

The Influence of Leadership Style and Stakeholders on Sustainable Village Development Through Community-Based Tourism

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Abstract

This research aims to analyze the influence of leadership style and stakeholders on community-based tourism and its impact on sustainable village development. Quantitative research was carried out by distributing questionnaires. The research method used is path analysis. The research location is in the Borobudur Tourism Village area. The objects of this research are community groups, business actors and local governments. The population in this study was 9,826 people. Meanwhile, the sample based on the Slovin formula was 385 people. Research findings show that a transactional leadership style focusing on supervision and direction increases community involvement in developing tourist villages. In addition, although stakeholders do not directly influence CBT, they still play an essential role in supporting infrastructure development and improving community skills through CSR funds. The development of sustainable tourism villages is more influenced by community collaboration, understanding of sustainability principles, and diversification of tourism products other than culinary. This research implies the need for tourism village managers to increase community involvement in every stage of development, diversify tourism products, and strengthen collaboration between government, the private sector and the community. Then, the use of technology and social media can expand market reach. At the same time, the community must play an active role in preserving culture and the environment to support the sustainability of tourist villages.

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1. Introduction

Community-Based Tourism (CBT) is a sustainable approach to tourism development, especially in rural areas. CBT focuses on empowering local communities to plan, manage and enjoy the economic benefits of tourism while preserving culture and the environment. Research (Kayat & Zainuddin, 2016) shows that CBT in Malaysia is important in promoting sustainable tourism by involving local communities in managing tourist villages, which improves their welfare while maintaining environmental and cultural sustainability for a more balanced tourism future. Research (Witchayakawin & Tengku, 2018) emphasizes the importance of community-based tourism (CBT) as a sustainable tourism model that involves local communities, including the elderly, in preserving their culture and improving their quality of life, as seen in Ban Na Ton Chan, Thailand, which supports social, economic and environmental disturbances in villages.

Research conducted by (Chin & Noorshid, 2023) regarding CBT in tourist villages in Brunei Darussalam (Brunei Muara, Belait, Tutong, Temburong) shows the importance of effective communication and leadership in sustainable community-based tourism management in Brunei, where ineffective interactions between government, community leaders, and CBT business owners can hinder the growth and desirability of community-based tourism, as well as stress the need for a collaborative approach between all stakeholders to ensure equitable distribution of resources and opportunities in supporting the development of CBT. Subsequent research (Andalecio et al., 2022) shows that community-based tourism in Romblon can empower the local economy, strengthen ties between communities and government, and preserve cultural heritage, although it also presents challenges such as rising prices and pollution that require financial support, training, and ongoing projects to ensure CBT is sustainable.

This research was conducted in Indonesia with the theme of leadership styles and stakeholders in sustainable village development through community-based tourism located in a tourist village near Borobudur area is synonymous with Borobudur Temple, an international tourist attraction. Based on the visit data above, it shows that tourist villages in the area around Borobudur Temple have the potential to be visited by tourists because they are unique so that they can increase the level of tourist visits in the Magelang area, especially in the Borobudur area. The data from BPS shows that the number of visitors to Borobudur Temple from 2017 to 2019 has increased domestically by 5.5% and overseas by 7.8%. This indicates the high potential for visitors to Borobudur to visit other tourist attractions around Borobudur (BPS Kabupaten Magelang, 2020).

Leadership style and stakeholder involvement are essential in developing community-based tourism in the Borobudur Area Tourism Village, Magelang Regency, Central Java Province, and its impact on sustainable village development. Inclusive and visionary leadership involving the active participation of local communities can create synergies that encourage cultural and environmental preservation while increasing economic prosperity. Stakeholders such as local governments, tourism industry players, and non-governmental organizations work together in harmony, integrate the interests of various parties, and ensure that tourism



projects provide economic benefits and pay attention to social and environmental aspects. Community-based tourism is needed in the Borobudur Tourism Village area because this approach can optimize benefits for local communities, preserve culture, and protect the environment. By actively involving local communities in tourism planning and management, this tourist village can ensure that the economic benefits of the tourism sector are enjoyed directly by its residents, as well as strengthen the preservation of local traditions and culture, which is its attraction.

The leadership style of the village head influences the sustainable development of a tourist village. Research (Mahardani et al., 2024) suggests a strong influence between government leadership in the town and optimization and participation in community planning for development. Research (Purboyo & Briliayanti, 2019) shows that stakeholder involvement involving various parties such as local government, tourism industry players, local communities, and non-governmental organizations allows for effective collaboration in planning and implementing tourism village development strategies. This ensures that decisions taken reflect the needs and aspirations of local communities while minimizing negative impacts on the environment and culture. Meanwhile, research (Sutresna et al., 2019) shows that community-based tourism provides opportunities for local communities to play an active role in the management and development of tourist destinations and allows them to obtain direct economic benefits from tourism activities. The integration of stakeholder involvement and community-based tourism principles supports sustainable village tourism development by creating a balance between economic benefits, cultural preservation, and environmental protection, as well as strengthening the capabilities and independence of local communities in the long term.

The problem in this research on the Borobudur Area Tourism Village is that there is no use of a leadership style as a champion that can stimulate and encourage the community along with the involvement of stakeholders to be involved in developing a sustainable tourism village, which causes the formality of the village structure to be still used despite the participation of more parties which allows activation. Sustainable tourism villages, even though champions and sustainable funding are needed to develop sustainable tourism villages.

Thailand's successful development of community-based tourism in areas like Chiang Mai, as demonstrated by research conducted by (Kontogeorgopoulos et al., 2013), serves as a promising model for other countries. By involving local communities in tourism planning and implementation, Thailand has shown the potential for more sustainable tourism sectors and improved local welfare. Similarly, research by (Iqbal et al., 2021) in Indonesia, specifically in the Nglanggeran Tourism Village, Yogyakarta, illustrates how tourism can be enhanced through local community involvement in managing and promoting local culture. These studies collectively underscore the positive impact of community-based tourism on local economies and cultural preservation.

Research conducted by (Chatterjee et al., 2013) in India, which faces challenges in managing sustainable tourism in rural areas, shows that a community-based approach and stakeholder



involvement are essential for the success and sustainability of tourism. Research conducted by (Hill & Hill, 2013) in the Amazon shows that ecological tourism involving local communities can help protect the rainforest while providing direct economic benefits to residents.

This research underscores the importance of integrating tourism with environmental conservation efforts. It also emphasizes the need for an inclusive and visionary leadership style, as well as stakeholder involvement, in the development of community-based tourism around Borobudur Temple. This inclusive approach includes the active role of local communities, collaboration between local governments, tourism industry players, and non-governmental organizations. Unlike many studies that only highlight economic aspects or environmental conservation separately, this research shows how the leadership and involvement of various parties can create synergies that support sustainable tourism development.

This research combines the principles of community-based tourism with a focus on preserving local culture and environmental protection and provides insight into its application in areas that rely heavily on cultural heritage, such as Borobudur. While many studies discuss community-based tourism development in a general context, this study offers an in-depth analysis of the application of such principles to a significant cultural heritage site. This research identifies current community leadership and engagement deficiencies and suggests the need for more active leadership and sustainable funding to address these issues. These findings lead to new strategies for developing sustainable tourism villages.

This research fills the gap that previous research has not covered by focusing on the role of appropriate leadership styles and sustainable funding in overcoming the challenges of developing community-based tourism (CBT) in tourist villages around Borobudur. Although many previous studies, such as those conducted by (Kayat & Zainuddin, 2016) in Malaysia and (Chin & Noorshid, 2023) in Brunei, emphasize the importance of local community involvement and collaboration between stakeholders in community-based tourism development, this research distinguishes itself by exploring how a combination of effective leadership styles and sustainable funding models can overcome practical problems faced by tourist villages, such as lack of managerial capacity and dependence on tourism sector protection. Previously, research such as that conducted by (Mahardani et al., 2024) and (Sutresna et al., 2019) shows the importance of community participation and local leadership. Still, no research has specifically discussed how an inclusive and visionary leadership style, combined with sustainable funding support, can create long-term solutions to the challenges faced by tourist villages. This research makes a new contribution by suggesting how effective leadership models and sustainable funding can facilitate collaboration between stakeholders, increase village capacity, and ensure the sustainability of tourism village development in Borobudur.

2. Literature Review

The leadership style in tourist villages plays a vital role in determining the success and sustainability of tourist destination development, with the main approaches including participative leadership that involves local communities in decision-making and visionary leadership that plans long-term strategies and motivates the community. , collaborative leadership that builds partnerships with various parties to coordinate resources, adaptive leadership that is flexible in facing industry challenges and changes, and inclusive leadership that ensures the participation of all groups in society. By implementing this leadership style, tourist villages can create harmonious management between economic development, environmental conservation, and cultural preservation and ensure that the benefits of well-managed tourism can be enjoyed sustainably by local communities (Arida & Pitanatri, 2023).

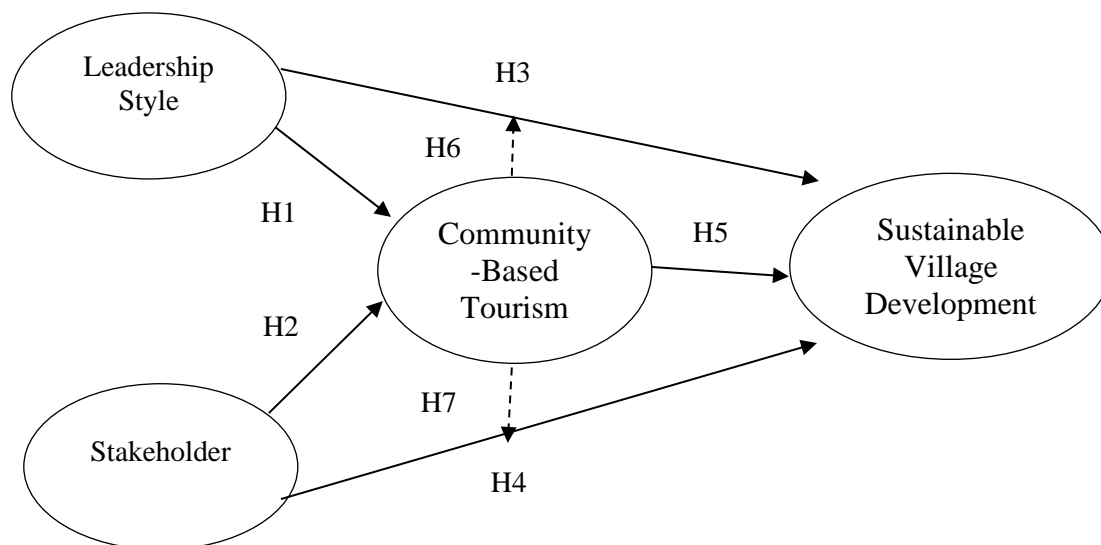
Stakeholders in tourist villages include various parties with different interests and roles in destination development and management. As direct beneficiaries, local communities are involved in tourism activities and obtain economic benefits from these businesses. Local governments are responsible for planning, organizing, and providing infrastructure that supports sustainable tourism. Tourism industry players, such as accommodation and restaurant entrepreneurs, provide services tourists need and contribute to the local economy. Non-governmental organizations (NGOs) assist in environmental conservation and community development, while visitors provide feedback that influences tourism offerings. Investors and business partners provide funding and support for tourism projects, while media and marketing agencies play an essential role in promoting and building the image of tourist villages. Effective coordination between all stakeholders is critical to creating a tourism village development that is inclusive, sustainable, and beneficial for all interested parties (Rachmawati & Fountain, 2020).

Community-based tourism emphasizes local communities' active involvement and participation in the planning, management, and benefits of tourism activities. This model aims to ensure that there are economic, social, and cultural benefits from tourism that can be enjoyed by local communities, as well as reduce negative impacts on their environment and culture. In community-based tourism, local communities are not only beneficiaries but also managers and main stakeholders who determine direction and decisions in tourism development. This approach often involves various elements such as providing community-managed accommodation, tourism activities that reflect daily life and local culture, and environmental conservation. In this way, community-based tourism improves local economic prosperity, strengthens cultural identity, and protects the environment while providing authentic and meaningful experiences for visitors (Hariyadi et al., 2024).

Sustainable tourism village development is an approach that aims to create and maintain tourist destinations that optimize economic, social, and environmental benefits while maintaining a balance between the needs of visitors and local communities. This concept involves the integration of desirability principles in every aspect of tourism development, including planning, implementation, and evaluation. In this context, the economic element includes efficient management of resources, empowerment of the local economy through



tourism-related jobs and businesses, and providing opportunities for the community to be involved in destination management. The social aspect consists of preserving and promoting local culture, improving the quality of life of the community, as well as community involvement in decision-making related to tourism. Environmental aspects focus on protecting and preserving ecosystems, using environmentally friendly resources, and managing waste and other environmental impacts. Sustainable tourism village development also requires collaboration between various stakeholders, including local communities, government, tourism industry players, and non-governmental organizations, to ensure that all interests are accommodated and that tourism impacts are managed responsibly. With this approach, tourist villages can attract visitors with authentic and quality experiences and provide long-term benefits for local communities and the environment (Rainanto et al., 2020).



Sorce: Research Data, 2024

Figure 1. Research Framework

Leadership style significantly influences community-based tourism by influencing community members' motivation, involvement, and collaboration in managing and developing tourist destinations. Inclusive and visionary leaders can inspire communities to actively participate, build trust, and create decisions by considering shared needs and aspirations (Musaigwa, 2023). Good leadership can increase the desirability, quality of tourism experiences, and well-being of local communities, making community-based tourism more effective and competitive (Yue et al., 2019).

H1: Leadership style has a significant effect on community-based tourism

Stakeholders often need help understanding the needs and conditions of local communities, and they may need more experience or knowledge to develop sustainable and beneficial tourism (Amerta et al., 2018). Community participation in the tourism policy development process is placed in two positions simultaneously. First, as an object that has the right to participate in determining the tourism development that will be implemented. Second, as a subject that must receive benefits and advantages in tourism development (Setiyorini et al., 2019).

H2: Stakeholders have a significant influence on community-based tourism

The village head needs full authority to manage and build tourist villages. To increase community participation in tourism development, formal and informal leadership roles are essential, along with their application in comprehensive tourism village management to carry out the development process (Pamuji et al., 2019). This authority lies in the hands of the regional government. Involvement in community tourism villages is influenced by a leader who is a role model for the community. Apart from that, a leader has another function as a mediator and communicator between various parties in society (Agustina et al., 2019).

H3: Leadership style has a significant effect on sustainable village development

Stakeholders who have different interests, resources, and knowledge are able to facilitate effective collaboration. The involvement of local stakeholders, such as communities, government, NGOs and the private sector, allows development programs to be more relevant and responsive to the needs of specific communities, while ensuring active participation in the decision-making process (Arif & Haiyudi, 2023). Financial and technical support from stakeholders can help implement environmentally friendly practices, improve economic prosperity, and preserve local culture, all of which are key elements in achieving sustainable development goals (Cheuk et al., 2020).

H4: Stakeholders have a significant influence on sustainable village development

Community-based tourism (CBT) significantly impacts sustainable village development by empowering local communities to be directly involved in resource management and providing tourism services, thereby improving their economic and social welfare. By involving communities in planning and developing tourist destinations, CBT encourages the preservation of local culture, traditions, and the natural environment and increases awareness of the importance of sustainability (Moonti, 2022).

H5: Community-based tourism has a significant effect on sustainable village development

Leadership style significantly influences sustainable village development through community-based tourism because how the leader interacts with the community inspires participation and facilitates collaboration, which can determine the initiative's success (Sapkota et al., 2024). Effective leadership can enable the education and training needed to improve community skills, increase tourism competitiveness, and encourage sustainable



practices that balance economic development and cultural and environmental preservation (Damayanti & Sailela, 2020).

H6: Leadership style has a significant effect on sustainable village development through community-based tourism

The stakeholder engagement style significantly influences sustainable village development through community-based tourism. It creates synergy between the parties involved, such as local communities, government, and the private sector. By prioritizing open dialogue and collaboration, stakeholders can understand community needs and aspirations and identify potential resources that can be utilized sustainably. This enables more inclusive decision-making where community voices are heard and accommodated, thereby increasing the sense of ownership and commitment to the community tourism project (Asmara et al., 2023) (Asmara et al, 2023).

H7: Stakeholder style has a significant effect on sustainable village development through community-based tourism

3. Research Methods

This type of research is quantitative research by distributing questionnaires. In research on sustainable village development, the path analysis method is used to understand the relationship between the variables involved. This path analysis is relevant because it involves several types of variables: independent variables (leadership style and stakeholders), dependent variables (sustainable village development), and mediating variables (community-based tourism). Leadership style and stakeholder involvement are independent variables that influence sustainable village development. At the same time, community-based tourism acts as a mediating variable that bridges the relationship between the independent and dependent variables.

Using path analysis, researchers can identify and measure how much direct and indirect influence leadership and stakeholder styles have on sustainable village development through the mediating role of community-based tourism. This method allows a deeper understanding of the complex dynamics and interactions between variables in the context of sustainable tourism development in tourist villages. The research location is in the Borobudur Tourism Village area. The objects of this research are community groups, business actors, and local governments. In 2023, Borobudur Village will have a population of 9,826 people, so the population in this study is 9,826 people.

The Slovin formula was used in this research because it determines a representative sample size with a large population of Borobudur Tourism Village of 9,826 people and a margin of error of 5% ($e = 0.05$), resulting in a sample size of around 385 respondents. The reason for using this formula is that it is simple, easy to apply, and provides a practical estimate for sample sizes from large, heterogeneous populations. This formula also conforms to generally accepted standards of margin of error in social research. However, there are some limitations,



such as the assumption that the population is homogeneous when it can be very heterogeneous with significant variations in characteristics, such as age or knowledge about tourism. Additionally, this formula does not account for grouping or stratification within the population, which can be problematic if essential subgroups need to be represented proportionally. This formula also does not consider potential non-response or sample bias, which can affect the accuracy of the results if respondent participation is low

The sampling technique is purposive sampling based on the researcher's criteria, namely as follows: (1) Communities or community groups who live in the area around Borobudur, Central Java and tourist villages in Central Java Province, consisting of Bumdes, Pokdarwis, MSMEs and Karang Taruna ; (2) Industries that provide CSR for development around Borobudur, Central Java; (3) Regional Tourism Office; (4) Regional Government (Kelurahan/Village).

Several steps were taken to ensure the validity and reliability of the measurement instruments in this research. The following is a detailed explanation of the process: (1) The validity of the instrument is tested through content validity by asking for expert opinions, construct validity using Confirmatory Factor Analysis (CFA), and initial trials on small samples to obtain feedback and carry out revisions to improve sharpness and accuracy. item relevance; (2) The instrument's reliability is tested by calculating Cronbach's Alpha value to measure internal consistency, with a recommended value of more than 0.60. In addition, a test-retest test was carried out to ensure the stability of the results, and the item-total correlation was calculated to measure the contribution of each item to the construct being measured. (3) Based on initial feedback, the questionnaire was adjusted to include unclear questions, remove irrelevant items, and add new items to clarify construct measurement. After adjustments, the questionnaire was retested on a larger sample to ensure validity and reliability.

This research uses the Structural Equation Modeling (SEM) method to analyze data using path analysis techniques via Smart PLS software. The external model evaluation process involves several necessary steps as follows (Willy & Jogiyanto, 2015): (1) an excellent average variance extracted (AVE) should be greater than 0.50, which indicates that the latent variable can explain more than 50% of the indicator variance -indicators connected to it; (2) The reliability test is measured using Cronbach's Alpha, which is an essential indicator of internal instrument consistency which is recommended to be greater than 0.60; (3) Path coefficient Refers to the path coefficient that describes the strength and direction of the relationship between latent constructs in the model. These path coefficients are calculated through a bootstrapping procedure, which allows for the estimation of the distribution of path coefficients by resampling the existing data.

4. Results

Table 1. Gender of Responden

	Frequency	Percent
Male	204	53%
Female	181	47%
Total	385	100%

Source: Data processed by researchers (2022)

Based on the data in Table 1, it can be seen that the most significant number of respondents were male, 204 people or 53%, and the remaining 181 people were female, or 47% of the total respondents. This shows that men play a more active role as tourism actors because men are responsible for earning a living for their families. This is supported by research by Dianasari (2019), which explains that the community group that plays the most role in developing tourist villages is male, with a percentage of 56%.

Table 2. Age of Responden

	Frequency	Percent
15 – 26 years	24	6%
27 – 38 years	66	17%
39 – 50 years	170	45%
> 51 years	125	32%
Total	385	100%

Source: Data processed by researchers (2022)

The data in Table 2 above show that the age group most involved in community groups is between 39 and 50, with 170 respondents, or around 45%. This is followed by those over 51, with 125 respondents, or 32%. Then, those aged 27 to 38 amounted to 17% of the total 385 respondents.

Table 3. Domicile of Responden

	Frequency	Percent
Borobudur Village	235	62%
Karanganyar Village	18	5%
Karang Rejo Village	13	3%
Tuksongo Village	17	4%
Wringin Putih Village	20	5%
Giripurno Village	10	2%
Candirejo Village	13	3%
Tanjungsari Village	10	2%
etc	49	14%
Total	385	100%

Source: Data processed by researchers (2022)



Table 3 above shows that the majority of respondents, 235 respondents or 62%, came from Borobudur Village because Borobudur Temple is in Borobudur Village, and the community plays a role in tourism activities.

Table 4. Community Groups of Responden

	Frequency	Percent
BUMDES	34	9%
POKDARWIS	19	5%
MSMEs	298	77%
Etc	34	9%
Total	385	100%

Source: Data processed by researchers (2022)

Table 4 above shows that the largest community group comes from the small and medium enterprises (MKM) group, namely 298 or 77%. This shows that the people of Borobudur Temple have their main livelihood as small and medium enterprises or MSMEs. This is driven by regional government policy that with village development, it is hoped that it will increase the income of community groups by increasing MSMEs in tourist villages.

Table 5. Income of Responden

	Frequency	Percent
IDR 500,000 – IDR 1,000,000	88	23%
IDR 1,100,000 – IDR. 2,000,000	122	32%
IDR 2,100,000 – IDR 3,000,000	80	21%
IDR. 3,100,000 – IDR 4,000,000	49	13%
> IDR 4,000,000	46	11%
Total	385	100%

Source: Data processed by researchers (2022)

Based on the data in Table 5 above, it can be explained that the income of the people of the Borobudur area is 32% represented by the MSME group, with monthly income varying quite a bit, namely in the range of IDR 1,100,000-IDR 2,000,000. , and 23% who earn Rp. 500,000-Rp. 1,000,000, then 21% who earn Rp. 2,100,000-Rp. 3,000,000, then 13% who earn Rp. 3,100,000-Rp. 4,000,000, while those who earn more than IDR 4,000,000 is 11%. This means that most people still earn below the minimum wage the Central Java Provincial government set, namely IDR 2,081,807.18. Thus, the community around the Borobudur Temple area cannot be said to be prosperous because around 55% of their income still needs to be below the minimum wage.

Table 6. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Leadership Style (X1)	0.881
Stakeholder (X2)	0.619
Community-Based Tourism (Z)	0.793
Sustainable Village Development (Y)	0.622

Source: Data processed by researchers (2022)

Variable X1 (leadership style) received an AVE value of 0.881; thus, based on the data in Table 6, the Average Variance Extracted (AVE) test obtained a value for each variable in this research that exceeded 0.5, so it can be declared valid.

Table 7. Cronbach's Alpha

Variable	Cronbach's Alpha
Leadership Style (X1)	0.733
Stakeholder (X2)	0.796
Community-Based Tourism (Z)	0.739
Sustainable Village Development (Y)	0.797

Source: Data processed by researchers (2022)

Based on Table 8 above, the leadership style variable (X1) obtained a Cronbach's Alpha value of 0.733. The stakeholder Cronbach's Alpha variable (X2) obtained a value of 0.79, the community-based tourism Cronbach's Alpha variable (Z) obtained a value of 0.739, and the sustainable village development variable (Y) Cronbach's Alpha was 0.797. Based on these results, all the variables used in this research are reliable.

Table 8. Direct Effect

Variable		Original Sample	Sample Mean	Standard Deviation	t-Statistic (O/STDEV)	P Values
Leadership Style	→ Community- Based Tourism	0.143	0.147	0.062	2.309	0.021
Stakeholder	→ Community- Based Tourism	0.073	0.077	0.046	1.585	0.114
Leadership Style	→ Sustainable Village Development	-0.047	-0.055	0.064	0.739	0.460
Stakeholder	→ Sustainable Village Development	0.328	0.332	0.063	5.230	0.000
Community- Based Tourism	→ Sustainable Village Development	0.185	0.180	0.064	2.908	0.004

Source: Data processed by researchers (2022)

Table 8 shows that (1) Leadership style has a significant effect on community-based tourism because it has P-Values (0.021) smaller than 0.05; (2) Stakeholders do not have a significant effect on community-based tourism because they have P-Values (0.114) greater than 0.05; (3) Leadership style does not have a significant effect on sustainable village development, because it has P-Values (0.460) greater than 0.05; (4) Stakeholders have a significant influence on sustainable village development because they have P-Values (0.000) smaller than 0.05; (5) Community-based tourism has a significant effect on sustainable village development because it has P-Values (0.004) smaller than 0.05.

Table 9. Indirect Effect

Variable			Original Sample	Sample Mean	Standard Deviation	t-Statistic O/STDEV	P Values
Leadership Style	→	Community-Based Tourism → Sustainable Village Development	0.268	0.199	0.156	1.717	0.087
Stakeholder	→	Community-Based Tourism → Sustainable Village Development	0.301	0.237	0.242	1.241	2.876

Source: Data processed by researchers (2022)

Table 9 shows that: (1) Leadership style has no significant effect on sustainable village development through community-based tourism because it has P-Values (0.087) greater than 0.05; (2) Stakeholders have no significant influence on sustainable village development through community-based tourism because they have P-Values (2.876) greater than 0.05.

The influence of leadership style on community-based tourism

Based on the research results, leadership style has a significant and influential effect on community-based tourism in the tourist village of the Borobudur area, Magelang Regency, Central Java Province. Community groups in the Borobudur area's tourist village believe they are involved in developing the village because the village leader (lurah) uses a transactional leadership style. With this leadership style, the leader often directs and guides the community, as shown by the average value results, where the highest leadership style is the transactional leadership style, especially in the management by exception dimension. Leaders in the tourist village always guide, supervise, and provide guidance when errors occur in carrying out activities or programs for developing a sustainable tourism village. This leadership style approach will encourage increased community involvement so that the government's hope that tourism villages can improve the economy and community welfare will be more easily realized.

According to (Musaigwa, 2023), a leader must be aware of the impact of his leadership style on achieving goals and have the necessary skills. In addition, a leadership style is needed to transition well between different leadership styles. This leadership style ensures the accomplishment of tasks with total efficiency and effectiveness. Apart from that, it also helps employees to focus on irregularities and errors in their work. These results are also supported by (Yue et al., 2019), who explain that leadership positively and significantly influences

community involvement. Effective leadership has a positive and significant influence on community involvement because it can inspire, build trust, and empower citizens to participate in decision-making. Leaders who are transparent and communicative create space for society to get involved while also becoming role models through their actions.

This research shows that a transactional leadership style, with a focus on strict supervision and direction, significantly influences community involvement in community-based tourism development in the Borobudur tourist village. This finding aligns with research by (Yue et al., 2019), which states that effective leadership can build trust and empower people to be involved in decision-making. However, differences arise because transactional leadership styles are thought to focus more on control and correcting mistakes, which may be less supportive of long-term empowerment than transformational leadership styles. This research expands understanding of the importance of adapting leadership styles, as (Musaigwa, 2023) emphasised, to face challenges in community-based tourism development and shows that a structured approach can still support economic success and community welfare.

The Influence of Stakeholders on Community-Based Tourism

The research results show that Stakeholders have no direct influence on community-based tourism in the Borobudur area, Magelang Regency, Central Java Province. Stakeholder involvement does not affect tourism in tourist village areas because the community assumes that stakeholders sometimes need to understand the needs and conditions of local communities. They have different goals and agendas and need to gain the experience or knowledge necessary to develop sustainable and beneficial tourism for local communities.

This is supported by (Witchayakawin et al., 2022); the presence of stakeholders sometimes has a direct influence on CBT, especially if local communities have substantial control over resource management and tourism decisions. (Zielinski et al., 2021) further, it explained that they can organize their independent communities well, develop tourism products that suit local needs and values, collaborate effectively with visitors, and build a sustainable CBT model without external intervention. Stakeholders. This allows them to maintain their cultural identity and improve community welfare without being influenced by other parties.

The findings of this research indicate that stakeholders do not directly influence community-based tourism in the Borobudur tourist village because the local community feels that stakeholders often do not understand local needs and conditions and have different goals and agendas. This is in line with the findings of (Witchayakawin et al., 2022), which reveal that stakeholders only have a direct influence if the local community has substantial control over resource management and tourism decisions. However, this finding contradicts the opinion of (Zielinski et al., 2021), who explains that communities can develop sustainable CBT models that are appropriate to local needs and values without intervention from external stakeholders. This research expands our understanding by showing that although external stakeholders are often thought to have no direct influence, their experience and knowledge are still needed to support beneficial and sustainable tourism development for local communities, especially when there is a need for cooperation and better understanding between stakeholders and society.



The Influence of Leadership Style on Sustainable Tourism Village Development

Respondents believed that a village head's leadership style did not directly influence the development of sustainable tourism villages. This shows that a village head's leadership style or role is relatively independent of the development of a sustainable tourism village. This is caused by the village head's limited authority and resources to make decisions or actions related to tourist villages. On the other hand, a village head only functions as an extension of the regional or central government, which has policies and budgets that determine the direction and strategy for developing tourist villages.

This is supported by research by (McGehee et al., 2015), which reveals that leadership style cannot influence sustainable tourism villages' development if the local community has a robust value system and traditions that underlie its resource management and tourism development. This means society prioritizes collective participation and joint decision-making, reducing dependence on individual leadership styles. This is supported by research by (Giampiccolli & Saayman, 2018), which explains when communities have a deep understanding of sustainability, can function independently, and support each other, they can develop sustainable tourism initiatives without being overly influenced by a particular leadership approach. This demonstrates that the success of sustainable tourism village development is more influenced by collaboration and shared commitment than the leadership style used.

The findings of this research indicate that the village head's leadership style does not directly influence the sustainable development of tourism villages because of the limited authority and resources that village heads have in making decisions or actions related to tourism villages. This is in line with the findings of (McGehee et al., 2015), which state that leadership style cannot influence the development of sustainable tourism villages if local communities have a strong value system and traditions as the basis for resource management and tourism development. This suggests that society places greater emphasis on collective participation and shared decision-making, which reduces reliance on individual leadership styles. This finding is also supported by research by (Giampiccolli & Saayman, 2018), which explains that when communities deeply understand tourism, can function independently, and support each other, they can develop sustainable tourism initiatives without being too influenced by specific leadership approaches. Overall, the results of this research expand existing knowledge by emphasizing that the development of sustainable tourism villages is more influenced by collaboration and shared commitment than individual leadership styles.

The Influence of Stakeholders on Sustainable Tourism Village Development

Stakeholders have a direct influence on the development of sustainable tourism villages. This means that the development of sustainable tourism villages influences the role of stakeholder involvement because, according to respondents' opinion, stakeholder involvement helps improve their skills, such as in managing homestays that prioritize service, information about the importance of tourism related to Sapta Pesona, and product improvement. -local products as souvenirs for tourists. Therefore, stakeholder involvement through Corporate Social Responsibility (CSR) funds benefits the community in infrastructure development, such as



renovating people's houses to become homestays. The homestay still maintains the typical Javanese house model even though it is made of brick, not teak wood, which is typical of house buildings in the Borobudur area.

(Arif & Haiyudi, 2023) advised the government to increase public/private partnerships in sustainable tourism by providing incentives for training and best practices for communities. Assistance funds are also used for training on Tourism Awareness, Sapta Pesona, homestay management, cleanliness, and culinary products. (Cheuk et al., 2020) emphasized the critical role of the public sector in supporting tourism through policy, infrastructure facilitation, and human resource development. The government's role as a promoter and provider of tourism education programs is also highlighted. At the same time, the private sector contributes to providing tourism services such as attractions and transportation. Stakeholder involvement is also essential in advancing tourist villages, strengthening the community's ability to improve their economy through expertise, and using houses as homestays funded by private institutions through the local regional government.

The findings of this research show that stakeholders have a direct influence on the development of sustainable tourism villages, especially through their involvement in improving community skills, such as in managing homestays, implementing the Sapta Pesona principles, and developing local products as souvenirs. This is in line with research by (Arif & Haiyudi, 2023) which emphasizes the importance of public/private partnerships in sustainable tourism, such as those carried out through Corporate Social Responsibility (CSR) funds for infrastructure development and training for the community. In addition, these findings support the research of (Cheuk et al., 2020), which highlights the important role of the public sector in supporting tourism through policy, infrastructure facilitation and human resource development. Currently, the government plays a role as a promoter and provider of educational programs, while the private sector contributes to providing tourism services. These findings expand existing knowledge by emphasizing that the involvement of stakeholders, both public and private, is critical to developing sustainable tourism villages, which in pair enhance the ability of communities to improve their economies through expertise and infrastructure support such as homestays funded by private institutions and local government.

The Influence of Community-Based Tourism on Sustainable Tourism Village Development

The results of the analysis show that leadership style and community-based tourism have a direct influence on the development of sustainable tourism villages. Respondents considered that their involvement in tourism, primarily through MSMEs, homestays, and other activities, could provide significant economic benefits. However, there are still challenges in optimizing these economic benefits because most of the products produced are still culinary-related. Cultural and environmental preservation is also emphasized through efforts to preserve local art and maintain ecological conditions around the Borobudur area. Management of tourist destinations through BUMDes and tourist village organizations is expected to ensure equal participation from all communities, both directly and indirectly

involved, with the concept of tourist village cooperatives as one of the proposed approaches to support sustainable development in the future.

This is supported by (Moonti, 2022), who say that through professional cooperative management, it is possible to increase active community membership and motivate people to become members. Thus, cooperatives can impact community welfare by meeting life's needs and developing community businesses.

The findings of this research indicate that leadership style and community-based tourism directly influence the development of sustainable tourism villages, with community involvement, primarily through MSMEs and homestays, providing significant economic benefits. However, challenges still exist in optimizing these financial benefits because most products are still related to culinary production. This aligns with the findings of (Moonti, 2022), who explains that through professional cooperative management, active community membership can be increased, and cooperatives can impact community welfare by meeting living needs and developing community businesses. This research also emphasizes the importance of cultural and environmental preservation, which is in line with efforts to maintain local art and ecological conditions around the Borobudur area. In addition, the management of tourist destinations through BUMDes and tourist village organizations is expected to guarantee equal participation from all community members. This supports the concept of tourist village cooperatives as an approach to supporting sustainable development in the future. These findings expand existing knowledge by highlighting the importance of cooperative management in increasing community participation and prosperity and maintaining a balance between economic growth and cultural and environmental preservation.

The Influence of Leadership Style on Sustainable Tourism Village Development through Community-Based Tourism

The test results show that leadership style does not directly influence the sustainability of tourism village development through community-based tourism intervention variables. However, leadership style significantly influences community participation and role in community-based tourism development. The better the leadership style, the greater the community's participation and involvement in the Borobudur area, which will have a positive impact on the development of a sustainable tourism village. The data shows that respondents must be involved in tourism village development efforts to increase their income.

This view is supported by research by (Hariyadi et al., 2024), which leadership style does not significantly affect the development of sustainable tourist villages through community based tourism because community collaboration factors, community participation, and the availability of local resources influence the success of developing tourist villages. Although leadership style can influence group dynamics, the effectiveness of tourism village development depends on all community members' active involvement in planning, implementation, and adaptation to local needs and aspirations.



The findings of this research indicate that leadership style has no direct influence on the desire to develop tourist villages through community-based tourism interventions. However, leadership style significantly impacts community participation and role in community-based tourism development. This is in line with research by (Hariyadi et al., 2024), who also found that leadership style does not directly influence the development of sustainable tourist villages through community-based tourism because community collaboration, community participation and the availability of local resources have more influence on the success of developing tourist villages. This research expands existing knowledge by emphasizing that although leadership style can influence group dynamics, the effectiveness of tourism village development depends more on the active involvement of all community members in planning, implementation, and adaptation to local needs and aspirations. Thus, although good leadership can increase community participation, other factors, such as collaboration and regional resources, play a dominant role in ensuring the desirability of community-based tourism village development.

The Influence of Stakeholders on Sustainable Tourism Village Development through Community-Based Tourism

The research results show that stakeholders do not influence the development of sustainable tourism villages through community-based tourism. This means that without community-based tourism, stakeholders can improve the development of sustainable tourism villages. Stakeholders can improve the community's economy as an indicator of sustainable tourism village development, such as building homestays and distributing CSR funds, which can also be used to organize Sapta Pesona training, homestay management, housekeeping, and those related to making culinary products. The more involvement of these stakeholders increases, the more sustainable development of tourist villages in the Borobudur area will be.

This is supported by (Zielinski et al., 2021), who explain that stakeholders do not influence the development of sustainable tourism villages through community-based tourism (CBT) due to lack of involvement, differences in interests, and limited resources. In addition, ignorance of the principles of sustainable tourism and a focus on short-term results can reduce its contribution. Poor communication and lack of trust are also obstacles, so it is essential to build better collaboration and understand the interests of all parties so that development can run effectively.

The findings of this research show that stakeholders do not directly influence the development of sustainable tourism villages through CBT, but they can improve the development of sustainable tourism villages by improving the community's economy, such as building homestays and channeling CSR funds for Sapta Pesona training, homestay management, and culinary products. This is in line with the findings of (Zielinski et al., 2021), who also stated that stakeholders do not influence the development of sustainable tourism villages through CBT due to limited involvement, differences in interests, and limited resources. In addition, ignorance of sustainable tourism principles and focus on short-term results can reduce their contribution. This research expands existing knowledge by emphasizing that although direct involvement of stakeholders in CBT is limited, their contribution in improving the community economy through CSR funds and infrastructure



development such as homestays is very important for the continued development of tourist villages. These findings also highlight the need for better communication and understanding of the interests of all parties to ensure effective collaboration and sustainable development.

The practical implications of this study for policymakers, tourism practitioners, and community leaders regarding the development of sustainable tourism villages through community-based tourism are significant in ensuring sustainable progress in the tourism sector. The following are several steps that stakeholders can take based on the findings of this study: (1) Policymakers, namely encouraging policies that support stakeholder involvement, such as providing incentives for homestay construction and sustainable tourism training, then facilitating communication between stakeholders and formulating policies which prioritizes the principles of sustainable tourism; (2) Tourism practitioners, namely building collaboration with local communities and involving them in homestay management and tourism product development, then providing the training and resources needed to improve tourism management skills and introduce sustainable tourism products; (3) Community leaders, namely encouraging community participation in tourism planning and improving communication between related parties, after that focusing on empowering the local economy and ensuring the benefits of tourism are felt by the entire community.

5. Conclusion and Suggestion

This research reveals that leadership style and community-based tourism (CBT) play an important role in the development of sustainable tourism villages in the Borobudur area, Magelang Regency. A transactional leadership style, with a focus on supervision and direction, has been proven to increase community involvement in the development of tourist villages. Even though stakeholders do not have a direct influence on community-based tourism, their involvement is still important in improving community skills and supporting tourism village infrastructure through CSR funds. In addition, the development of sustainable tourism villages is more influenced by community collaboration and understanding of the principles of poverty than individual leadership styles. Active community involvement, through MSMEs and homestays, provides significant economic benefits, although there are still challenges in optimizing a wider range of products, apart from culinary. Collaboration between government, the private sector and society is very important to support tourism development that is sustainable and beneficial for the entire community.

Tourism village managers need to increase the involvement of local communities in every stage of tourism village development, from planning to program implementation. This can be achieved by providing training related to homestay management, marketing, and tourism principles. In addition, managers must diversify tourism products to attract more tourists, as well as strengthen collaboration with external stakeholders such as the government and the private sector to support infrastructure development and service quality. The use of technology, especially social media, is also important to introduce tourist villages to a wider market. Meanwhile, tourist village communities must participate more actively in developing tourist villages, maintain and preserve local culture as a tourist attraction, and be committed to maintaining environmental cleanliness and sustainability. They also need to develop local



skills and tourism-based businesses, such as handicrafts or local products, to increase economic opportunities. Openness to innovation is also important for society in facing ever-changing tourism developments. By adapting to new trends, such as technology in tourism marketing and management, communities can strengthen the competitiveness of tourist villages. Overall, good cooperation between tourist village managers and the community, sustainable development of tourist destinations, increasing economic prosperity, and preserving culture and the environment can be realized more effectively.

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