innovation on Sustainable Tourism. Based on this, Hypothesis 4 is accepted at the 5% alpha level.

H5: Community-Based Tourism Influences Sustainable Tourism

The relationship between Community-Based Tourism and Sustainable Tourism has a p-value of 0.000 (below 0.050) and a path coefficient value of 0.568, indicating a significant positive influence of Community-Based Tourism on Sustainable Tourism. Based on this, Hypothesis 5 is accepted at the 5% alpha level.

Table 12: Results of Testing the Hypothesis of Mediation Influence.

Hypothesis	Relations	Indirect Effect	p-value	Result
H6	Community Empowerment → Community-Based Tourism → Sustainable Tourism	-0.096	0.243	Not significant
H7	Organizational innovation → Community-Based Tourism → Sustainable Tourism	0.377	0.000	Significant

Note: Hypothesis 6-7 will be accepted if the p-value is below the alpha value of 5%.

H6: Community-Based Tourism mediates the relationship between Community Empowerment and Sustainable Tourism

The mediation effect of Community-Based Tourism on the relationship between Community Empowerment and Sustainable Tourism has a p-value of 0.243 (above 0.050), indicating that there is no mediation effect of Community-Based Tourism on the relationship between Community Empowerment and Sustainable Tourism. Based on this, Hypothesis 6 is rejected at the 5% alpha level.

H7: Community-Based Tourism Mediates the Relationship between Organizational Innovation and Sustainable Tourism

The mediation effect of Community-Based Tourism on the relationship between Organizational Innovation and Sustainable Tourism has a p-value of 0.000 (below 0.050), indicating a significant mediation effect. Based on this, Hypothesis 7 is accepted at the 5% alpha level. The type of mediation relationship that exists is a partial mediation relationship with a Variance Accounted for (VAF) value of 54.05%.

4.6. SmartPLS Output Chart

Display bootstrapping results to see the distribution of path coefficients, t-statistics, or p-values. Evaluate the statistical significance of the relationships in the model by seeing whether the t-statistic value is above a certain threshold.

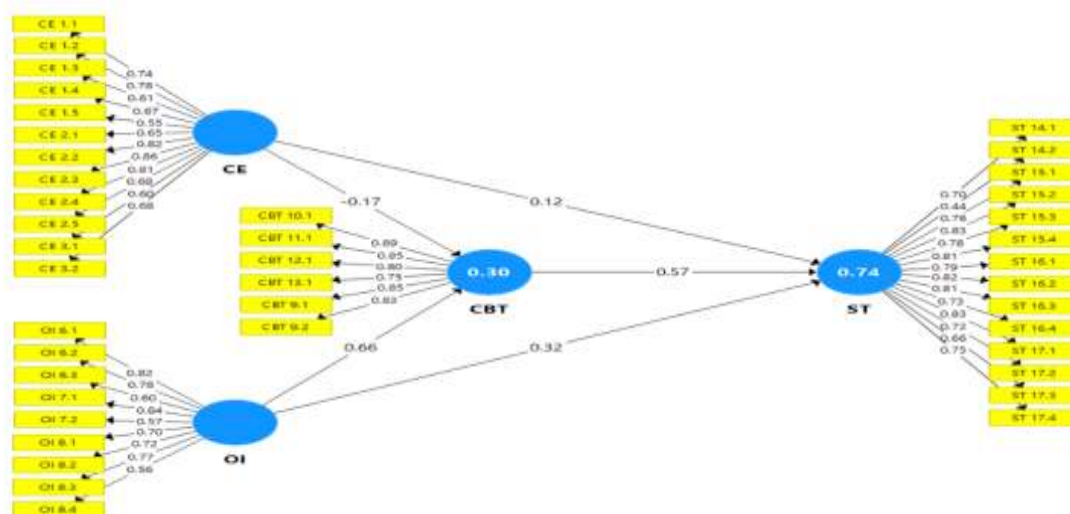


Figure 2: Research Result Model.

5. DISCUSSION

The findings of this study provide new insights into the interplay between community empowerment, organizational innovation, community-based tourism (CBT), and sustainable tourism in Benteng Village, Indonesia. The analysis reveals significant relationships between specific constructs. In contrast, others do not show direct impacts, contributing to a deeper understanding of the factors that influence sustainable tourism development in this specific context.

First, the study found that community empowerment does not have a significant direct effect on either community-based tourism (CBT) or sustainable tourism. Specifically, Hypothesis 1, which posited that community empowerment directly affects CBT, was rejected ($p = 0.261$). This suggests that while empowering the community is vital, it may not be sufficient on its own to foster CBT unless accompanied by additional factors. This finding is consistent with recent literature that emphasizes the need for community empowerment to be combined with robust organizational structures and external support in order to be effective in tourism development (Khalid *et al.*, 2019). Similarly, the lack of a significant effect between community empowerment and sustainable tourism (Hypothesis 3) reinforces the notion that empowerment alone may not drive sustainability without the presence of other enabling factors.

In contrast, organizational innovation emerged as a key driver of both CBT and sustainable tourism. Hypothesis 2, which suggested that organizational innovation has a positive influence on CBT, was supported ($p = 0.000$, path coefficient = 0.663). This finding highlights the importance of innovative practices within tourism organizations, including enhanced governance, effective resource management, and adaptable marketing strategies, all of which are crucial for the success of community-based tourism. The positive effect of organizational innovation on sustainable tourism, as demonstrated by the support for Hypothesis 4 ($p = 0.000$), further emphasizes that organizational innovation is a crucial component for ensuring that tourism remains sustainable in the long term. These findings align with recent studies that argue that organizational innovation, particularly in terms of management and business model innovation, is central to achieving sustainability goals in tourism destinations (Santos *et al.*, 2021).

Moreover, the study confirmed that CBT plays a significant role in driving sustainable tourism

(Hypothesis 5). With a strong path coefficient (0.568) and a p -value of 0.000, this result highlights the importance of CBT in achieving sustainable tourism objectives. Community-based tourism facilitates the preservation of local culture, encourages environmental conservation, and generates economic benefits that are distributed equitably within the local community. These results are consistent with recent studies that advocate for CBT as a critical mechanism for sustainable tourism, ensuring that local communities benefit from tourism activities while preserving their cultural and environmental assets (Giampiccoli *et al.*, 2020).

Regarding the mediation effects, the study found that CBT significantly mediates the relationship between organizational innovation and sustainable tourism (Hypothesis 7). The partial mediation effect, with a Variance Accounted For (VAF) of 54.05%, indicates that organizational innovation influences sustainable tourism through the enhancement of CBT. This suggests that organizational innovation contributes to the development of more effective community-based tourism models, which, in turn, support the achievement of sustainability goals. This finding aligns with recent research on the importance of integrating innovation in tourism management to enhance the effectiveness of CBT and promote sustainable tourism (Della Corte *et al.*, 2021). Conversely, Hypothesis 6, which posited that CBT mediates the relationship between community empowerment and sustainable tourism, was not supported ($p = 0.243$). This suggests that while community empowerment is crucial, it does not directly facilitate the pathway to sustainable tourism through CBT without the involvement of other critical factors, such as organizational innovation.

This study emphasizes the significant role of organizational innovation in driving both CBT and sustainable tourism in Benteng Village. The findings highlight the mediating effect of CBT in the relationship between organizational innovation and sustainable tourism, underscoring the importance of innovative practices in promoting sustainable tourism outcomes. Future research should further explore other factors that could enhance community empowerment and examine additional mechanisms through which organizational innovation influences sustainable tourism development.

This study found that CBT significantly mediates the relationship between organizational innovation and sustainable tourism with a partial mediation effect (VAF = 54.05%). This partial mediation shows that organizational innovation does not directly lead to sustainable tourism, but exerts its influence

through CBT. Although CBT plays a crucial role, other factors can also contribute to achieving sustainability. On the other hand, CBT did not mediate the relationship between community empowerment and sustainable tourism, indicating that empowerment alone is not sufficient to promote sustainability without additional factors, such as organizational innovation.

Findings from Benteng Village may not be universally applicable due to its unique cultural and socio-economic context. Strong village community ties, local governance structures, and reliance on tourism can make organizational innovation and CBT more effective here. However, these factors may not be present in other areas, potentially resulting in different results. In addition, infrastructure and access to resources in Benteng are key to shaping the success of community empowerment and sustainable tourism efforts. Future research should explore how these contextual factors influence sustainability across regions.

5.1. Conclusions, Implications, and Limitations

5.1.1. Conclusions

The test is based on seven hypotheses in this study. Of these hypotheses, three (3) have a negligible relationship, and four (4) have a substantial relationship. The indicators (i) Organizational Innovation with Community-Based Tourism, (ii) Organizational Innovation with Sustainable Tourism, and (iii) Community-Based Tourism with Sustainable Tourism were the subjects of direct and significant association hypotheses. Then, through the mediator, Community-Based Tourism for Sustainable Tourism and Organizational Innovation had an indirect association (mediated by the mediator) with notable outcomes. Whereas (i) Community Empowerment with Community-Based Tourism and (ii) Community Empowerment with Sustainable Tourism had a negligible direct association. Community Empowerment through community-based tourism and sustainable tourism had an indirect association (mediated by these approaches) with negligible outcomes.

5.2. Implications

The findings of this study present significant implications for both theoretical development and practical application within the fields of sustainable tourism and community empowerment. From a theoretical standpoint, the results underscore the pivotal role of organizational innovation in advancing community-based tourism (CBT) and achieving sustainable tourism outcomes. By

demonstrating that organizational innovation has a positive impact on both CBT and sustainable tourism, this research contributes to the growing body of literature that highlights the importance of innovation in tourism management. It emphasizes that adopting innovative practices in governance, management, and resource allocation is essential for building sustainable tourism systems that are resilient and adaptable over time.

Furthermore, the study highlights the limitations of community empowerment when considered in isolation. The lack of a significant direct effect between community empowerment and both CBT and sustainable tourism suggests that empowerment initiatives must be coupled with organizational innovation and other structural supports to be effective. This implies that policymakers and practitioners should not focus solely on community empowerment but should also invest in enhancing the organizational capacity, management practices, and innovation within local tourism enterprises to ensure long-term success and sustainability.

From a practical perspective, the study's findings are highly relevant for tourism managers, local government officials, and community leaders involved in tourism development. The clear relationship between organizational innovation and both CBT and sustainable tourism suggests that stakeholders should prioritize fostering innovation within local tourism organizations. This could involve investing in capacity-building programs for tourism operators, adopting new technologies to improve resource management, and developing business models that support sustainability. Additionally, the results highlight the need to integrate organizational innovation with community engagement, offering a comprehensive approach to tourism development that is more likely to achieve a lasting impact.

The study also emphasizes the significant mediating role of CBT in linking organizational innovation and sustainable tourism. As CBT plays a key role in achieving sustainable tourism outcomes, tourism managers should focus on building and promoting community-based tourism models that draw upon local culture, heritage, and natural resources, ensuring that the economic benefits are equitably distributed among the community. These findings suggest that by strengthening CBT frameworks, local tourism can be better aligned with sustainability goals, creating a mutually reinforcing cycle of innovation and community empowerment.

In summary, this research provides critical insights into the factors that influence sustainable

tourism development in village settings. It advocates for a more integrated approach that combines organizational innovation with community empowerment and Community-Based Tourism (CBT). For tourism development to be sustainable in the long run, it is essential that stakeholders adopt innovative practices and actively engage communities in decision-making processes. The findings from this study offer valuable guidance for future policy and development efforts aimed at promoting sustainable tourism, particularly in Indonesia and similar contexts worldwide.

5.3. Limitations

This study, although providing important insights, has several limitations that should be taken into consideration. It was conducted in Benteng Village, Indonesia, and as such, the findings may not be fully generalizable to other regions or tourism villages with distinct socio-cultural or economic characteristics. The specific conditions in Benteng Village, including community involvement and the state of tourism infrastructure, differ from those in other locations, which could influence the applicability of these results in other contexts.

Another limitation is the reliance on self-reported data from tourism stakeholders, such as local government officials, business owners, and community leaders. While these respondents offer valuable perspectives, there is an inherent risk of bias in their responses, particularly concerning perceptions of community empowerment and organizational innovation. Future research could

improve the robustness of findings by incorporating objective data sources or utilizing triangulation with observational data or third-party assessments.

Additionally, this study focused solely on examining the direct and indirect relationships among organizational innovation, community empowerment, community-based tourism, and sustainable tourism. However, other potentially influential factors, such as environmental conditions, political influences, and external market forces, were not taken into account. Furthermore, the cross-sectional nature of the data limits the ability to establish causal relationships between the variables. Longitudinal studies can provide deeper insights into how these variables interact and evolve, enabling a more comprehensive understanding of their long-term impact on sustainable tourism development.

To increase the reliability of future community-based tourism (CBT) studies, comparative research across villages with diverse socio-cultural and economic contexts is recommended. Such studies can reveal how community empowerment, organizational innovation, and tourism development dynamics vary across regions. Furthermore, implementing a mixed-methods approach that combines qualitative interviews with quantitative data will provide a more comprehensive understanding of these relationships. This approach will capture broader trends and specific challenges faced by different communities, thereby increasing the generalizability and applicability of the findings.

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