



Factors Shaping Commitment and Resource Allocation in Managing Quality Tourism Destinations

Indonesian Journal of Tourism and Leisure, 2023
Vol. 04 (2), 139-152

© The Journal, 2023

DOI: 10.36256/ijtl.v4i2.328

<https://journal.lasigo.org/index.php/IJTL>

Lasigo Journal

Article History

Received : May 3rd, 2023

Revised : October 25th, 2023

Accepted : October 26th, 2023

Ike Janita Dewi

Universitas Sanata Dharma, Indonesia

ikejdewi@usd.ac.id

Ginta Ginting

Universitas Terbuka, Indonesia

ginta@ut.ac.id

ABSTRACT

The research aims at analyzing factors affecting the implementation of the quality tourism paradigm by tourism villages. A tourism village is a community-based tourism which offers a rural tourism experience. The research was carried out in the context of strategy formulation post-COVID-19 pandemic. The research specifically portrays the shifting paradigm from quantity to quality tourism development which takes place partly in response to the pandemic. There are concepts and theories taken from the marketing and human resource management, that is, the branding concept, the Theory of Reasoned Action, and the commitment theory to enrich tourism study. The research is quantitative-causal research. This study selected the research locus in the three tourism villages in the Special Region of Yogyakarta, Indonesia. Data was collected through a survey. Data were analyzed using Structural Equation Modelling. The results of this study show that: 1) Level of awareness, Perceived importance, and Influence of other stakeholders positively affect commitment. 2) Level of awareness and Perceived importance positively affect Resource allocation, 3) Influence of other stakeholders has no effect on Resource allocation, and 4) Commitment positively affects Resource allocation. The research results lead to strategies for managing community-based tourism destinations to offer a quality tourism experience.

Keywords: Community-Based Tourism, Quality Tourism Experience, Post-Covid 19 Pandemic

ABSTRAK

Penelitian ini bertujuan untuk menganalisis faktor-faktor yang mempengaruhi penerapan paradigma pariwisata berkualitas oleh desa wisata. Desa wisata adalah pariwisata berbasis komunitas yang menawarkan pengalaman wisata pedesaan. Penelitian ini dilaksanakan dalam rangka perumusan strategi pascapandemi COVID-19. Penelitian ini secara khusus menggambarkan pergeseran paradigma pengembangan pariwisata dari kuantitas ke kualitas, yang merupakan salah satu respons terhadap pandemi. Beberapa konsep dan teori diambil dari bidang pemasaran dan manajemen sumber daya manusia, yaitu konsep branding, Theory of Reasoned Action, dan teori komitmen untuk memperkaya kajian pariwisata. Penelitian ini merupakan penelitian kuantitatif-kausal. Penelitian ini memilih lokus penelitian di tiga desa wisata di Daerah Istimewa Yogyakarta, Indonesia. Data dikumpulkan melalui survei dan

Corresponding Author

Name : Ike Janita Dewi

Email : ikejdewi@usd.ac.id

dianalisis menggunakan Structural Equation Modelling. Hasil penelitian ini menunjukkan bahwa: 1) Tingkat kesadaran, Persepsi akan nilai penting, dan Pengaruh pemangku kepentingan lainnya berpengaruh positif pada komitmen. 2) Tingkat kesadaran dan Persepsi akan nilai penting berpengaruh positif pada Alokasi sumber daya, 3) Pengaruh pemangku kepentingan lain tidak berpengaruh pada Alokasi sumber daya, dan 4) Komitmen berpengaruh positif pada Alokasi sumber daya. Hasil penelitian memberikan implikasi penting pada perumusan strategi pengelolaan destinasi pariwisata berbasis komunitas untuk menawarkan pengalaman wisata yang berkualitas

Kata Kunci: Pariwisata Berbasis Masyarakat; Pengalaman Pariwisata Berkualitas; Pasca Pandemi Covid-19

1. Introduction

This research was conducted when the COVID-19 pandemic affected the tourism sector globally, including in Indonesia. The mobility restrictions imposed in most countries to limit the spread of viruses had caused detrimental effects on the tourism industry (Abbas et al., 2021; Foo et al., 2020; Robinson & Kengatharan, 2020; Segal & Gerstel, 2020; Stone & Mogomotsi, 2021). Studies have shown that rural tourism is confronted with various difficulties and challenges due to the COVID-19 pandemic (Dewi & Ginting, 2022; Sun, 2021). Rural tourism in Indonesia is institutionalized as tourism villages, where the local community served as the owner, organizer, and receiver of benefits of the tourist attractions developed in their area. Despite UNWTO's recognition that rural villages have a significant role in promoting and preserving cultural heritage and sustainable development through tourism (UNWTO, 2020), a dearth of research has been conducted on tourism villages impacted by the COVID-19 pandemic.

Pre-pandemic, tourism villages offering homestay experiences and localized everyday experiences at villages were one of the favorite tourist destinations in Indonesia (Shofa, 2021; Sidik & Adji, 2021). Groups of both students and recreational tourists visited tourism villages to learn and experience the local culture. The popularity of several tourism villages has made them mass tourist destinations. During the COVID-19 pandemic, tourism villages should avoid big groups of tourists to prevent clusters of COVID-19 infections. The COVID-19 pandemic had indeed brought (back) the importance of sustainable tourism development (Jones & Comfort, 2020; Sobaih et al., 2021).

The pandemic has accelerated the tourism development paradigm adopted by the Indonesian government since 2019. The development of Indonesian tourism (starting in 2019) has experienced a shift from development that focuses on increasing the quantity or number of tourist arrivals (quantity) to the total number of tourist receipts (quality). In the previous era (2015-2019), Indonesian tourism development was very much oriented towards the number of tourists who were successfully brought to a destination (Kementerian Pariwisata, 2015). The tourism development in the 2015-2019 era targeted 20 million foreign tourists visiting Indonesia and more than 300 million domestic tourist trips in 2019 (Kementerian Pariwisata, 2015). Then in 2018, the Ministry of Tourism published the 2020-2024 Strategic Plan, to strengthen the scenario for a more targeted, focused, integrated, and measured national tourism development strategy and to ensure stakeholder participation in tourism development through the spirit of Indonesia Incorporated for the advancement of national tourism. This target setting becomes the main performance indicator and becomes the reference for the success of tourism (Kementerian Pariwisata dan Ekonomi Kreatif, 2020).

The quality tourism paradigm puts a priority on tourist segments with high levels of expenditure by providing added value from the industry and creative economy as well as environmental carrying capacity (Jennings et al., 2009). What should be considered is not fixated on the number of tourists, but the total yield generated from tourism. In essence, quality tourism is the provision of focus on tourist spending and length of stay. If the total revenue from tourists

is obtained by multiplying the number of tourists by the expenditure per tourist per day and length of stay, then the focus on quality tourism is placed not on the number of visits but on the last 2 (two) aspects, namely tourist spending and length of stay.

However, the paradigm shift in the development of tourist villages will depend on many factors. To lead to the implementation of sustainable tourism development, tourism village managers must have awareness of the concept of sustainable tourism development. As stated by Keller (1993), the most basic factor is the awareness of the concept. Furthermore, as stated by Ajzen & Fishbein (1980) and Fishbein & Ajzen (2010), individuals will give an important value to the subject to be able to decide the intention to behave and allocate certain resources to carry out the concept that is considered important. However, to be able to allocate resources, the manager's commitment will affect the willingness to allocate these resources.

Commitment is a very important factor in realizing a tourist village that allocates resources to develop a quality tourism experience. As mentioned earlier, a tourism village is a tourism entity that involves the community, with different interests and goals. Since a tourism village is a community organization and as a joint effort of the community, the approval and role of every member of the community is very important. To be able to realize common goals, community members in tourist villages must have a strong belief in and acceptance of a common goal, show a willingness to put an effort on behalf of the tourism village, and have a strong desire to maintain a membership in the tourism village (Baptiste, 2008; Marthis & Jackson, 2000; Sopiah, 2008).

In the context of the COVID-19 pandemic, much research has been conducted on the impact of the pandemic on rural tourism or CBT destinations (Abbas et al., 2021; Foo et al., 2020; Robinson & Kengatharan, 2020; Segal & Gerstel, 2020; Stone & Mogomotsi, 2021). Our current research offers a fresh perspective by looking at the development of quality tourism in CBT destinations post COVID-19 pandemic. Further, this study contributes to the hospitality and tourism management literature because it combines a marketing perspective by including awareness, perceived importance, and resource allocation variables with a human resource management perspective where the commitment of each member of the organization (in this case is a tourism village) is a determinant in an individual's intention to achieve common goals (Baptiste, 2008; Marthis & Jackson, 2000; Sopiah, 2008). In addition, because this research is dedicated to tourist villages, this research is beneficial in formulating strategies to develop rural tourism.

2. Literature Review

The development of quality tourism requires a paradigm shift in tourism development, including its implementation in tourism villages. This quality tourism paradigm must start from the starting point of Sustainable Tourism Development. Sustainable tourism is tourism that respects the local population and fellow tourists, cultural heritage, and the environment. Three pillars must be balanced so that sustainable tourism development can take place in the long term, namely the social pillar (community), the environment pillar (environment), and the economic pillar (economy) (Hassan, 2000; Lu & Nepal, 2009). From these three aspects, so far the emphasis has been on the economic pillars where tourism provides benefits to all stakeholders involved, equitable distribution, employment opportunities, and income opportunities. The largest contribution from tourism village management is the income generated (several tourist villages have received national awards, especially because of the amount of income generated from tourism activities in those places). The balance between economic, socio-cultural, and environmental aspects should be the basis for sustainable tourism development. Emphasis on economic aspects in the management of tourism villages as a form of community-based tourism has been using indicators of quantity (number of visits). The tourist village offers a type of attraction based on the community and local culture. Therefore, the number of tourist visits that

is too much will actually "damage" the attraction. The development of a tourist village must pay attention to the preservation of cultural sites, historical sites, heritage buildings, and the preservation of the environment that produces CO₂.

The urgency to develop a tourist village that applies the principle of sustainability to support the quality tourism paradigm (Jennings et al., 2009) is more appropriate starting from the smallest environment, namely rural development. A tourist village is a rural area that offers authenticity both in terms of socio-culture, customs, daily life, traditional architecture, and village spatial structure which is presented in a form of integration of tourism components, such as attractions, accommodation, and supporting facilities (UNWTO, 2020). Development of a tourism village into quality tourism involves three main parties, namely tourism village organizers/managers, tourists, and the government.

The development of quality tourism as a new paradigm must be comprehended in advance by the local community in the tourism village. As argued by Keller (2008), brand awareness plays an important role in consumer decision-making. Awareness refers to whether people can recall or recognize a certain concept, or simply whether people know about a certain concept. This research examines awareness of the local community to recognize and recall the concept of quality tourism experiences because awareness is the first step for one to commit and devote resources to. Aaker (1996) and Keller (2008) stated that awareness plays important role in the tourism village's organizers' decision making because awareness affects decision making by influencing the formation and strength of association of the concept in the local people's minds. It also plays an important role whenever one considers several alternatives. Awareness can also affect the choice made by the local people to act or to allocate resources. Therefore, awareness of local people of the quality tourism concept is a predictor of their intention to allocate resources.

In the context of a tourism village, where the management is handled by a village organization involving many people, the concept of organizational commitment is appropriate to adopt. This leads to the discussion of commitments, which is defined as "the strength of an individual's l., identification with and involvement in a particular organization" (Porter et al., 1974). Employee commitment has long been a topic of interest to organizational researchers (Mathieu & Zajac 1990; Meyer & Allen, 1984, 1991).

Commitment has resulted from an individual's identification and importance of the issue. The strength of commitment is related to the individual's perceived importance of the issue. Perceived importance shows the level of personal opinions on the importance of the issue of quality tourism experience. Parallel with the role of involvement in influencing intention to purchase (Solomon, 2013), perceived importance will determine the consumer's motivation to process product-related information (Celsi & Olson, 1988). Therefore perceived importance of quality tourism in building the tourism village's competitiveness will result in individuals' commitment. Failure to perceive the importance of the concept will not lead to commitment.

Based on these lines of argument, the research formulates Hypotheses as follows:

H1: Awareness affects commitment positively

H2: Perceived importance affects commitment positively

Based on the Theory of Reasoned Action (Ajzen & Fishbein, 1980; Fishbein & Ajzen, 2010), one's behavior is affected by the influence of other people. Many of our behaviors are not determined in a vacuum. Since the tourism industry involves a highly connected inter-sectoral system (Mill & Morrison, 2002), the behavior of the tourism village's stakeholders is likely to be influenced by their perception of other individuals in the tourism village. Rarely does an individual in a community decides to build a commitment and take an action without certain confidence that the whole community will support him/her. From a management perspective, Yaman & Gurel (2006) stated that tourism decision-makers are more likely to adopt a quality tourism paradigm where they believe such actions to be effective. This in turn will lead to

resource allocations. Based on these additional lines of reasoning, we propose Hypotheses as follows:

H3: The influence of other stakeholders affects commitment positively

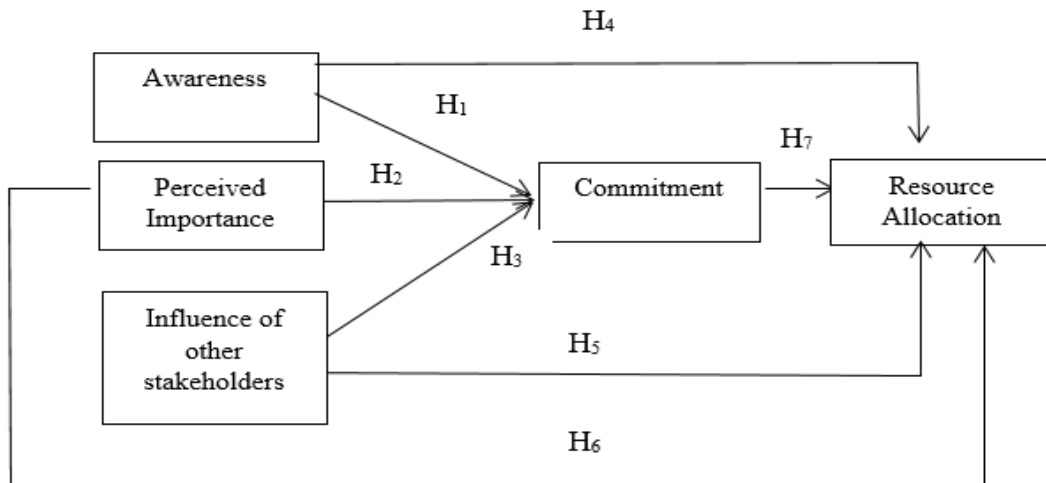
H4: Awareness affects resource allocation positively

H5: Perceived importance affects resource allocation positively

H6: The influence of other stakeholders affects resource allocation

H7: Commitment affects resource allocation positively

Figure 1. Conceptual Model



3. Method

This research is causal-quantitative. This study tested the hypotheses which state causal relationships between research variables. Data collection was carried out through a survey using a questionnaire. This study selected the research locus in the Special Region of Yogyakarta (SRY). SRY is one of the main tourist destinations in Indonesia. Specifically, the locus of this research was focused on 3 (three) villages in Yogyakarta, namely Pentingsari Tourism Village (Sleman Regency), Bleberan Tourism Village (Gunung Kidul Regency), and Nglinggo Tourism Village (Kulon Progo Regency). These three tourism villages were chosen to produce a complete picture as well as a comprehensive research model. Each of the three tourism villages represents a different landscape and character. Pentingsari Tourism Village is located in a highland area so its main attractions are nature and culture. Pentingsari Tourism Village is also a tourist village that has received national and international awards, so it represents a developed tourism village. Meanwhile, Bleberan Tourism Village is a tourist village in Gunung Kidul Regency, which is an area with a high poverty rate. Bleberan Tourism Village is a tourist village with a fairly good level of development and represents a fairly advanced tourism village category. The third tourism village, namely the tourist village of Nglinggo, is a tourist village that is still quite new and is based on nature (tea plantation).

The population in this study consisted of the managers of the tourism village and community members who actively participate in the management and activities of the tourism village. In the dynamics of tourism village management, the parties involved in the management are tasked with guiding tours, selling tickets/ tour packages, jeep riders as well as guides (for Nglinggo Tourism Village), artists and dancers involved in performances, local cultural leaders involved in cultural rituals, traders and providers of culinary and souvenirs, parking attendants and security, and administration/bookkeeping. From this population, at least 50 people were taken from each tourist village to be the sample members. The total respondents were 165 from the three tourism villages. The sampling technique is non-random sampling where sample members are selected

accidentally through forums/ events held in the tourist villages. Because this research was carried out during the COVID-19 pandemic, sampling was carried out through organizing forums that aim to disseminate and educate health protocols in the tourism villages.

Data were analyzed using Structural Equation Modeling (SEM) to test the relationship between variables simultaneously. The AMOS version 22 application is used to analyze data. Structurally, the fitness of the structural model is measured using the fit size as shown in Table 3 below.

The research instruments were tested for their validity and reliability. According to Hoe (2008), data is said to be valid if the factor loading value is > 0.5 . Thus, the item of measurement is declared valid if the value is > 0.5 . Measurement items are declared reliable if the test results are said to be reliable if they have a value of construct reliability > 0.7 and an average variance extracted value > 0.5 .

4. Results

The instrument quality test was carried out to determine whether the research instrument met the valid and reliable criteria. This study consisted of 27 measurement items representing each variable with 159 respondents using the AMOS version 22 application. The results obtained from testing the quality of the instrument by testing the validity and reliability of the CFA with AMOS version 22 are depicted in Table 1.

Table 1. Results of validity and reliability test

Variable	Item	Factor loading	Construct reliability	Variance extracted
Awareness	I know that QT is tourism that prioritizes the quality of tourists, and not the number of tourists (AW 1)	0.810	0.8643	0.6146
	I know that QT is attracting a small number of tourists but providing greater economic benefits (AW 2)	0.743		
	I learned that QT means it is more profitable to attract tourists who are willing to pay more (AW 3)	0.771		
	I know that QT means it is better to attract fewer tourists but spend more money (AW 4)	0.810		
Perceived Importance	Our tourist villages must create strategies to attract tourists who are willing to spend more money (GI 1)	0.854	0.9159	0.6858
	It is important for tourist villages to develop quality tourism packages (GI 2)	0.870		
	Tourists in large numbers can threaten the preservation of the natural environment in tourist villages (GI 3)	0.838		
	Aspects of nature and cultural protection are very important in developing tourist villages (GI 4)	0.801		
	Our tourist villages must create strategies to attract tourists who are willing to spend more money (GI 5)	0.774		
Influence of Other Stakeholders	The government always emphasizes the importance of developing tourist villages that attract quality tourists (IM 1)	0.866	0.8872	0.6637
	Tourists give appreciation to tourist villages that offer quality tour packages even though the prices are higher (IM 2)	0.848		
	Community leaders support the development of tourist villages that attract tourists who are willing to pay more (IM 3)	0.778		
	Fellow tourism village activists agreed to develop QT packages (IM 4)	0.762		
Commitment	I should support tourism villages to implement the concept of QT (KOM 1)	0.815	0.9334	0.6137
	I should support the development of QT (KOM 2)	0.795		
	I should try to support the realization of quality tour packages (KOM 3)	0.823		
	I want to help create a tourism village to implement the concept of QT (KOM 4)	0.786		
	I want to support the development of QT (KOM 5)	0.811		
	I want to support the implementation of the concept of	0.797		

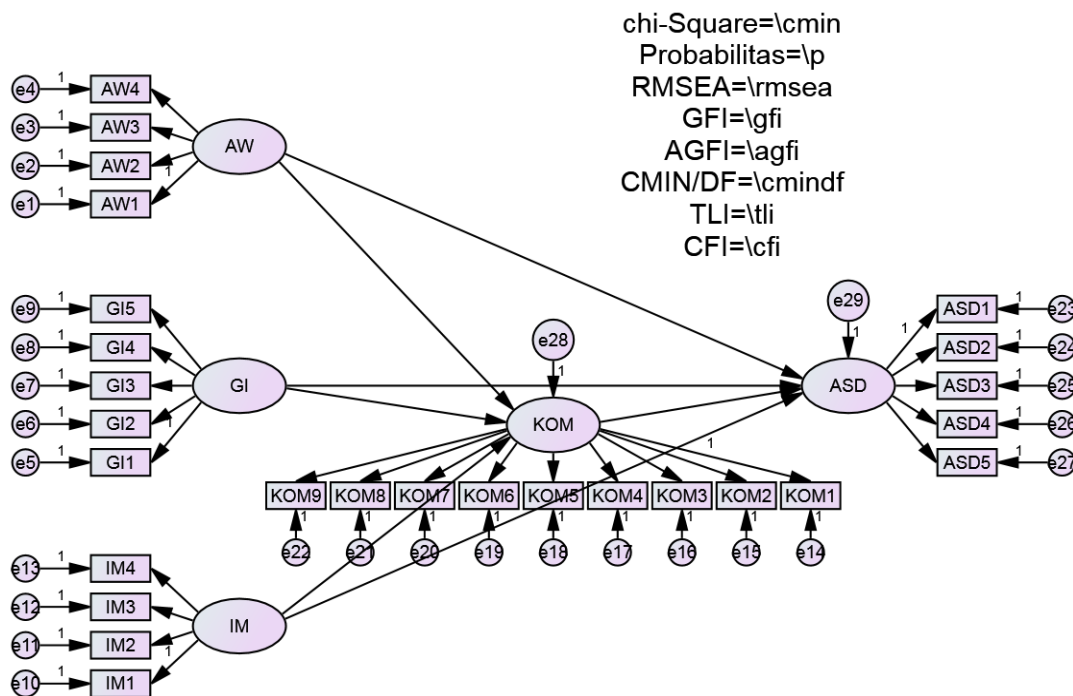
	QTin my village (KOM 6)			
	I support QT which is a source of competitiveness for this tourism village (KOM 7)	0.731		
	I support the implementation of QT in this tourism village which is my source of livelihood (KOM 8)	0.786		
	I support the implementation of QT that ensures the continuity of this tourism village (KOM 9)	0.698		
Resource Allocation	I have contributed my energy to developing QT in this tourism village (ASD 1)	0.734		
	I have contributed thoughts and ideas to develop QT in this tourism village (ASD 2)	0.692		
	Tourism villages have provided QT development funds (ASD 3)	0.670	0.8652	0.5639
	Tourism village facilities and infrastructure have been built to support QT (ASD 4)	0.812		
	The tourism village has prepared a tourism development plan to be able to offer high quality tourism packages (ASD 5)	0.833		

Source: Research Results (2023)

Formal data validity tests using AMOS version 22 were carried out on all measurement items that represented each tested variable. According to Ghozali (2014), data is said to be valid if the factor loading value is > 0.5. The results of the validity test show that all question indicators representing 5 variables are declared valid with a value > 0.5.

Hoe (2008) states that the test results are said to be reliable if they have a value of construct reliability > 0.7 and an average variance extracted value > 0.5. The results of this test indicate that the C.R value for each variable is greater than 0.7 and the AVE value for each variable is greater than 0.5. Based on these results, it can be concluded that the entire research instrument is reliable so that it can be used in this study.

Figure 2. Structural Model



Following the model developed in this study, the data analysis tool used is SEM which was operated using the AMOS application. These steps refer to the SEM analysis process according to (Hair et al., 2019). The sequence of analysis steps includes (1) Discussion of Models Based on Theory. The development of the model in this study was based on the data analysis concept that

has been previously described. In general, the model consisted of one independent (exogenous) variable, namely the level of awareness, perceived importance, the influence of stakeholders, and the dependent variable (endogenous), namely the allocation of resources and the mediating variable "commitment", 2) Constructing the Flow Chart (Path Diagram). After developing the theory-lined model, the next step was to compile the model in the form of a flowchart that will make it easier to see the causality relationships to be tested. In a flowchart, the relationships between the constructs will be represented by arrows. Straight arrows show a direct causal relationship between construction and other constructs. Measuring the relationship between variables in SEM is called a structural model.

The normality test was carried out by using the z value (critical ratio or C.R at the output of AMOS 22.0) of the skewness and kurtosis of the data distribution. The critical value is ± 2.58 at a significant level of 0.01 (Ghozali, 2014). The results of the data normality are depicted in the following table.

Table 2. Normality test results

Variable	Indicator	Min	Max	Skew	c.r.	Kurtosis	c.r.
Resource	ASD5	1.000	5.000	-.602	-3.097	.096	.247
Allocation	ASD4	1.000	5.000	-.631	-3.249	.346	.891
	ASD3	1.000	5.000	-.602	-3.099	.571	1.469
	ASD2	1.000	5.000	-.361	-1.857	-.128	-.328
	ASD1	2.000	5.000	-.473	-2.434	-.242	-.623
Commitment	KOM9	2.000	5.000	-.660	-3.397	-.393	-1.011
	KOM8	1.000	5.000	-.683	-3.518	.213	.550
	KOM7	2.000	5.000	-.544	-2.798	-.240	-.618
	KOM6	2.000	5.000	-.537	-2.766	-.373	-.960
	KOM5	2.000	5.000	-.678	-3.489	-.175	-.449
	KOM4	1.000	5.000	-.704	-3.622	.283	.729
	KOM3	2.000	5.000	-.527	-2.713	-.417	-1.073
	KOM2	2.000	5.000	-.589	-3.033	-.276	-.712
	KOM1	2.000	5.000	-.465	-2.395	-.257	-.663
Influence of Stakeholders	IM4	2.000	5.000	-.198	-1.022	-.666	-1.714
	IM3	1.000	5.000	-.165	-.851	-.389	-1.002
	IM2	2.000	5.000	-.117	-.604	-.963	-2.479
	IM1	2.000	5.000	-.130	-.671	-.887	-2.282
Perceived Importance	GI5	1.000	5.000	-.382	-1.967	.015	.038
	GI4	2.000	5.000	-.307	-1.579	-.359	-.925
	GI3	1.000	5.000	-.565	-2.906	.179	.460
	GI2	1.000	5.000	-.423	-2.175	-.384	-.988
Awareness	GI1	1.000	5.000	-.505	-2.602	-.065	-.167
	AW4	2.000	5.000	-.137	-.705	-.625	-1.609
	AW3	1.000	5.000	-.104	-.536	-.214	-.552
	AW2	1.000	5.000	-.337	-1.736	.052	.135
	AW1	2.000	5.000	.121	.625	-.880	-2.265
	Multivariate					-4.260	-.679

Source: Research Results (2023)

The table above shows the univariate normality test and the majority is normally distributed because the value of the critical ratio (c.r) for kurtosis (tapering) and skewness (inclination), is in the range of -2.58 to +2.58. Meanwhile, the multivariate data fulfills the normal assumption because the value was -0.679 is in the ± 2.58 range. Assessing the goodness of fit is the main objective in SEM to find out to what extent the hypothesized model was "fit" or fitted the data sample. The fitness index of the model is shown in Table 3.

Based on the results in the table above, the research model was approached as a model with a good fit. CMIN / DF is a parsimonious suitability index that measures the goodness of fit of the

model with the number of estimated coefficients expected to achieve conformity. The results of CMIN / DF in this study 1.729 indicated that the research model is "fit".

Table 3. The goodness of fit index

The goodness of fit index	Cut-off value	Score	Fitness
Significant probability	≥ 0.05	0,000	Marginal
RMSEA	≤ 0.08	0,068	Fit
GFI	≥ 0.90	0,805	Marginal
AGFI	≥ 0.90	0,767	Marginal
CMIN/DF	≤ 2.0	1,729	Fit
TLI	≥ 0.90	0,928	Fit
CFI	≥ 0.90	0,935	Fit

Source: Research Results (2023)

The Goodness of Fit Index (GFI) shows the degree of suitability of the overall model which is calculated from the squared residuals of the predicted model compared to the actual data. The GFI value in this model was 0.805. Values close to the recommended level (≥ 0.90) indicate that the research model was a 'marginal fit'. The RMSEA is an index used to compensate for chi-square values in a large sample. The RMSEA value of this study was 0.068 with the recommended value ≤ 0.08. These results indicated the research model was "fit". AGFI is GFI which is adjusted to the ratio between the proposed degree of freedom and the degree of freedom of the null model. The AGFI value in this model was 0.767. Values close to the recommended level (≥ 0.90) indicated the research model was a 'marginal fit'. TLI is a suitability index that is less affected by the sample size. The TLI value in this study was 0.928 with a recommended value of ≥ 0.90. These results indicated the research model was 'fit'. CFI is an index that is relatively insensitive to sample size and model complexity. The value of CFI in this study was 0.935 with a recommended value of ≥ 0.90, this indicated that this research model was 'fit'. Based on the overall measurement of 'goodness of fit' above, it indicated that the model proposed in this study was accepted.

Hypothesis testing was conducted to analyze the relationships in the structural model. The relationships between variables can be seen from the standardized regression weight value which showed the coefficient of influence of the variable X on Y in the following table.

Table 4. Results of hypothesis testing

Relation between Variables	Estimate	S.E.	C.R.	P	Decision on Hypothesis Testing
AW (Awareness) → KOM (Commitment)	.384	.073	5.288	0.000	Supported
GI (Perceived Importance) → KOM (Commitment)	.353	.061	5.810	0.000	Supported
IM (Influence of Stakeholders) → KOM (Commitment)	.368	.065	5.645	0.000	Supported
AW (Awareness) → ASD (Resource Allocation)	.248	.068	3.662	0.000	Supported
GI (Perceived Importance) → ASD (Resource Allocation)	.169	.056	3.016	0.003	Supported
IM (Influence of Stakeholders) → ASD (Resource Allocation)	.057	.060	.950	0.342	Not supported
KOM (Commitment) → ASD (Resource Allocation)	.510	.095	5.369	0.000	Supported

Source: Research Results (2023)

Based on Table 4 above, the relationship between variables can be explained as follows. The effect of 'Level of Awareness' on 'Commitment' was indicated by the estimated parameter value of the standardized regression weight coefficient which showed a value of 0.384 and a value of C.R 5.288. This showed that the effect of the level of awareness on commitment was positive.

This meant that an increase in the level of awareness increased the commitment. Testing the influence of variable X on Y showed a probability value of 0.000 ($p \leq 0.05$) so that the hypothesis which stated "The level of awareness has a positive effect on commitment" was supported. This finding, once again, confirmed that awareness is a prerequisite to building further (or higher commitment) to a certain object. Keller (2003) stated that awareness is the most salient aspect in building a commitment towards a brand (in this research context was the idea of quality tourism).

On hypothesis 2 testing, results showed that the estimated parameter value of the standardized regression weight coefficient showed a value of 0.353 and a value of C.R. 5.810. Thus, the effect of Perceived Importance on Commitment was positive. An increase in the perceived importance would increase the commitment. Testing the relationship between the two variables showed a probability value of 0.000 ($p \leq 0.05$), so the hypothesis stated that "The perceived importance of having a positive effect on commitment" was supported.

The effect of Other stakeholders' influence on Commitment showed the estimated parameter value of the standardized regression weight coefficient of 0.368 and a value of C.R. 5.645. The other stakeholders' influence had a positive effect on commitment. The stronger the influence of the stakeholders, the stronger the commitment. Testing the influence of variable X on Y shows a probability value of 0.000 ($p \leq 0.05$), so the hypothesis that states "Stakeholder influence has a positive effect on commitment" was supported.

Hypothesis testing on the effect of Level of Awareness on Resource Allocation showed the estimated parameter value of the standardized regression weight coefficient of 0.248 and a value of C.R. of 3.662. This showed that the level of awareness had a positive effect on resource allocation. The higher the level of awareness, the higher the allocation of resources. The probability value was 0.000 ($p \leq 0.05$). Therefore, the hypothesis which stated "Level of Awareness had a positive effect on Resource Allocation" was supported.

Further, testing the hypothesis of the influence of Perceived Importance on Resource Allocation showed the estimated parameter value of the standardized regression weight coefficient of 0.169 and the C.R. value of 3.016. This suggested that the perceived importance of value had a positive effect on resource allocation. An increase in the perceived importance would increase the allocation of resources. The probability value was 0.003 ($p \leq 0.05$). Thus, the hypothesis which stated "perceived importance has a positive effect on resource allocation" was supported.

However, testing the influence of The Influence of Other Stakeholders on Resource Allocation resulted in the estimated parameter value of the standardized regression weight coefficient of 0.057 and a C.R. value of 0.950. The effect of 'The Influence of Stakeholders' on Resource Allocation showed a probability value of 0.342 ($p > 0.05$) so the hypothesis stating "The Influence of Other Stakeholders had a positive effect on Resource Allocation" was not supported.

The last hypothesis of the effect of Commitment on Resource Allocation resulted in the estimated parameter value of the standardized regression weight coefficient of 0.510 and the value of C.R. of 5.369. This suggested that commitment influenced resource allocation positively. An increase in the commitment would result in a greater allocation of resources. Testing the relationship between the two variables showed a probability value of 0.000 ($p \leq 0.05$). Therefore, the hypothesis which stated "Commitment has a positive effect on resource allocation" was supported.

5. Discussion

The studies pinpointed several key results: 1) The level of awareness had a positive effect on commitment, 2) Perceived importance had a positive effect on commitment, and 3) The influence of other stakeholders had a positive effect on commitment. 4) The level of awareness had a positive effect on resource allocation, 5) Perceived importance had a positive effect on resource

allocation, 6) The influence of other stakeholders had no effect on resource allocation, and 7) Commitment had a positive effect on resource allocation.

This study shows that the development of quality tourism in tourism villages depends on many factors. The results of the study which show the positive influence of awareness, perceived importance, the influence of stakeholders, and commitment to resource allocation provide insights that both internal and external factors would influence the success of implementing a quality tourism paradigm in the tourism villages.

Awareness of members and organizers of a tourism village influences commitment and resource allocation. This is consistent with the marketing literature where Aaker (1996) and Keller (2008) suggest that awareness affects decision making by influencing the formation and strength of association of the concept in the people's mind. Keller (2008) also states that awareness can also affect a choice made by people. This is in line with the findings of this research that awareness has a positive effect on willingness to allocate resources.

The research results provide further interesting insights since the Influence of Other Stakeholders does affect Commitment positively, but it does not influence Resource Allocation. It shows a conflicting result on the role of the Influence of Other Stakeholders in shaping the behavior of members of a tourism village. Despite the collectivistic nature of tourism village management, an individual's awareness, perceived importance, and commitment play a more important role in decisions to allocate resources. Such a research finding is important since we always assume that in a collectivistic society, like in Indonesia, individuals tend to submerge in the broader society or group to which they belong. In a collectivist culture, people have a particularly strong desire for interaction with and recognition by their group (Hofstede, 2001). The present research indicates that while Indonesia has a collectivist culture and tourism village is particularly a community-based organization, the insignificant influence on influence of other stakeholders on resource allocation indicates that this aspect needs further exploration. As suggested by Taras, et al., (2009), individualism and collectivism may be treated as separate, only loosely correlated dimensions. Therefore, an individual can be characterized by both high (or low) individualism and collectivism at the same time. Further, individualist or collectivist characteristics can also differ at the national and individual levels (Bjorn, et al., 2015).

The research results state that perceived importance has a positive effect on commitment and resource allocation. These findings support Yaman & Gurel's research (2006) who stated that tourism decision-makers are more likely to adopt a quality tourism paradigm where they believe such actions to be effective. The present research supports the importance of an individual commitment to the organization (in this case, the tourism village) as suggested by Hatipoglu, et al. (2022), Mathieu & Zajac (1990) and Meyer & Allen (1984, 1991). In the case of quality tourism development in tourism villages, it turns out that the allocation of resources is strongly influenced by commitment. In community-based tourism development, under organizational theory which says that the commitment of organizational members determines the success of achieving company goals, the commitment of community members is a very important factor for community members willing to allocate resources.

In this study, the structural model built has several marginal fit index measures. Technically, improvements to the fit index can be done by paying attention to the Modification Indices provided by AMOS, which can be in the form of actions to modify the model by adding links (correlation between variables) or adding/subtracting variables. Therefore, further research needs to consider adding variables based on the literature review that affect the dependent variable. For example, the Theory of Planned Behavior contains the Perceived Behavioral Control (Ajzen, 2011) variable which is the availability of access and resources that will greatly affect a person's intention to behave. The perception of the availability of resources is very important for villagers to commit and allocate resources.

This research showed Indonesian evidence. Indonesia has applied inclusive or social business models in its tourism sectors by developing rural areas as community-based tourism destinations. In line with the UNWTO's recognition of rural tourism, we believe that rural tourism is one of the most effective agents in poverty alleviation and economic recovery post-COVID-19 pandemic in many Asian countries. Tourism has significant potential to contribute to Asia and the Pacific's long-term growth prospects through infrastructure development and job creation. According to Asian Development Bank (<https://www.adb.org>), spending on hotels and airline tickets was \$92 billion in 2018 with an estimated 78 million new jobs (notably for women, young people, and those in remote rural areas) created. Further, the indirect impact such as through tourism-related investment in new hotels or airplane purchases was larger at \$2.94 trillion, creating an estimated 180 million jobs.

Indonesia continues to explore the potential of tourism villages to ignite tourism and national economic recovery post-COVID-19 pandemic. Not just for the sake of the economic benefit, Asian businesses should comprehend the concepts of sustainable tourism and quality tourism in developing rural tourism. The balance between economic, socio-cultural, and environmental aspects should be the basis for sustainable tourism development. Preserving the balance of social, cultural, and natural assets of tourism villages is inevitable since rural tourism offers authenticity both in terms of socio-culture, customs, daily life, traditional architecture, and village spatial structure.

More specifically, the research accommodates relevant variables in the context of Asian culture, namely, the influence of other stakeholders and resource allocation. The influence of other stakeholders will always influence an individual's decision in a collectivist culture. Asian businesses should be aware of the collectivist culture of most Asian countries. However, the findings of this research reveal that we should treat such collectivistic labeling carefully. We should consider individualism and collectivism as separate or loosely correlated dimensions, not mutually exclusive traits. An individual can be characterized by both high (or low) individualism and collectivism. Further, individualist or collectivist characteristics should also be viewed at individual levels.

Resource allocation or willingness to allocate resources will determine the success of implementing a concept or business idea. Most Asian countries experience scarce resources. While there are a lot of fancy concepts or ideas in business development, the perception of the availability of resources and willingness to allocate resources is the key to the adoption and implementation of any business model.

The research findings also shed light on the importance of education in introducing new ideas or concepts in Asian countries. Awareness and perceived importance of the new concept play significant roles in building people's commitment to the concept. If the business deals with the community, there should be efforts and a systematic plan to educate society. Even when the business does not directly involve society, this perspective is still relevant. Such understanding will lead to business and community collaboration resulting in sustainable business models.

6. Conclusion

This research has implications for the formulation of a tourism village development strategy and tourism business in general. In developing a tourism village, there are 2 (two) important factors that will determine the success of the development strategy, namely commitment and allocation of resources. This commitment is a representation of the determination of the community members to develop their village into a tourism village. A tourism village, which is a form of joint community effort, requires togetherness to realize common ideals. In terms of commitment to developing a tourism village into a quality tourist destination, three factors play a role, namely the level of awareness, perceived important value, and the influence of other stakeholders.

The government or activists of tourism villages need to carry out systematic and intensive socialization and education so that citizens have a level of awareness about the concept of quality tourist destinations. Educational programs are also very important to make community members have confidence that developing a tourism village into a quality tourist destination will provide benefits and welfare for the community.

In building commitment, it is important to synergize all stakeholders, by always carrying out coordination and a comprehensive educational program that includes all tourism village stakeholders. Tourism village stakeholders can include community members who do not have a direct role in managing the tourism village, formal/informal leaders, as well as other stakeholders who may be outside the village (for example the tourism industry, academia, or government institutions). All of these parties play a role in building commitment.

7. Acknowledgment

The research was funded by Universitas Terbuka, Indonesia.

8. Conflict of Interest

The Author declares there is no conflict of interest.

Daftar Pustaka

- Aaker, D.A. (1996). *Managing Brand Equity Capitalizing on The Value of a Brand Name*. New York: The Free Press.
- Abbas, J., Mubeen, R., Iorember, P.T., Raza, S., & Mamirkulova, G. (2021). Exploring the impact of COVID-19 on tourism: Transformational potential and implications for a sustainable recovery of the travel and leisure industry. *Current Research in Behavioral Sciences*, 2(November), 1-11. <https://doi.org/10.1016/J.Crbeha.2021.100033>.
- Ajzen, I., & Driver, B.L. (1991). Prediction of leisure participation from behavioral, normative, and control beliefs: An application of the theory of planned behavior. *Leisure Sciences*, 13, 185–204.
- Ajzen, I., & Fishbein, M. (1980). *Understanding Attitudes and Predicting Social Behavior*. Prentice-Hall.
- Ajzen, I. (2011). The theory of planned behaviour: Reactions and Reflections. *Psychology & Health*, 26(9), 1113-1127. <https://doi.org/10.1080/08870446.2011.613995>.
- Baptiste, N. R. (2008). Tightening the link between employee wellbeing at work and performance A new dimension for HRM. *Management Decision*, 46 (2), 284-309.
- Celsi, R., & Olson, J.C. (1988). The Role of Involvement in Attention and Comprehension Processes. *Journal of Consumer Research*, 15(September), 210-224.
- Dewi, I.J. & Ginting, G. (2022). Leadership and Entrepreneurship for Creativity and Survival of Tourism Villages in the Covid-19 Times: the Moderating Role of External Support, *International Journal of Professional Business Review*, 7(5), e0940-e0940. <https://doi.org/10.26668/businessreview/2022.v7i5.e940>
- Fishbein, M., & Ajzen, I. (2010). *Predicting and changing behavior: The reasoned action approach*. Psychology Press.
- Foo, L.P., Chin, M.Y., Tan, K.L., & Phuah, K.T. (2020). The impact of Covid-19 on tourism industry in Malaysia. *Current Issues in Tourism*, 24(19), 2735-2739. <https://doi.org/10.1080/13683500.2020.1777951>.
- Ghozali, (2014). *Aplikasi analisis Multivariate dengan Program SPSS*. Badan Penerbit Universitas Diponegoro.
- Hair, J.F., Black, W.C., Babin, B.J., & Anderson, R.E. (2019). *Multivariate Data Analysis*. 8th Edition. Cengage.
- Hassan, S.S. (2000). Determinants of Market Competitiveness in an Environmentally Sustainable Tourism Industry. *Journal of Travel Research*, 38(February), 239-245. <https://doi.org/10.1177/004728750003800305>
- Hatipoglu, B., Ertuna, B., & Salman, D. (2022). Small-sized tourism projects in rural areas: the compounding effects on societal wellbeing. *Journal of Sustainable Tourism*, 30(9), 2121–2143.

- <https://doi.org/10.1080/09669582.2020.1784909>
- Hofstede, G. (1980). *Culture's consequences*, Sage.
- Hoe, S.L. (2008). Issues and procedures in adopting structural equation modeling technique. *Journal of Quantitative Methods*, 3(1), 76-83.
- Jennings, G, Lee, Y.S., Ayling, A, Lunny, B, Cater, C, & Ollenburg, C (2009), "Quality Tourism Experiences: Reviews, Reflections, Research Agendas. *Journal of Hospitality Marketing & Management*, 18: 2-3, 294-301. <https://doi.org/10.1080/19368620802594169>.
- Keller, L. K. (2008). *Strategic Branding Management: Building, Measuring, and Managing Brand Equity*, 3rd Ed., Prentice-Hall.
- Kementerian Pariwisata dan Ekonomi Kreatif RI. (2020). Rencana Strategis Kementerian Pariwisata dan Ekonomi Kreatif/ Badan Pariwisata dan Ekonomi Kreatif Tahun 2020-2024, <https://peraturan.bpk.go.id/Home/Details/169207/permenpar-no-12-tahun-2020>
- Kementerian Pariwisata RI. (2015). Rencana Strategis Kementerian Pariwisata Tahun 2015-2019, <https://jdih.kemenparekraf.go.id/katalog-70-produk-hukum>.
- Kotler, P & Keller, K.L. (2016), *Marketing Management*, 15th Edition, Pearson.
- Lu, J & Nepal, S. (2009). Sustainable Tourism Research: An Analysis of Papers published in the Journal of Sustainable Tourism. *Journal of Sustainable Tourism*, 17 (1), 5-16.
- Mathieu, J. E., & Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological Bulletin*, 108, 171–194.
- Mathis, R.L. & Jackson, J.H. (2000). *Human Resource Management*, Ohio.
- Meyer, J. P., & Allen, N. J. (1984). Testing the 'side-bet theory' of organizational commitment: Some methodological considerations. *Journal of Applied Psychology*, 69, 372–378.
- Meyer, J. P., & Allen, N. J. (1991). A three-component model conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61–89.
- Morrison, A (2010). *Hospitality and Travel Marketing*, Delmar Cengage Learning
- Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology*, 59(5), 603–609. <https://doi.org/10.1037/h0037335>.
- Robinson, J., and Kengatharan, N. (2020). Exploring the effect of Covid-19 on small and medium enterprises: Early Evidence from Srilanka. *Journal of Applied Economics & Business Research*, 10 (2), 115-124.
- Segal, S. and Gerstel, D. (2020). *The global economic impacts of COVID-19, critical questions*. Center for Strategic and International Studies (CSIS), <https://www.csis.org/analysis/global-economic-impacts-covid-19>.
- Shofa, J.N. (2021, July 15). Igniting Tourism Recovery with Tourist Villages. *The Jakarta Globe*, <https://jakartaglobe.id/lifestyle/igniting-tourism-recovery-with-tourist-villages>.
- Sidik, H and Adji, R (2021, November 5). Tourism villages vanguards for economic recovery: minister. *Antaranews*, <https://en.antaranews.com/news/198057/tourism-villages-vanguards-for-economic-recovery-minister>
- Solomon, M.R. (2013). *Consumer Behaviour: Buying, Having, and Being*, 10th Edition, Prentice-Hall.
- Stone, L.S., Stone, M.T., Mogomotsi, P.K., & Mogomotsi, G. E. J. (2021). 'The impacts of Covid-19 on nature-based tourism in Botswana: Implications for community development. *Tourism Review International*, 25(2), 263-278. <https://doi.org/10.3727/154427221X16098837279958>.
- Sun YY., Auwalin I., Wang J., Sie L., Wijanarko A., Sebastian E., Brown H., D Mary. (2021), *Road to recovery: Assessing job risk and the impact on the most vulnerable in Indonesia's pandemic-hit tourism industry*, The Australia Indonesia Centre. <https://pair.australiaindonesiacentre.org/wp-content/uploads/2021/08/>.
- UNWTO (2020). *UNWTO Recommendations on Tourism and Rural Development: A Guide to Making Tourism an Effective Tool for Rural Development*. <https://www.e-unwto.org/doi/epdf/10.18111/9789284422173>.
- Yaman, H. R. & Gurel, E (2006). Ethical Ideologies of tourism marketers. *Annals of Tourism Research*, 33(2), 470-489. <https://doi.org/10.1016/j.annals.2006.01.006>.