

## INSTITUTIONAL INNOVATION PERFORMANCE OF TOURISM VILLAGES: WHAT FACTORS ARE NEEDED?

Hamdan Hamdan<sup>1\*</sup>, Tama Krisnahadi<sup>2</sup>, Nur Komaria<sup>3</sup>, Ridho Rafqi Ilhamalimy<sup>2</sup>, Indra Raharja<sup>1</sup>

<sup>1</sup>Faculty of Economics and Business, Mercu Buana University, Indonesia

<sup>2</sup>Mandalika University of Education, Indonesia

<sup>3</sup>Center of Digital Economy and SMEs, Institute for Development of Economics and Finance, Indonesia

Correspondence: hamdan@mercubuana.ac.id

Article Info	Abstract
<b>Keywords:</b> government support, digital leadership, innovation performance, market orientation, collaboration strategy. <b>Received:</b> June 10, 2024 <b>Approved:</b> June 26, 2025 <b>Published:</b> June 30, 2025	The Province of West Nusa Tenggara (NTB), Indonesia, has significant potential for developing tourism village. However, improving the institutional performance of tourism village requires greater attention, particularly in driving innovation. This research focuses on the influence of digital leadership, collaboration strategy, and market orientation on innovation performance, with government support as a moderating variable through a community-based tourism approach known as <i>Pokdarwis</i> . A quantitative method using SEM analysis was applied, with a specific sample of the developing and advanced tourism villages to effectively assess institutional performance. The results of the study found that digital leadership, collaboration strategy, and market orientation positively and significantly influenced innovation performance. However, the relationship between digital leadership, government support, and innovation performance, as well as the moderation effect, was not significant. This research offers strategic policy recommendations to support effective decision-making in rural tourism development. The inconsistency of digital leadership highlights the need for further research, considering the growing trend of digital transformation. Further details are discussed in this study.

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## INTRODUCTION

Indonesia's natural beauty possesses remarkable potential to be further developed in support of sustainable tourism village development. The tourism sector is recognized as the fastest-growing and highly promising market (Leopizzi et al., 2021; Băbăţ et al., 2023), as it serves as a key driver of investment (Oumlil & Ouhamane, 2016), job creation, income generation, and the socio-economic advancement of local communities (Zadeh Bazargani & Kiliç, 2021). Nevertheless, tourism development may also lead to negative consequences, such as increased population density and traffic congestion (Manrai et al., 2020), as well as the degradation of local culture and natural resources (Baloch et al., 2023). Despite these challenges, tourism remains one of the most effective pathways for promoting sustainable development in this sector (Farinha et al., 2021; Hall, 2019; Rasoolimanesh et al., 2023). In this regard, the tourism sector in West Nusa Tenggara (NTB) Province has been designated as part of a National Strategic Priority Project for the period 2020–2024, which includes the development of ten priority tourism destinations, one of which is Lombok-Mandalika (RPJMD-NTB, 2023).

The latest news from Tropik Resort Lombok will bring in investors from Dubai City, United Arab Emirates to plan Lombok as the largest tourist destination in the world (Jejakfaktanews.com, 2024; NTBSATU.com, 2024; TribunLombok.com, 2024; VOI, 2024). Apart from that, leading tourist destinations such as Gili Trawangan, Gili Meno, and Gili Air continue to experience an increase in tourist visits (Nasir, 2023). The tourism sector is expected to become the economic driving sector for the people of West Nusa Tenggara. This sector has great potential to continue to grow in the future in ensuring social economic prosperity (RPJMD-NTB, 2023). However, several pressing issues need to be addressed, namely: (a) the tourism village potential has not been optimally managed, (b) tourism villages remain underdeveloped, (c) the average length of tourist stays tends to be low, and (d) there has been a decline in tourist visits (RPJMD-NTB, 2023). The distribution map of tourism villages in West Nusa Tenggara Province serves as the research area for this study (see Figure 1).



**Figure 1.** Map of the Distribution of Tourism villages in West Nusa Tenggara Province  
Source: Prepared by researchers (2024)

The management and development of tourism villages are carried out by an organization known as the Tourism Awareness Group (Pokdarwis). This group was established based on a community consensus, acknowledged by the Village Head, and formally approved by the Head of the local Tourism Office as the entity responsible for promoting tourism awareness initiatives. Within Pokdarwis, several tourism activity working groups have been established by tourism practitioners in accordance with the autonomous authority of regional governments (Pedoman-Desa-Wisata, 2021). The involvement of regional governments, which possess autonomy, provides various policies aimed at supporting community performance in managing sustainable tourism villages (Andrea & Santoso, 2020). Table 1 presents the current status of tourism villages in NTB.

**Table 1.** Data and Number of Tourism Village Categories in West Nusa Tenggara Province

District Name	Tourism Village Status				Number of Tourism Villages
	Startup	Developed	Advanced	Independent	
Mataram City	2	0	1	0	3
West Lombok Regency	19	4	2	0	25
Central Lombok Regency	20	13	1	0	34
East Lombok Regency	64	10	2	0	76
North Lombok Regency	8	1	1	0	10
Sumbawa Regency	14	2	0	0	16
West Sumbawa Regency	7	2	0	0	9
Bima City	6	0	0	0	6
Bima Regency	17	12	1	0	30
Dompu Regency	13	1	0	0	14
<b>Total Number of Tourism villages</b>	<b>170</b>	<b>45</b>	<b>8</b>	<b>0</b>	<b>223</b>

Source: Jadesta, 2024 accessed 23<sup>rd</sup> March 2024

The distribution of tourism villages presented in Table 1 is undoubtedly influenced by various problems, which explains the relatively small number of tourism villages with advanced status and the absence of tourism villages that have achieved independent status. For instance, several Pokdarwis (Tourism Awareness Group) assets were reclaimed by the local government due to their inactivity (SuaraNTB, 2023b), and disputes over tourism areas have, in some cases, led to acts of violence committed by Pokdarwis members (JurnalNTB, 2023). In fact, NTB has achieved the status of a National strategic tourism area (Lombok-Mandalika). Therefore, it is essential that every policy undergoes a thorough assessment process to minimize the risk of failure in the development of tourism villages (Manrai et al., 2020). In this regard, the government's role is crucial in providing an institutional model for Pokdarwis, which in turn contributes to enhancing rural tourism innovation performance (Seow et al., 2021).

In efforts to develop the tourism sector, three key strategies have been identified as primary areas of focus: innovation, collaboration, and adaptation (Audretsch et al., 2023; Kemenparekraf, 2024). However, digital adaptation in West Nusa Tenggara Province remains unevenly distributed (RPJMD-NTB, 2023). Digital transformation, particularly among leaders and community figures, plays a crucial role as these actors shape social structures and drive collaboration (Dewi & Ginting, 2022; Meiyanti et al., 2022). Furthermore, implementing tourism practices requires a strong market orientation, which serves as a foundation for introducing innovations and enhancing business performance (D'souza et al., 2022; Dabić et al., 2023).

The development of sustainable tourism villages requires the active involvement of local communities, government institutions, and the private sector to collectively enhance innovation performance. This objective can be achieved if leaders possess



adequate information and communication technology (ICT) capabilities to influence and engage local communities (Erhan et al., 2022). In addition, leaders must adopt a market-oriented approach (Awwad & Mohammad Lafi, 2023), as the adaptation and integration of digital marketing aimed at fulfilling customer needs and satisfaction fundamentally depend on market orientation (Elgarhy & Abou-Shouk, 2023). Nevertheless, achieving innovation performance will be difficult without effective collaboration supported by the government (Audretsch et al., 2023). The integration of various components within the tourism ecosystem is essential to facilitate business innovation and performance improvement (D'souza et al., 2022).

The performance of tourism villages is a key priority, particularly through the implementation of collaboration, digitalization, and innovation to achieve future prosperity (Kominfo, 2022). Furthermore, as highlighted by Tang et al. (2020), the achievement of innovation performance is driven by the exploration of rural tourism resources, which, according to Aboushouk and Tamamm (2021), are developed through community and institutional capital. Recognizing the growing importance of the digital world for all institutions, it is essential for leaders to possess a strong understanding of digitalization (Dörner & Edelman, 2015). Institutional adoption of digitalization reflects an innovation in the form of new digital routines (Masood & Afsar, 2017). However, without collaboration with local stakeholders, identifying the potential for developing tourism destinations remains a challenge (Ciro et al., 2019). Therefore, collaboration plays a critical role in enhancing innovation performance (Audretsch et al., 2023).

Digital leadership is expected to equip organizations with the ability to identify and respond to the needs and preferences of target consumers. Achieving this requires the implementation of effective collaboration strategies across institutions and the private sector, including businesses in the tourism industry, which must be carried out intensively to ensure organizational success. For organizations, it is essential to have leaders whose digital competencies significantly contribute to innovation performance (Erhan et al., 2022). Furthermore, innovation driven by cross-functional collaboration enhances organizational competitiveness (Oygür & Thompson, 2020). Collaboration strategies that integrate organizational resources also guide the development of unique products and services (Stojčić, 2021), thus facilitating access to market opportunities (Dabić et al., 2023). Nevertheless, identifying the most effective and adaptable approach to collaboration, particularly within the context of rural tourism, remains an area that requires further in-depth investigation.

Recent studies have highlighted that digital leadership has become an important topic of discussion (Erhan et al., 2022). Digital leadership plays a crucial role in ensuring that customer satisfaction and experience remain a top priority (Mihardjo et al., 2019), as customer orientation is recognized as a key element in determining company performance (Frambach et al., 2016). Consequently, collaborative innovation has been shown to positively influence company performance (Rajabion et al., 2019), while market orientation is considered a fundamental factor in enhancing a company's innovation capabilities (Racela & Thoumrungroje, 2019). However, when external support fails to meet expectations in the context of tourism leadership, achieving business sustainability becomes a significant challenge (Dewi & Ginting, 2022). Moreover, although innovation practices are proven to improve business performance with the support of government

policies (Seow et al., 2021), it is important to note that innovation can also fail, though recovery and eventual success remain possible (Wirth et al., 2023).

Interestingly, research that specifically discusses **Pokdarwis** (Tourism Awareness Groups) within the framework of Community-Based Tourism (CBT) remains very limited. Furthermore, to date, there has been no academic or scientific research exploring **Pokdarwis** on a regional scale within West Nusa Tenggara Province. Most studies (Nematpour et al., 2024) continue to focus on identifying key success factors for ensuring sustainable tourism development. For instance, previous research conducted by Agustin et al. (2022), Amrullah et al. (2023), Anggraini et al. (2023), Ariyani & Fauzi (2023), and Mastika et al. (2023) primarily examines individual **Pokdarwis** at the local level within Indonesia. In contrast, the present study analyzes multiple **Pokdarwis** as managers of tourism villages. Ultimately, the concept of village tourism institution also influences the future direction of Pokdarwis. However, alignment with local values is essential, as the community possesses binding social structures, including cultural norms, customs, and traditions, which play a crucial role in the collaborative management of rural tourism resources.

Based on the discussion presented, this study seeks to answer the research question of whether digital leadership, collaboration strategy, and market orientation can enhance the innovation performance of Pokdarwis. Furthermore, this relationship is examined by considering the role of organizational support as a moderating variable in the study. This research formulation serves as the primary direction and focus of the study, with the objective of testing and analyzing the influence of digital leadership, collaboration strategy, and market orientation on innovation performance, as well as examining the moderating role of government support. The limited availability of previous studies on Pokdarwis within the framework of Community-Based Tourism (CBT) theory presents a research gap that this study aims to address. The findings are expected to contribute to the development of future knowledge, particularly in supporting management decisions and formulating strategic institutional policies for tourism villages.

The gap identified in previous studies presents both a challenge and an opportunity for this research to develop a new model. For instance, studies by Awwad & Mohammad Lafi (2023) and Erhan et al. (2022) highlight that leaders must possess digital capabilities to be market-oriented and to drive innovation performance (Racela & Thourmrungrroje, 2019). However, in practice, without collaboration and support from local actors, identifying potential tourism resources becomes difficult, and achieving sustainability is equally challenging (Ciro et al., 2019; Dewi & Ginting, 2022). Furthermore, Seow et al. (2021) emphasize that innovation and performance are often the result of government support, yet innovation efforts may still fail (Wirth et al., 2023). Therefore, these gaps serve as a foundation for developing a new model, which is further explored through a comprehensive literature review to establish the current state of this research.

### Market Orientation and Innovation Performance

Innovation has become key in achieving organizational competitive advantage (Wheelen et al., 2017). Each organization creates a superior vision of the innovation resulting from their routines (Bolland, 2017). The success of an organization is reflected in increasingly better innovation performance behavior (Jirakraisiri et al., 2021). Innovation reflects a company's ability to foster creative ideas that lead to the development





of new technological products and processes introduced to the market (Gupta & Dixit, 2022). Meanwhile, innovation performance is characterized by substantial innovative products, new processes and unique marketing applications (Wendra et al., 2019). This is achieved when market turbulence and organizations have high readiness in implementing technology and innovation (Alerasoul et al., 2022).

Innovative performance is related to technical aspects and the introduction of new products to the market (Zizlavsky, 2016). In addition, innovation is strongly supported by market orientation (Didonet et al., 2016), which will improve organizational performance (Herhausen, 2016). Market orientation is defined as the foundation and core concept of the marketing discipline that produces performance and a competitive environment involving competitor orientation, customer orientation and internal coordination (Fikri et al., 2022). Market orientation can influence the way an organization innovates its business model (Saebi et al., 2017), because it plays an important role in generating value for customers and driving company performance (Herhausen, 2016). It has been proven that market orientation and dynamic capabilities influence business model innovation (Randhawa et al., 2021). This has been confirmed that market orientation has a positive and significant effect on company innovation performance (D'souza et al., 2022; Fikri et al., 2022). It is hypothesized that Market orientation (H1) has a positive and significant effect on innovation performance.

### **Digital Leadership and Innovation Performance**

All conventional leadership styles have demonstrated a growing tendency towards the adoption of digital leadership, which is realized through physical, cultural, and digital transformations aimed at streamlining organizational activities to become more structured (Dery et al., 2017). In leadership theory, digital leadership is described as a leadership style, representing a combination of transformational leadership style and the use of digital technology (De Waal et al., 2016). Additionally, digital leadership is defined as individuals who add value to an organization by combining the capabilities of leaders with digital technology (Tajasom et al., 2015). The digital transformation process, combined with the adoption of various leadership approaches (such as transformational and transactional leadership), can generate a strategic competitive advantage (Kokot et al., 2021).

Digital leadership is the best approach to ensure the strategic success of digitalization for companies and their organizational ecosystems (Tagscherer & Carbon, 2023). Therefore, digital leadership has developed an entrepreneurial mindset as part of innovation (Tanniru, 2018). It has been previously discussed that digital leadership influences business model innovation as part of digital transformation (Mihardjo et al., 2019). It is confirmed that digital leadership has a significant influence on innovative work behavior (Erhan et al., 2022; Sheninger, 2019). It is hypothesized that Digital leadership (H2) has a positive and significant effect on innovation performance.

### **Collaboration Strategy and Innovation Performance**

Collaboration is the most important part of Supply Chain Management which has experienced a shift towards strategic tourism information technology (Soratana et al., 2021). Collaboration strategy refers to the approach taken to establish partnerships aimed at achieving competitive supply chains (Javed & Awan, 2023), as the success of business activities depends on effective collaboration in developing a strategic tourism value chain

(Huang Yin et al., 2019). The primary objective of tourism organizations in leveraging information technology is to serve as a supply chain link (Soratana et al., 2021). By adopting an innovative collaborative approach, synergy can be more effectively achieved to attain superior alliance performance (Toylan et al., 2020).

Flexible and efficient collaboration is a key objective for companies in managing supply chains to achieve optimal performance (Wu & Chiu, 2018). In the tourism sector, companies are recognized for their ability to establish strategic collaborations with various similar business partners, which is considered an appropriate approach to enhance innovation performance (Ariya & Chakpitak, 2016; Chiambaretto et al., 2020). Furthermore, public-private partnerships have been widely acknowledged as an effective instrument for strategic management in the public sector and serve as a strategic orientation for achieving sustainable development programs (Tahili et al., 2022). In addition, strategic alliances between partners and customers play an essential role in enhancing innovation capabilities and gaining a competitive advantage (Musa, 2022). These findings indicate that collaboration strategies exert a positive and significant influence on innovation performance (Audretsch et al., 2023; Hamdan et al., 2023). Based on this, the following hypothesis is proposed that Collaboration strategy (H3) has a positive and significant effect on innovation performance.

### **Digital Leadership and Market Orientation**

Market orientation serves as a fundamental basis for marketing theory (Jogarathnam, 2017). The concept of market orientation refers to a set of processes and routines that enable organizations to generate, disseminate, and respond to information concerning customers, competitors, and the external environment (Rua & Santos, 2022). Furthermore, market orientation requires a deep understanding of customer needs, which necessitates the acquisition of relevant information to enhance competitive advantage (Osorio Tinoco et al., 2019). In this regard, market orientation ultimately contributes to fostering technological innovation within companies (Hwangbo et al., 2022). Leadership involvement is crucial, as leaders' competencies enable them to drive the transformation of digital business strategies and foster agile organizational cultures through the development of digital talent (Carcary et al., 2016). This, in turn, promotes the advancement of digital leadership capabilities within organizations (Oberer & Erkollar, 2018). Consequently, the market orientation process significantly contributes to strengthening competitive advantage (Osorio Tinoco et al., 2019). Previous studies have highlighted that digital leadership exerts a positive and significant influence on market orientation (Fikri et al., 2022; Herhausen, 2016). Based on these findings, the following hypothesis is proposed that Digital leadership (H4) has a positive and significant effect on market orientation.

### **Collaboration Strategy and Market Orientation**

The tourism industry has utilized information and communication technology as a tool to forge partnerships between tourism businesses and end consumers, as well as re-engineering the industry towards increasing customer satisfaction (Soratana et al., 2021). Cross-functional collaboration will result in well-integrated organizational resources and result in the creation of new products and services (Stojčić, 2021), generating organizational flexibility in entering new markets. Cross-departmental collaboration enables organizations to meet product development challenges and align organizational

resources with user desires, creating value and improving market performance (Dabić et al., 2023). External collaboration and co-creation enable organizations to gain a deeper understanding of the opportunities inherent in specific technologies and markets in anticipation of future activities (Magistretti et al., 2020). This discussion offers the hypothesis that Collaboration strategy (H5) has a positive and significant effect on market orientation.

### **Digital Leadership and Collaboration Strategy**

Some literature defines digital leadership as the main skill that managers must have to carry out digital transformation. Through digital leadership, business leaders develop a clear and meaningful vision and actualize strategies related to the digitalization process (Zeike et al., 2019). Self-leadership plays an important role in influencing job potential in using digital technology (Kim et al., 2021). Digital potential and skills will be formed when organizations use a collaborative learning approach (Yooyativong, 2018). Several previous studies reveal that leadership plays a role in developing skills, competencies or expertise and influences the development of collaboration (Saputra et al., 2021). Other studies have also identified a positive influence of distributive leadership on collaboration ability (Amels et al., 2020). Building upon the discussion in the previous literature, it has been clarified that digital leadership exerts a positive and significant effect on digital collaboration (Saputra et al., 2021). Based on these findings, it can be hypothesized that Digital leadership (H6) has a positive and significant effect on collaboration strategies.

### **Moderation of Government Support**

The inclusion of government support as a moderating variable is based on several relevant studies that have previously employed it in this role. Although those studies were conducted in different research contexts, the use of government support as a moderator remains theoretically justifiable. Previous studies have confirmed that government support strengthens the relationship between innovation practices and business performance (Seow et al., 2021). In addition, tourism leadership has been shown to further enhance business continuity outcomes through the moderating role of support from relevant stakeholders (Dewi & Ginting, 2022). Consistent with this, it has also been found that the development and growth of the tourism industry, while minimizing the depletion of natural resources, can be effectively managed through government support and legal intervention (Moslehpour et al., 2023). Based on these findings, it is hypothesized that Government support (H7abc) significantly moderates the relationship between (a) market orientation, (b) digital leadership, and (c) collaboration strategy with innovation performance.

## **METHODOLOGY**

This study employs a quantitative research approach. The rationale for this choice is the causal nature of the research model, which focuses on examining cause-and-effect relationships, as indicated by the formulation of hypotheses. The constructs in this study are measured using reflective indicators, with a 5-point Likert scale selected as the measurement tool. All measurement items are adapted from previous studies that demonstrate satisfactory levels of validity and reliability based on established criteria. Specifically, the digital leadership construct consists of 5 items (Erhan et al., 2022); the



collaboration strategy construct includes 5 items (Abou-Shouk, 2018; Chen & Ye, 2022); market orientation is measured using 5 items (Fikri et al., 2022); government support comprises 5 items; and innovation performance is also measured with 5 items (Erhan et al., 2022). All items have been carefully developed, modified, and translated using the back-translation technique proposed by Brislin (1970). This process ensures that the questionnaire is accessible to respondents by translating the original English version into the respondents' national language, allowing them to clearly understand and answer the questions.

The rationale for selecting developing, advanced, and independent tourism villages as the research population lies in the study's focus on evaluating the innovation performance of *Pokdarwis* (Tourism Awareness Groups). *Pokdarwis* are institutions established to manage the development of tourism villages, formed through local community consensus and officially endorsed by the Village Government. The classification of tourism villages into developing, advanced, and independent categories is determined by local government decrees and assessment criteria, including:

- a. Developing tourism villages indicate that these villages are well-established and possess clear governance structures.
- b. Advanced tourism villages have had an active role in the economic development of village residents and their surroundings.
- c. Independent tourism villages have had visitors from a wider scope.

Based on the distribution of tourism villages (Table 1), namely developing (45 tourism villages), advanced (8 tourism villages) and independent (0 tourism villages), the total population is 53 tourism villages. Given the relatively small population of this study, the resulting sample size is also expected to be limited. Therefore, the use of the Partial Least Squares (PLS) approach is considered appropriate, as PLS is capable of producing reliable significance levels even with small sample sizes (Hair et al., as cited in Leguina, 2015). Furthermore, this study focuses on tourism practices, making the use of PLS a suitable analytical method, as it has been proven effective in advancing tourism research through its practical application via the SmartPLS software (Fong & Law, 2014).

To determine and ensure the accuracy of the sample criteria, a probability sampling method was employed. The sampling process involved accessing the Tourism Village Network platform (JADESTA, <https://jadesta.kemenparekraf.go.id/>). This platform provided relevant information, such as the status and identity of tourism villages across West Nusa Tenggara (NTB), including contact details (e.g., telephone or WhatsApp), which were then used to distribute the questionnaires. The collected data were analyzed using Partial Least Squares (PLS), with evaluations conducted on both the outer and inner models. The outer model evaluation was conducted to assess the validity and reliability of the measurement instruments, using indicators such as outer loadings, composite reliability, and Cronbach's Alpha. In contrast, the inner model evaluation was carried out using  $R^2$ ,  $Q^2$ , and path coefficients (Hair et al., 2022).

## FINDINGS AND DISCUSSION

### Respondent Profile

During the data collection process, the level of respondent participation in completing the questionnaire was relatively low, which may be attributed to certain



situational factors and conditions. Additionally, based on the identity information of the tourist villages obtained from the Jadesta website, the researcher was only able to access one active contact from the Tourism Awareness Group (Pokdarwis) for questionnaire distribution, as several other contacts were no longer active. Despite the relatively small number of returned and valid questionnaires (42 samples), the sample size is considered adequate to represent the population, given that small samples can still provide an acceptable level of statistical power. Prior to conducting the PLS analysis, the demographic characteristics of the respondents will be presented based on their respective profiles..

**Table 2.** Respondent Characteristics

Respondent Profile	Amount	Percentage
Tourism Village Category:		
Developed	35	83%
Advanced	7	17%
Total	42	
Job Title:		
Vice Chairman	30	72%
Secretary	7	16%
Tourist destination developer	2	5%
Treasurer	2	5%
Member	1	2%
Total	42	100%
Gender:		
Man	38	90%
Woman	4	10%
Total	42	100%
Age:		
23 - 30 years	9	22%
31 - 35 years	17	40%
36 - 40 years	6	14%
> 41 years	10	24%
Total	42	100%
Education:		
High school/equivalent	12	29%
D3	4	9%
S1	24	57%
S2	2	5%
Total	42	100%
Length of service:		
1 year	0	0
2 years	2	5%
3 years	4	9%
4 years	5	12%
5 years	19	45%
> 6 years	12	29%
Total	42	100%

Source: Data Processing Results, 2024

Based on the respondent characteristics presented in Table 2, the majority of participants are from developing tourism villages. This is consistent with the distribution data, which indicates that developing tourism villages outnumber other categories. Consequently, the empirical model proposed in this study is particularly relevant for application in developing tourism villages, especially those in the early stages of development. Most of the Pokdarwis (Tourism Awareness Group) administrators surveyed are male, aged between 31 and 35 years, hold a Bachelor's degree, and have served in their

roles for approximately five years. These characteristics suggest that the responses provided are credible, as the respondents possess the necessary knowledge, understanding, and practical experience in tourism village management. The contribution of this model, given such respondent characteristics, offers reliable insights that can support the sustainable development of tourism villages.

## Outer Model

In the PLS data analysis, the initial stage involves evaluating the outer model. The outer model is considered to meet the criteria for a good measurement model if it satisfies both validity and reliability assessments. Measurement validity is determined through outer loadings ( $OL > 0.70$ ). Indicators that fail to meet this threshold should be removed from the model, followed by necessary model modifications. Reliability is assessed using Composite Reliability ( $CR > 0.70$ ) and Cronbach's Alpha ( $CA > 0.70$ ), which indicate satisfactory measurement reliability (Hair et al., 2022). The outer model assessment results for this study are presented in Table 3.

**Table 3.** Outer Model Results

Manifest Variables		OL1	OL2	OL3
Digital Leadership: CR = 0.870, CA = 0.706				
Dled1	Digital leaders make their members aware of the benefits and risks of ICT	0.702	0.639	-
Dled2	Digital leaders utilize ICT to improve management	0.700	0.796	0.845
Dled3	Digital leaders define ethical behavior	0.725	0.798	0.909
Dled4	Digital leaders play an informative role	0.699	-	-
Dled5	Digital leaders share experiences	0.737	0.698	-
Collaboration Strategy: CR = 0.904, CA = 0.858				
Cstr1	Pokdarwis and Partners help each other in preparing communication plans	0.791	0.763	0.746
Cstr2	Pokdarwis and Mitra collaborate in developing new markets	0.822	0.842	0.842
Cstr3	Pokdarwis and Partners collaborate in designing products and services	0.875	0.902	0.907
Cstr4	Pokdarwis and Partners collaborate in carrying out operational activities	0.825	0.842	0.850
Cstr5	Pokdarwis and Partners often interact when problems arise	0.667	-	-
Market Orientation: CR = 0.895, CA = 0.853				
Mori1	We actively assess other tourism villages as indicators of achievement	0.705	0.711	0.711
Mori2	We actively assess customer satisfaction	0.823	0.823	0.820
Mori3	We are oriented towards creating customer satisfaction	0.797	0.791	0.792
Mori4	Maximize all member functions for customer satisfaction	0.806	0.803	0.805
Mori5	Listen to customer input to improve quality	0.833	0.835	0.836
Innovation Performance: CR = 0.906, CA = 0.843				
Iprf1	How often do you notice problems to fix them.	0.398	-	-
Iprf2	How often do you come up with an original solution to a problem.	0.693	-	-
Iprf3	How often do you discover new approaches to carrying out tasks.	0.816	0.852	0.852
Iprf4	How often do you try to convince members to support innovative ideas.	0.899	0.922	0.922
Iprf5	How often do you contribute to the implementation of new ideas.	0.812	0.843	0.844
Government Support: CR = 0.947, CA = 0.930				
Gsup1	How often does the government provide seminars, courses and workshops regarding e-commerce to Pokdarwis?	0.916	0.917	0.917
Gsup2	How often does the government provide training programs that are beneficial for Pokdarwis business growth?	0.910	0.905	0.905
Gsup3	How often does the government provide business consulting programs to help Pokdarwis operations?	0.904	0.899	0.899
Gsup4	How often do financial and development institutions provide special support to Pokdarwis?	0.872	0.874	0.874
Gsup5	How often does the government help Pokdarwis in marketing its products and services?	0.808	0.817	0.817

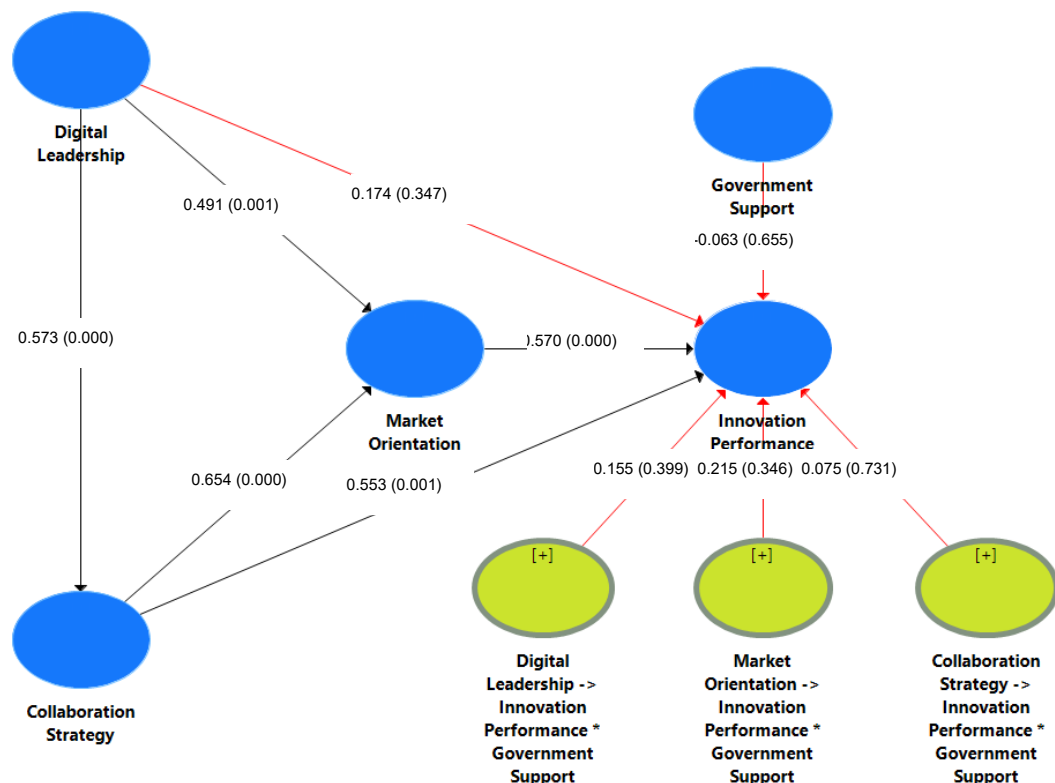
Source: Data Processing Results SmartPLS, 2024

Based on the results presented in Table 3, two model modifications were carried out. The initial model (OL1) included all indicators within the model. As shown in column

OL1, the Dled4 indicator was deemed invalid due to its outer loading value being below the acceptable threshold ( $0.699 < 0.70$ ), necessitating its removal from the model. Subsequently, the first model modification, shown in column OL2, was performed; however, the results still indicated the presence of invalid indicators, specifically Dled1 and Dled5. Therefore, a second modification was conducted following the same procedure as the first. After these modifications, a measurement model that fulfilled the validity criteria (outer loading  $> 0.70$ ) was obtained, as presented in column OL3. This final model is considered valid, as it demonstrates reliability and consistency in measuring each construct, allowing the analysis to proceed to the subsequent testing phase.

### Inner Model

The inner model is evaluated using  $R^2$  values ( $0.75 = \text{substantial}$ ,  $0.50 = \text{moderate}$ , and  $0.25 = \text{weak}$ ), the  $Q^2$  predictive relevance criterion ( $Q^2 > 0$ ), and path coefficients ranging from  $-1$  to  $+1$  with a significance level of  $p < 0.05$  at a 5% error margin (Hair et al., 2022; Ringle et al., 2023). The  $R^2$  results show that the explanatory power of digital leadership on collaboration strategy is weak ( $R^2 = 0.328$ ), while the combined effect of digital leadership and collaboration strategy on market orientation is moderate ( $R^2 = 0.528$ ). Similarly, the combined effect of digital leadership, collaboration strategy, and market orientation on innovation performance is also moderate ( $R^2 = 0.546$ ). Furthermore, the  $Q^2$  values for digital leadership ( $0.454$ ), collaboration strategy ( $0.596$ ), market orientation ( $0.525$ ), and innovation performance ( $0.452$ ) indicate good predictive relevance, suggesting that the model is considered adequate and acceptable for further adaptation and development. Lastly, the assessment of path coefficients and significance levels is illustrated in the following figure.



**Figure 2.** Structural Model Results  
Source: Data Processing Results SmartPLS, 2024

The results of the structural model analysis in this study indicate that H1 is accepted, as market orientation has a positive and significant effect on innovation performance ( $\beta = 0.570$ ,  $p = 0.000 < 0.05$ ) (D'souza et al., 2022; Fikri et al., 2022). In contrast, H2 is not accepted, as digital leadership shows a positive but not significant effect on innovation performance ( $\beta = 0.174$ ,  $p = 0.347 > 0.05$ ). Furthermore, H3 is accepted, as the market orientation and collaboration strategy have a positive and significant effect on innovation performance ( $\beta = 0.553$ ,  $p = 0.001 < 0.05$ ) (Audretsch et al., 2023; Hamdan et al., 2023). Hypotheses H4 and H5 are also accepted, where digital leadership ( $\beta = 0.491$ ,  $p = 0.001 < 0.05$ ) (Fikri et al., 2022; Herhausen, 2016) and collaboration strategy ( $\beta = 0.654$ ,  $p = 0.000 < 0.05$ ) positively and significantly affect market orientation (Dabić et al., 2023). In addition, digital leadership also has a positive and significant effect on collaboration strategy ( $\beta = 0.573$ ,  $p = 0.000 < 0.05$ ), indicating that H6 is accepted (Saputra et al., 2021). However, the moderating effect of government support on the relationships between digital leadership (H7a,  $p = 0.399 > 0.05$ ), collaboration strategy (H7b,  $p = 0.347 > 0.05$ ), market orientation (H7c,  $p = 0.731 > 0.05$ ), and innovation performance is not significant, indicating that these hypotheses are not accepted.

## Discussion

The relationships between collaboration strategy, market orientation, and innovation performance (Audretsch et al., 2023; D'souza et al., 2022; Fu et al., 2022), digital leadership and market orientation (Fikri et al., 2022; Herhausen, 2016), collaboration strategy and market orientation (Dabić et al., 2023), as well as digital leadership and collaboration strategy (Saputra et al., 2021), have been found to be positive and significant. However, this is not the case for the relationship between digital leadership and innovation performance within Pokdarwis (Benitez et al., 2022). The inability of digital leadership to enhance innovation performance in Pokdarwis is attributed to several factors, including the limited digital capabilities of Pokdarwis leaders, which hinders their ability to raise awareness regarding the benefits of technology and digital media for improving tourism village management. Moreover, Pokdarwis leaders have yet to demonstrate the ability to establish ethical guidelines for the responsible use of digitalization, which is essential for both tourism awareness groups and other stakeholders. In addition, the role of government as a moderating factor has also not shown a positive and significant impact on the innovation performance of Pokdarwis in West Nusa Tenggara (NTB). This limitation is linked to several issues, such as insufficient access to seminars, training programs, and workshops on e-commerce, inadequate development training for Pokdarwis, limited availability of business consulting programs, insufficient financial and developmental support, and a lack of effective assistance in marketing the products and services offered by Pokdarwis.

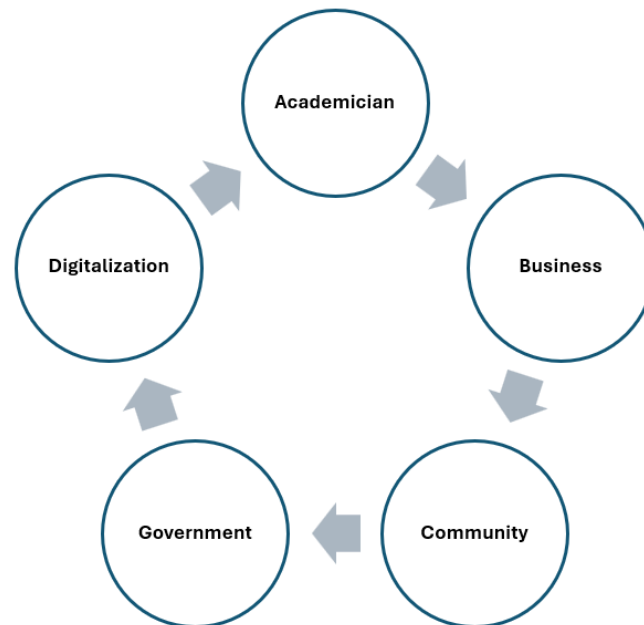
In practice, collaboration strategies play a crucial role in enhancing the innovation performance of Pokdarwis. Collaboration between Pokdarwis and various stakeholders—such as local governments, NGOs, academics, business actors, and community leaders (including religious, traditional, or youth leaders)—forms an essential part of tourism village development initiatives. In this context, collaboration serves as a social structure aimed at addressing social challenges through the innovation of new programs, commonly referred to as social innovation. The active involvement and participation of these



stakeholders enable effective and efficient responses to communication challenges and the development of new markets. Most importantly, collaboration between Pokdarwis and its partners focuses on designing processes, products, and/or services that provide greater value to tourists. This approach is expected to enhance the market orientation of Pokdarwis in West Nusa Tenggara (NTB), including the ability to assess tourism market development, improve visitor satisfaction, optimize the function of all members, evaluate visitor experiences, and continuously incorporate visitor feedback to improve the quality of tourism products and services.

By ensuring that the key aspects mentioned above are effectively implemented, they can serve as a foundation for enhancing the innovation performance of Pokdarwis. These aspects include the development of new approaches to task execution and completion, the generation of innovative ideas to address social issues, and the achievement of tangible outcomes in the implementation of new programs. Furthermore, maintaining collaboration among all stakeholders involved is crucial as a form of cooperation with tourist village managers (Pokdarwis). The utilization of media also plays a vital role in facilitating communication networks. In addition, the support provided by the NTB government — through the provision of seminars, training programs, workshops on e-commerce, business consultation services, financial assistance, and marketing facilitation for Pokdarwis products and services — contributes significantly to this effort. However, despite these efforts, such support has not yet demonstrated a significant impact on improving Pokdarwis' innovation performance.

The tourism practices implemented by the NTB government, particularly through various forms of support aimed at facilitating and enhancing the innovation performance of Pokdarwis, still require further improvement. Such support, including the development of accessibility, amenities, and other forms of assistance, needs to be optimized to generate greater benefits for local communities. Another crucial aspect of tourism practice is fostering collaboration among all tourism village stakeholders. This collaboration is expected to establish strong, market-oriented partnerships that contribute to enhancing the innovation performance of Pokdarwis. In this study, the proposed collaboration strategy serves as a fundamental pillar for sustainable tourism village development, known as the Pentahelix Model. The first element, academia, plays a critical role in sharing knowledge with Pokdarwis and local communities, particularly in standardizing business processes and developing managerial skills among Pokdarwis members. The second element, business actors, is essential as Pokdarwis aims to improve the socio-economic conditions of communities by fostering collaboration with social entrepreneurs. This collaboration is expected to create robust social networks and strengthen the competitiveness and productivity of village tourism products and services.



**Figure 3.** Adaptation of the Pentahelix Model for Tourism Villages

The third element communities and Pokdarwis, collaboration between Pokdarwis and local communities, such as Karang Taruna community and other communities, getting involved and participating in the development of tourism villages is the best way to create social innovation and produce new programs to accelerate adaptation to tourism market trends. The fourth element government is the most important actor that offers an institutional model as a regulator and controller in every Pokdarwis activity. The involvement of local governments in supporting accessibility and amenities is very important in achieving sustainable tourism village development. The fifth element digitalization, adapting to digitalization trends is also very important for every actor in Pokdarwis. Utilizing digitalization as a media marketing mix strategy can increase the superiority of the identity of tourism villages and the attractiveness of tourist destinations which leads to the image of tourism villages in increasing tourist visits and satisfaction.

## CONCLUSION

### Theoretical Implications

This study employs a variant-based Partial Least Squares (PLS) approach, utilizing SmartPLS as the data analysis tool. Although this method has been widely applied, it remains highly effective for research in the field of tourism (Fong & Law, 2014). The results of this study offer theoretical contributions by serving as a reference to enrich existing knowledge. Specifically, we identify five key findings related to the innovation performance of *Pokdarwis*, derived from the responses of various *Pokdarwis* management representatives, including chairpersons, secretaries, tourist destination developers, treasurers, and members responsible for managing tourism villages. The *Pokdarwis* management is considered a reliable source of information due to their knowledge and practical experience in tourism village operations.

The findings of this study reveal several key relationships. First, digital leadership has a positive and significant effect on collaboration strategy. This implies that when Pokdarwis is led by individuals with digital capabilities, it fosters strong social interactions

that enhance collaboration and encourage active participation in implementing village tourism initiatives. Second, digital leadership has a positive and significant effect on market orientation. This suggests that customer value, as the core of market orientation, can be effectively fulfilled when the leader of Pokdarwis possesses digital capabilities that drive the development of village tourism. Third, market orientation has a positive and significant effect on innovation performance, indicating that a strong focus on market orientation is crucial for improving the innovation performance of Pokdarwis. Fourth, collaboration strategy has a positive and significant effect on market orientation. This means that implementing a planned collaboration strategy involving multiple stakeholders in village tourism practices contributes to achieving market orientation that aligns with the collective goals and benefits. Finally, collaboration strategy has a positive and significant effect on innovation performance, suggesting that the social structure within the context of village tourism requires a collaborative approach and multi-stakeholder participation to enhance the innovation performance of Pokdarwis.

### Practical implications

The main contribution of this research is directed towards **Pokdarwis**, as the managers of tourism villages, given their direct role in facilitating social interactions within tourism village practices. The first implication for enhancing Pokdarwis performance lies in implementing a collaboration strategy, which includes mutual support in preparing communication action plans, collaborating in the development of new markets, jointly designing products and services, and cooperating in operational activities. The second implication is the adoption of market orientation, which involves actively assessing behaviors within tourism village practices, continuously evaluating customer satisfaction, focusing on creating customer satisfaction, optimizing all organizational functions, and considering customer feedback. These efforts enable Pokdarwis to discover new approaches for addressing social issues, enhance the confidence of Pokdarwis administrators in supporting innovative ideas, and foster active participation in the implementation of those new ideas.

The implementation and adaptation of digitalization technology by the head of Pokdarwis in carrying out social interaction or multi-party collaboration is the right action. This step is a form of the results of multi-party collaboration aimed at promoting the attractiveness of tourist village destinations in NTB as an e-marketing suggestion, by utilizing potential opportunities from the attractiveness of the Lombok-Mandalika Circuit MotoGP event. This will have a positive impact on market orientation in tourism village practices, which ultimately the performance of Pokdarwis innovation is in accordance with the benefits received collectively. In addition, the contribution of this research is also useful as a reference in making policies for local governments, tourism business actors, communities, and academics that how important the collaboration of all parties involved and participating in every tourism village practice is to obtain market orientation which ultimately the performance of Pokdarwis innovation as a tourism village manager can develop and be sustainable.

### Limitations and Future Research Directions

Of course, this study still has several limitations that warrant improvement and offer avenues for future research. First, the limited characteristics of the studied population



restrict the generalizability of the findings. Therefore, future studies should consider broader population characteristics to obtain samples that better reflect the required criteria. Second, although the use of SmartPLS minimizes concerns regarding small sample sizes, the potential for biased data remains. Thus, future research should adopt a longitudinal approach to develop a more robust and reliable model. Third, the management of tourism villages varies considerably based on the potential for artificial and natural tourism, which adds complexity to the role of digital leadership. Consequently, future studies should focus on advanced and independent tourism villages to provide more comprehensive insights. Fourth, this study does not examine indirect effects (mediation) involving collaboration strategies and market orientation. Future research is encouraged to incorporate these variables as mediators, as the current study suggests indirect mediation in the relationships between digital leadership, collaboration strategies, and innovation performance, as well as between digital leadership, collaboration strategies, and market orientation. Furthermore, the findings indicate that collaboration strategies, market orientation, and innovation performance, along with digital leadership, collaboration strategies, and market orientation, produce complementary mediation effects. Finally, the moderating role of government support requires further investigation, particularly regarding the measurement instruments used, to enhance the validity and applicability of future research.

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## AUTHOR PROFILE

### **Hamdan SE, MM.**

ORCID ID: <https://orcid.org/0000-0002-8399-6805>. Currently completing the Doctoral Program in Strategic Management Science at Brawijaya University Malang and actively teaching at Mercu Buana University Jakarta from 2017 until now. Bachelor and Master of Marketing Management education completed at Mercu Buana University, Jakarta. The focus of his research is strategic tourism

### **Tama Krisnahadi SP, MM.**

ORCID ID: <https://orcid.org/0009-0002-6163-3074>. Currently active as Chair of the Faculty of Culture, Management and Business Study Program, Mandalika Education University, Mataram. The education he has completed is a Bachelor of Agriculture and a Master of Management at Mataram University. The research focus is marketing management and entrepreneurship.

### **Nur Komaria**

ORCID ID: 0009-0009-1824-7742. She currently works at the Center of Digital Economy and SMEs, which is affiliated with the Institute for Development of Economics and Finance (INDEF) Indonesia.

### **Ridho Rafqi Ilhamalimy SE, MM.**

ORCID ID: <https://orcid.org/0009-0000-6831-0724>. As a lecturer who actively teaches at the Mandalika University of Education, Mataram. Bachelor's degree completed at the Indonesian College of Economics, and Masters in Marketing Management at Mercu Buana University. My research interest is Marketing Management.

### **Indra Raharja ST, MBA.**

ORCID ID: <https://orcid.org/0009-0002-4637-7969>. Currently actively teaching at the Faculty of Economics and Business, Mercu Buana University, Jakarta and currently pursuing the Doctoral Program in Strategic Management Science at Brawijaya University Malang. The education he has completed is a Bachelor of Industrial Engineering and a Master of Business Administration at Bandung University of Technology. My research interests are strategic management and entrepreneurship.

