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## **Effect of the inno-life management, participation, and leadership on the organizational climate of community-based tourism in Phatthalung, Thailand**

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**Abstract**---The objective of this study is to check the Effect of the Inno-life management, participation, and leadership on the organizational climate of community-based tourism in Phatthalung, Thailand. The study aims to discover the ways that are affecting community-based tourism to promote the tourism sector in Thailand. It was identified that the tourism sector in Phatthalung, Thailand is facing a crisis from the perceptive of community-based tourism. This study is based on the stratified sampling method in which the data was collected from the diverse respondents on the Likert scale five-point questionnaire to get the results. The study concludes that there is an important role of innovation life management, participation of the employees in the organization, and the leadership qualities of the managerial staff to improve the community-based tourism in Phatthalung, Thailand. This study is significant because it carries critical theoretical as well as practical implications for the community-based tourism business sector to improve the business performance and lead the organization in a prosperous way.

**Keywords**---innovation life management, organizational leadership, organizational climate, tourism business, community based tourism.

## Introduction

In modern times, the tourism business is emerged due to the factor of globalism that is influencing individual tourists to visit different places for their adventure. However, as far as the community-based tourism business sector is concerned, the role of business organizations is critical to improving the business performance by satisfying the needs of the tourists. Different hurdles are contributing in the way of sustainable business because due to these factors the organization is failed to develop the organizational climate for the best working employees. In this regard, the organizations are working to improve the business performance as well as the lack of satisfaction an employer is also considered when it comes to the community-based business (Fagbolu, 2022). Similarly, the community-based businesses in Thailand are facing problems of organizational climate to improve the standard of business activities.

Organizational climate refers to the overall environment of the organization in which the employees are working according to their perception to improve the performance of the business (Badkou, GHASEMI, & Hoseini, 2022). It is noted that in the tourism business, the role of organizational climate is critical because the service sector is directly related to improving the performance of the business while shaping the perception of the tourists in a positive way. Innovation life management refers to the innovative new ideas and strategies for improving the standard of life when it comes to the tourism business sector that is critical for improving the performance of business activities. The role of leadership is important in the organizational climate because with the help of effective leadership qualities, it would be appropriate for the managerial stop to lead the team in a productive way to improve the organizational climate and the business performance at the same time (Nugroho & Numata, 2022). In this regard, it is also considered that the level of participation is critical in improving the business performance because with the help of participation the overall organizational climate would be improved and the respondents were provided with the appropriate solution. Importantly, in the community-based business sector in Thailand, the role of organizational climate is important because, with the help of organizational climate, different business organizations all over the world are developing competitive advantage.

The objective of this study is to understand the effect of innovation life management leadership and participation on the organizational climate of community-based tourism business in Thailand. Particularly, this study is designed to focus on the ways that are important to consider to improve the business performance, because according to Ngowi (2022), the community-based business factor is Thailand is facing a different kind of critical crisis. However, this study also aims to provide a way of a theoretical framework to understand the consideration of business organization and develop the strategy for employees to improve the organizational climate of the tourism business organization. In this regard, this study is comprehensively based on the theoretical framework by the

recommendation of the earlier studies to identify the theoretical gap and provide an implementation for it.

The significance of this study is that this study provides theoretical as well as practical implementation for the tourism business factor in Thailand to improve the organizational climate of the businesses. This study is developed by the recommendation of the earlier studies to identify the influencing role of leadership participation and innovation life management to improve the organizational climate because it is considered that the organizational climate is responsible for the development and prosperity of the community-based tourism business. In this regard, this study provides not only the theoretical as well the practical implementation to improve the managerial schedules of the employee of the organization to get the work done appropriately for the betterment of the community at the largest scale.

## **Literature Review**

### **Role of Innovation Life Management in Organizational Climate and Community-Based Tourism**

In community-based tourism, the role of organizational climate is critical to promote this kind of tourism largest scale. However, according to Kokkhangplu and Kaewnuch (2022), different factors are directly or indirectly affecting community-based tourism and the climate of the organization in which the employees are working. It is noted that there is a critical role of innovation life management in tourism because as far as the customer is involved in the product or services that are innovative to satisfy, they are attracted, and they are highly involved to participate in tourism activities. Rahmah (2022) demonstrates that the communities that are emphasizing the importance of community-based tourism with help of organization climate by improving the innovation life management, the communities are hosting the tourism activities in their particular area. At the same time, organizational climate is also influenced with the help of innovation life management (Ayorekire, Mugizi, Obua, & Ampaire, 2022). As far as, the employees of the organization are concerned if they are working with the vision and mission of innovation life management, it would be appropriate for them to develop strategies accordingly to get things done in the best way. Moreover, in Thailand, the role of communities is important in tourism activities as far as the organizational climate and the role of innovation life management are concerned to improve the experience of the tourists in the residential area of the visiting place (Sumani, Apriono, Suryaningsih, & Nugraha, 2022). On the other hand, organizations that are badly failed to maintain the organizational climate to control the activities of employees within the desired strategic missions, these organization are not facilitating community-based tourism with the help of innovation life management.

H1. There is a relationship between innovation life management and community-based tourism.

H2. There is a relationship between innovation life management and organizational climate.

### **Role of Participation in Organizational Climate**

For the success of any organization, there is an important role of organizational climate to sustain this success in the right direction. However, different factors are effective in the organizational climate from different angles to influence it in the desired way. Participation is one of the critical factors that is affecting the organizational climate from the key point to ensure that the overall climate of the organization is favorable to the community for better development of the organization (Kabu & Lau, 2022). The employees in the organization are supposed to participate in different critical activities while maintaining their schedule according to their responsibility is to ensure that their work is being done accordingly. In this regard, Zeng, Filimonau, Wang, and Zhong (2022) highlights that the organization that is providing opportunities for the employee to participate in the best and an effective way for better results, these organizations are highly successful based on organizational climate. It is because if the participants in the form of employees in any organization are working altogether for getting the same and single direction-oriented goals, they are contributing to the best organizational climate of the organization. On the other hand, according to Markose, Vazhakkatte Tazhathethil, and George (2022), some organizations are badly failed to create an environment of sustainability with the help of engaging the employees in participation in activities these organizations are badly failed to work sustainably for a longer-term. Indeed, participation is headed for the collaboration and the effective achieving of goal and if the participation is not between the employees of any organization, in result all the working progress of organization would be failed. In China and America, the most successful organizations are based on their organizational climate is the responsibility of the management of the organization to maintain the climate of organization favorable for each employee (Ramaano, 2022). In this way, these organizations are providing opportunities for the employees to get the work done by the employees in the right direction by developing a competitive advantage based on employee participation and collaboration to get the work done in the best way and developing organizational culture.

H3. There is a relationship between participation and organizational climate.

### **Role of Leadership in Organizational Climate and Community-Based Tourism.**

It is a fact that leadership is important to get the work done in the best and appropriate way by the different employees of the organization and team. However, to develop the leadership qualities and lead the team within the organization in a single goal-oriented direction is not only the responsibility of the leadership, but leadership also provides opportunities for the best environment all the organizational climate to the sustainability of the organization (Ramaano, 2022). In this regard, it is noted that in Canada and Australia the organizations are more focused on the leadership development within the managerial staff to improve the performance of the organizations (Vera, Calles, Rosado, & Zambrano, 2022), because it is believed by this organization is that if the leadership qualities are improved then it would be appropriate for the organization to develop the organizational climate in a sustainable way where is an individual employee could

work for the betterment of the organization. On the one hand, this approach of leadership qualities is understandable with sustainability to improve the performance of the organizations for a longer term with the help of engaging the employees in the work (Habibi, Irandoost, & Sheikh Ahmadi, 2022). On the other hand, it is also noted that those organizations that are badly failed to maintain the leadership qualities in the managerial staff and the employees collectively these organizations are failed to improve the performance of the employees and lead the team within the organization in a single goal-oriented direction. Indeed, according to Habibi et al. (2022) the role of leadership is critical for the organizational climate but if the leadership qualities are not found in the managerial staff of the organizations, then it would be difficult for the organization to work sustainably for the developing competitive advantage and getting best goals according to the vision and mission of the organization. Importantly, leadership is not limited to the organizational climate but is also helping in the areas where tourism is based on the perspective of the community. In this way, the organization that is providing opportunities for community-based tourism this organization is highly involved to improve the leadership of the kings of the individual for their better performance.

H4. There is a relationship between leadership and organizational climate.

H5. There is a relationship between leadership and community-based tourism.

### **Role of Organizational Climate in Community-Based Management**

Community-based tourism is developing over time in different countries where the communities are inviting the tourist for the tourism activities in their particular area where they provide services or products to the tourist to earn. However, according to Vera et al. (2022), this community-based tourism is influenced by different factors that are the participation of the employees that are working in the organization that is contributing to the community-based tourism and the leadership qualities of the employees as well as beneficial for the organization at the largest scale. However, there is an important role of organizational climate to improve the community-based tourism because the overall environment of the organization matters a lot when it comes to community development at the people of any individual community are connected and they are collectively developed to work together to create the opportunities for the tourists to visit in the community. In the Netherland and New Zealand, the organization of community-based tourism is working to improve the leadership qualities in the managerial staff of the organization to lead the team within the organization in an effective way for developing the communication to improve the community-based tourism (Habibi et al., 2022). Importantly, community-based tourism is not limited to improving the prosperity of the organization but at the same time, it is to develop the competitive advantage for the organization if the organization is working to improve the participation of the employees in the organizational climate and the improvement in the leadership qualities of the employee (Vera et al., 2022). Moreover, the organizations that are developing the strategies to improve the innovation life management products and services for the tourist in the community-based tourism area, as result these organizations are providing unique services to the tourist and building the long-term relationship with the tourist for the prosperity of the community-based tourism. On the one hand,

there is an organization that is developing strategies with the help of organizational climate to improve community-based tourism analyzing locatable factors of participation of the employees and the leadership qualities of the employees. However, on the other hand, Asadisaravi, Ezanloo, and Seyed Alipour (2022), demonstrates that some organizations are developing the strategy to improve the community-based tourism opportunities for the tourists by developing public relations and marketing strategies for community-based tourism. importantly it is not that organizations that are working on the organizational climate with the help of innovation life management products and services for the community-based tourism, these organizations are facilitating the business sector and the tourism sector at the largest scale for improving the unique experience of the tourist in any particular area. In this regard, it is noted that there is a high responsibility of the probabilities in developing strategies for improving the community-based tourism sector for the great benefit of the tourists as well as the organizations at the same time for achieving the strategic goal of the organization (Habibi et al., 2022). The relationship between variables is presented in Figure 1.

H6. There is a relationship between organizational climate and community-based tourism.

H7. There is mediating role of organizational climate between the relationship of innovation life management and community-based tourism.

H8. There is mediating role of organizational climate between the relationship of participation and community-based tourism.

H9. There is mediating role of organizational climate between the relationship of leadership and community-based tourism.

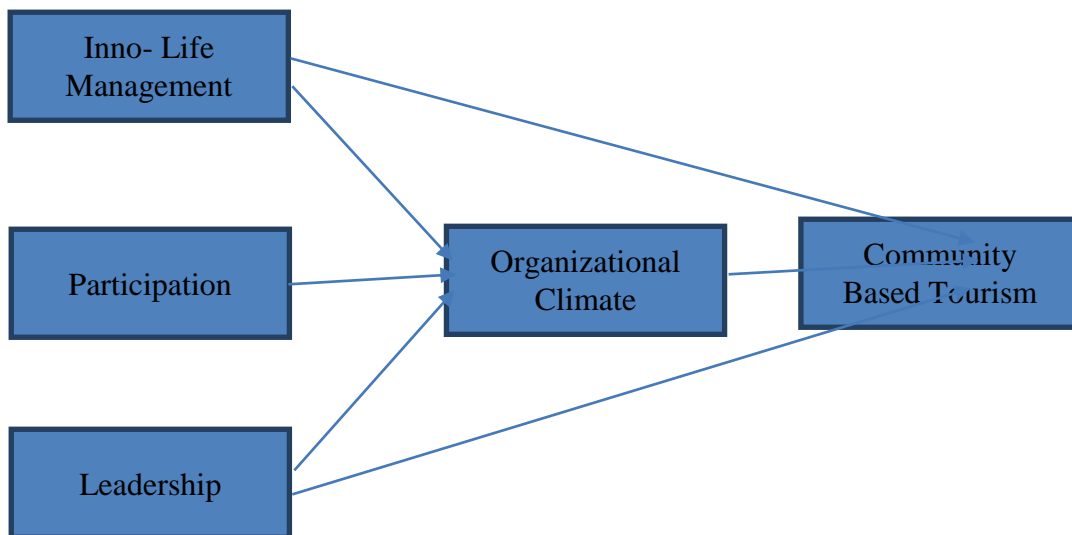


Figure 1. Theoretical Framework

## Methodology

For this study, a stratified data collection method was adopted to collect the data from the target population on the questionnaire based on a 5-point Likert scale.

In this regard, the scale items for each variable were taken from the credible sources of earlier studies to measure the data accordingly. In this way, four scale items were taken for each variable and the sample size for this study was 550. The questionnaire was divided into two different sections, in the 'A' section, the demographic information of the respondents was required. However, in section 'B' the scale items were presented according to the variable to collect the data from the target sample to measure it for proceedings of the study. To collect the data, the questionnaire was distributed to the target population to get a response on it. importantly the introduction of the customer was provided to the respondents to clear all of the ambiguity in their perception of this study. Importantly, the respondents were asked to provide impersonal responses to the questionnaire to contribute to the credibility of the study. After getting the response, the questionnaire was collected back for the data analysis.

## Findings

### Convergent Validity

In this section of the study, the convergent validity of the framework was checked (see Table 1). In this regard, Smart PLS 3 software was used, and PLS Algorithm calculations were taken to check the factor loadings, CR, and AVE. Importantly, the factor loadings for each scale item were greater than 0.60 which is recommended by the study of Ringle, Da Silva, and Bido (2015), for modern studies. In the same way, the CR value for all the variables was greater than 0.70. Similarly, the values of AVE for each variable were greater than 0.70 which is also recommended by the study of Sander and Teh (2014) for modern studies. However, based on these calculations, it was identified that there is a clear validity and reliability in the scale items taken for each variable (see Figure 2).

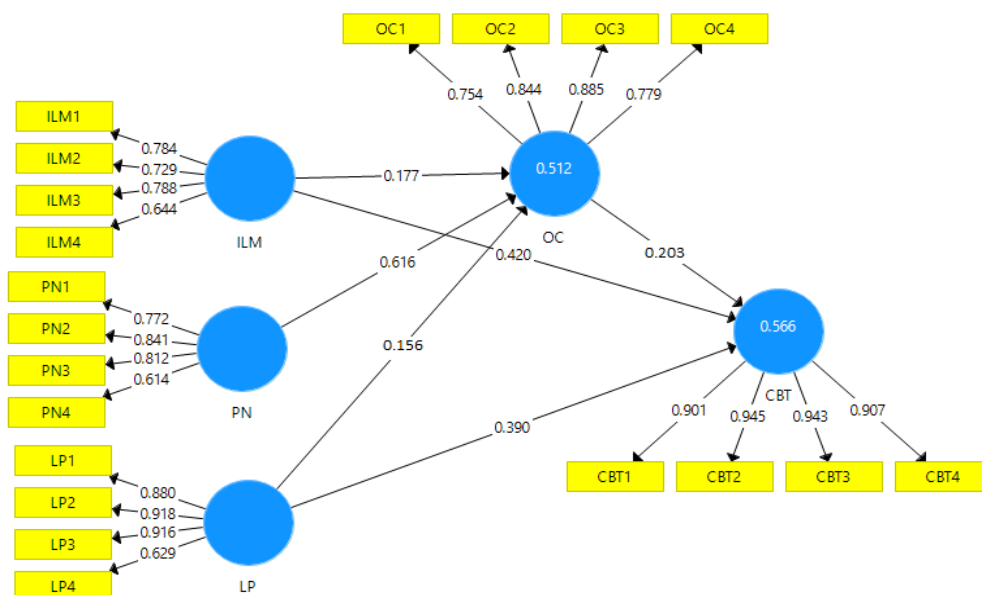


Figure 2. Measurement Model

Table 1. Factor Loadings, Alpha, CR and AVE

Variable	Items	Loadings	Alpha	CR	AVE
Community Based Tourism	CBT1	0.901	0.943	0.959	0.854
	CBT2	0.945			
	CBT3	0.943			
	CBT4	0.907			
Innovation Life Management	ILM1	0.784	0.721	0.827	0.545
	ILM2	0.729			
	ILM3	0.788			
	ILM4	0.644			
Leadership	LP1	0.880	0.857	0.907	0.713
	LP2	0.918			
	LP3	0.916			
	LP4	0.629			
Organizational Climate	OC1	0.754	0.834	0.889	0.668
	OC2	0.844			
	OC3	0.885			
	OC4	0.779			
Participation	PN1	0.772	0.760	0.848	0.585
	PN2	0.841			
	PN3	0.812			
	PN4	0.614			

### Discriminant Validity

In this section of the study, the discriminant validity for each scale item was identified with the help of PLS Algorithm calculations. However, the modern method of HTMT was adopted to check the discriminant validity (see Table 2). The values for each variable were less than 0.90 than is recommended by the study of Ramayah, Cheah, Chuah, Ting, and Memon (2018) for modern studies. Importantly, it was identified that there is clear discrimination between the scale items taken for each variable.

Table 2. Discriminant Validity

	CBT	ILM	LP	OC	PN
CBT					
ILM	0.836				
LP	0.770	0.888			
OC	0.475	0.731	0.556		
PN	0.666	0.782	0.838	0.859	



CBT= Community Based Tourism, ILM= Innovation Life Management, LP= Leadership, PN= Participation and OC= Organizational Climate

### The PLS-SMEs Results

In this section of the study the direct relationship of the hypotheses was tested (see Figure 3). In this regard, H1 was tested to check its significance and according to the results ILM has a significant effect on CBT ( $\beta = 0.420$ ,  $t = 5.843$ ,  $p = 0.000$ ) and H1 is supported. H2 was tested to check its significance and according to the results ILM has a significant effect on OC ( $\beta = 0.177$ ,  $t = 2.331$ ,  $p = 0.000$ ) and H2 is supported. H3 was tested to check its significance and according to the results, PN has a significant effect on OC ( $\beta = 0.616$ ,  $t = 9.644$ ,  $p = 0.000$ ), and H3 is supported. H4 was tested to check its significance and according to the results, LP has a significant effect on OC ( $\beta = 0.156$ ,  $t = 2.363$ ,  $p = 0.000$ ), and H4 is supported. H5 was tested to check its significance and according to the results, LP has a significant effect on CBT ( $\beta = 0.390$ ,  $t = 5.622$ ,  $p = 0.000$ ), and H5 is supported. H6 was tested to check its significance and according to the results OC has a significant effect on CBT ( $\beta = 0.203$ ,  $t = 4.142$ ,  $p = 0.000$ ) and H6 is supported (see Table 3).

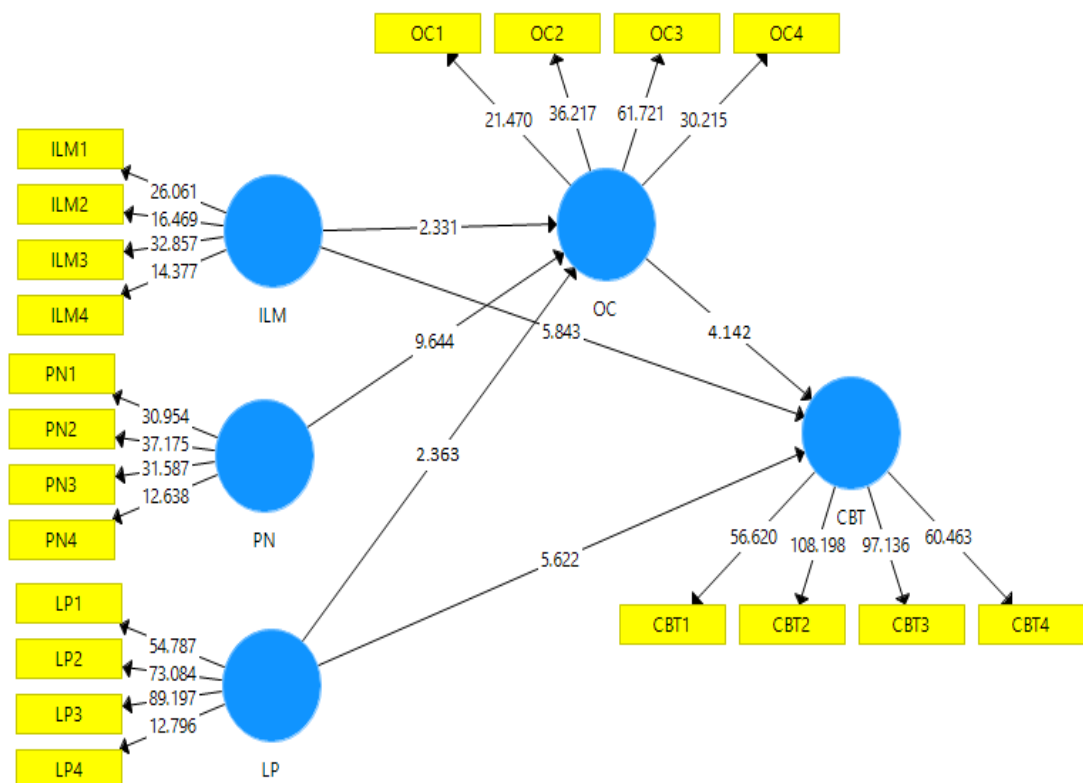


Figure 3. Structural Model

Table 3. Direct Effects

Hypothesis	B	STDEV	T Value	P Value	Decision
H1. ILM -> CBT	0.420	0.072	5.843	0.000	Supported
H2. ILM -> OC	0.177	0.076	2.331	0.020	Supported
H3. PN -> OC	0.616	0.064	9.644	0.000	Supported
H4. LP -> OC	0.156	0.066	2.363	0.000	Supported
H5. LP -> CBT	0.390	0.069	5.622	0.000	Supported
H6. OC -> CBT	0.203	0.049	4.142	0.000	Supported

CBT= Community Based Tourism, ILM= Innovation Life Management, LP= Leadership, PN= Participation and OC= Organizational Climate

### Mediation Effects

In this section of the study the indirect effects were analyzed (see Table. 4). In this regard, H7 was tested, and the results show that there is a significant mediating role of OC, between the relationship of ILM and CBT ( $\beta = 0.098$ ,  $t = 4.900$ ,  $p = 0.000$ ). Furthermore, H8 was tested, and according to the results, there is also a significant mediating role of OC between the relationship on PN and CBT ( $\beta = 0.079$ ,  $t = 3.434$ ,  $p = 0.000$ ). Furthermore, H9 was tested, and according to the results, there is a significant mediating role of OC between the relationship of LP and CBT ( $\beta = 0.091$ ,  $t = 3.033$ ,  $p = 0.000$ ).

Table 4. Mediating Effects

Mediation	B	STDEV	T Value	P Value	Decision
H7. ILM -> OC -> CBT	0.098	0.020	4.900	0.000	Supported
H8. PN -> OC -> CBT	0.079	0.023	3.434	0.000	Supported
H9. LP -> OC -> CBT	0.091	0.030	3.033	0.000	Supported

CBT= Community Based Tourism, ILM= Innovation Life Management, LP= Leadership, PN= Participation and OC= Organizational Climate

### Discussion and Conclusions

According to the results of H1 and H2, there is a significant relationship between innovation life management, organizational climate, and community-based tourism business. Indeed, it is a fact that based on the organizational climate that is developed with the help of innovation life management, it is quite useful for community based-tourism to improve the performance and satisfy the needs of tourists by providing a unique experience to them. The organizations that are working to improve the organizational climate with the help of innovation life management in result, the future of these organizations would be in a prosperous way (Martínez, Martín, Fernández, & Mogorrón-Guerrero, 2019). According to the results of H3, there is a significant relationship between participation and organizational climate because participation is a critical factor that helps to improve the organizational environment. In this regard, it is important to understand that the organization that is working to improve the performance of the business organization with the help of quality management, would be useful for the organization to work in the best and organized way.

According to the results of H4 and H5, there is a significant relationship between leadership organizational culture and community-based tourism business. No doubt, leadership qualities are critical to improving the standard of the organization and its relationship with the customer. At the same time, it is also important to consider that leadership qualities could improve the tourism business as the leadership qualities are improving the other business sectors while leading the team to get the work done in the best way by the employee (Mollanorozi, Nouri, & Kalali Moghadam, 2020). According to the results of H6, there is the critical role of organizational culture in community-based tourism businesses where the focus of the business organization is to improve the performance of businesses by managing the employees to work in a single direction. The organization that is successful in developing the sustainable way to improve the business performance with the help of organizational climate, these organizations have a competitive advantage over the other organizations.

According to the results of H7, H8 and H9 there is a significant mediating role of organizational climate between the relationship of participation, innovation life management, leadership, and community-based business organization. In this regard, it is important to understand that if the climate of the organization is appropriate and provide a suitable atmosphere to work for the betterment of the organization and the community, in result it would be best for the community to develop strategies for improving the quality-based business performance with the help of the critical influencing factor. Importantly, the organization should consider all of these factors and improve the business performance by understanding the mediating role of organizational climate (Ayorekire et al., 2022).

### **Implications of the Study**

This study provides theoretical as well as practical implications for the tourism business factor in Thailand to improve the business performance while improving the organizational climate. To begin with, the study highlights that there is an important role of participation in organizational climate and community-based tourism in Thailand. it is important to understand that because, with the help of participation in the overall climate of the organization, it would be appropriate to work in a single direction where that would be helpful for the development of community and boosting the community-based tourism sector in Thailand. Secondly, the study highlights that there is an important role of leadership in organizational climate because, with the help of leadership, it would be beneficial for the business organization to lead the team in a prosperous way to get the work done appropriately. In this regard, the study highlights that the organizations should consider the important role of leadership along with the role of participation to improve the organizational climate, particularly the organization that is involved in community-based tourism businesses in Thailand. Thirdly, this study demonstrates that there is an important role of innovation life management to improve the organizational climate and the community-based tourism businesses in Thailand. It is because the organization that is contributing to improving the performance of the business with these organizations are highly involved in developing strategies for improving the organizational climate to build a competitive advantage. In this regard, the responsibility is to improve the

business performance with the help of competitive advantage and the tourism businesses in Thailand could utilize the strategies to improve the performance of their business.

### Limitations and Future Directions

This study is limited to the role of innovation life management, participation, and leadership qualities of the employees in the organizational climate in the tourism sector in Phatthalung, Thailand. However, the focus of future studies should be the role of tourist behavior, the role of residents-perceptive of tourism, and climate in the tourism sector in Phatthalung, Thailand. It would be a great contribution to the literature, as well as managerial implications because these factors are not discussed by any earlier studies.

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