

## **Inclusive tourism: A driving force for collaborative governance in advancing sustainable village tourism**

**I Putu Mertha Astawa\*, I Made Wardana, I Putu Gde Sukaatmadja, and Tjok. Gde Raka Sukawati**

*Faculty of Economics and Business, Udayana University, Bali, Indonesia*

\* Corresponding author: merthabali@pnb.ac.id

### **Abstract**

This study aims to investigate the relationship between collaborative governance inclusive tourism in fostering sustainable tourism development in Bali. Employing a quantitative approach, data was collected from a comprehensive sample of 137 tourism villages across in Bali. This study implemented Partial Least Squares-Structural Equation Modeling (PLS-SEM) as a robust statistical methodology technique to analyze the relationship between collaborative governance, inclusive tourism, and sustainable tourism. This study draws upon the tenets of Collaboration Theory, which underscores the critical role of collaboration in realizing sustainable tourism villages. The findings of this research reveal that collaborative governance provides a significant positive influence on sustainable tourism. Notably, this impact is amplified by the moderating effect of inclusive tourism, suggesting that inclusive tourism plays a multifaceted and complex role in the intricate nexus between collaborative governance and sustainable tourism in tourism villages. Overall, the research suggests that the combination of collaborative governance and inclusive tourism is a powerful recipe for sustainable village tourism.

**Keywords:** Collaborative Governance, Inclusive Tourism, Sustainable Tourism Development, Tourist Villages, Bali

## Introduction

The global agenda has made sustainable development its core focus, particularly through the Sustainable Development Goals (SDGs) framework. Sustainable development recognizes the importance of maintaining a balance between meeting the needs of current generations and sustainability for future generations (Missimer, 2017). The targets and objectives stated in the SDGs are to promote inclusive economic growth, environmental protection, and eradicate poverty and inequality by 2030. The tourism sector, as expressed by Rosato et al. (2021), has great potential to contribute to achieving the SDGs, including economic improvement, environmental preservation, community empowerment and cultural development. Sustainable development in the tourism context includes preserving culture, the natural environment, the social environment, and local community participation (Wardana et al., 2019). Resources are managed while maintaining cultural, ecological and biodiversity, life support systems, recognition of rights and respect for culture (UNWTO and UNDP, 2017).

In Bali, a renowned global tourist destination, the issue of sustainable tourism is of paramount importance due to the tourism sector's substantial impact on regional economic development. Presently, sustainable tourism is gaining increasing attention as numerous Balinese villages are being explored as alternative tourist destinations. According to data from the Bali Provincial Tourism Office, as of 2022, 37.1 percent of villages in Bali have received recognition as tourist villages. These designated tourist villages are integral to the local government's strategy, focusing on the preservation of cultural values, local wisdom, the conservation of nature and the environment, as well as stimulating economic growth, community well-being, and cultural advancement within these villages. Paradoxically, tourism has also played a role in environmental degradation, significant alterations in traditional culture, thus contributing to economic disparities among regions (Heinz, 2023), often inadvertently marginalizes vulnerable groups and leads to unequal distribution of benefits (Astawa et al., 2019).

Governments cannot address tourism issues, especially sustainability issues, by themselves. They need to work with other stakeholders, such as businesses, communities, and environmental groups (Hutter, 2016; Knobloch, 2016; Chaperon, 2017). The World Tourism Organization (UNWTO) says that governments should talk to other stakeholders to build trust and cooperation (UNWTO, 2020). This collaboration is important because the tourism industry is complicated. It involves many different sectors, people, regions, and things. This complexity means that integrated management is essential for achieving tourism development goals.

Numerous researchers have consistently found that achieving sustainable tourism in practice necessitates collaborative governance (Kuhn, 2016; Anjos and Kennell, 2019; Noverman and Novita, 2020). In this context, stakeholders engage in a consensus-driven and deliberative decision-making process (Foster, 2016). Partners come together to jointly address common issues, reach consensus, and cultivate a shared understanding of policies (Sun, 2017). As Islamy (2018) articulates, collaborative governance serves as a practical approach that yields multiple benefits in addressing complex issues, integrating policies, and enhancing the efficiency of policy implementation and programs. The findings of these researchers collectively underscore that the achievement of sustainable tourism inevitably involves various challenges encompassing environmental, social, economic, and cultural dimensions,

requiring the active involvement of a diverse array of stakeholders within the tourism.

The research conducted by Pattberg and Widerberg (2016) presents a different perspective, indicating that the successful accomplishment of collaboration in governance for achieving sustainable development was relatively low at only 3.5 percent, with the majority of attempts failing. Building upon this, Vazquez-Brust et al. (2020) conducted further research to examine the practical application of collaborative governance in the pursuit of sustainability. Their findings suggested that in practice, collaborative governance may not invariably lead to the realization of sustainable development. They also noted the absence of a one-size-fits-all model of collaboration to achieve sustainable development. Summarized on their research, these two scholars proposed a conceptual framework that highlights the influence of specific governance factors on the success of collaboration, while also recognizing the moderating role of the type of sustainable development goals and the nature of collaboration partners.

Researchers offer diverse perspectives on achieving sustainable development. Scheyvens and Biddulph (2017) note that the SDGs explicitly emphasize the expectation that development should be inclusive. Siakwah et al. (2019) highlight the pivotal role of inclusiveness in tourism development for SDGs achievement. Rasoolimanesh et al. (2020) illustrate that the SDGs are designed to facilitate and advance tourism that is both inclusive and sustainable. Inclusive development is recognized as a fundamental element of sustainable development (Butler and Rogerson, 2016; Saarinen, 2018). In the context of development, inclusiveness goes beyond mere accessibility; it encompasses efforts to stimulate innovation, dismantle barriers, and address exclusions resulting from socio-economic disparities (Gillovic and McIntosh, 2020). It also pertains to the pursuit of equitable distribution of benefits and promoting justice (Dörffel and Schuhmann, 2020).

This research addresses a notable gap in the existing body of knowledge by exploring the role of inclusive tourism in shaping the dynamics of collaborative governance in the pursuit of sustainable tourism, particularly in the context of tourist villages. Utilizing the framework of collaborative governance, this study develops a governance model and investigates the influence of inclusive tourism on the advancement of sustainable tourism villages. Moreover, this research aims to enhance our comprehension of how collaborative governance and inclusive tourism interact and influence the achievement of sustainable tourism objectives. This research aims to provide useful insights and practical suggestions for government authorities who are responsible for the governance of sustainable tourism villages. This study has the potential to make a significant contribution to the field of sustainable tourism development and its governance.

## Literature Review

### Collaboration Theory and Collaborative Governance Concepts

The advancement of industrialization, the emergence of more complex organizations, and the division of labor, along with the proliferation of diverse tasks, have rendered collaboration increasingly indispensable. Collaboration, as a process of working collectively, exhibits certain characteristics: it involves an agreement to work together

in pursuit of a shared objective (Hrelja et al., 2016; Scoular et al., 2020). In this collaborative process, the objective is not solely the alignment of goals, but also the collective endeavor to address a series of challenges that cannot be effectively resolved by individuals within society (Emerson et al., 2015). From the perspective of social theory, collaboration entails the establishment of relationships, networks, and interactions aimed at generating shared value, as well as planning, implementing, and assessing joint programs (Emerson et al., 2015; Rakhudu et al., 2016). In the realm of Public Administration Theory, collaboration is recognized as a strategic approach that serves to overcome the various constraints faced by governments in delivering effective public services (Hutter, 2016; Knobloch, 2016; Chaperon, 2017).

The collaboration theory employed in this research draws upon two theoretical perspectives: social theory and the perspective of public administration theory. These perspectives encompass the idea of stakeholder interaction, involving both the government and society, to establish shared values and address complex challenges that are beyond individual resolution. This concept of collaboration is subsequently applied in the governance of tourism villages, where various stakeholders come together to address sustainability issues. Consistent with the assertion made by Hrelja et al. (2016) that building effective collaboration involves reaching agreements and taking joint actions by stakeholders to achieve common objectives, governance adopts a collaborative approach. Collaborative governance can be understood through the lens of two theoretical traditions: democratic theory and public administration (Emerson et al., 2012). In democratic theory, collaborative governance seeks to democratize institutions by introducing mechanisms for the participation of non-public actors, including the community. In public administration theory, collaborative governance represents a reformulation of the New Public Management concept, which emphasizes public values as the guiding parameters in public administration, including the incorporation of deliberative processes to achieve consensus.

### **Bali Tourism Village Development and Management Concept**

The tourist villages of Bali operate under the governance of Bali Provincial Regulation Number 5 of 2020. These Tourism Villages are distinctive administrative areas enriched with the potential and uniqueness of captivating tourist attractions, rooted in the unique life and traditions of rural communities. The developmental framework draws inspiration from Balinese culture, intricately woven with the philosophical underpinning of "Tri Hita Karana" — the harmonization of relations between God, Humans, and the Environment. Embracing the cultural values and local wisdom encapsulated in "Sad Kerthi" (six noble efforts concerning natural life and the environment), and grounded in the essence of "Balinese Taksu," a metaphysical force representing God's sacred power, fostering creativity, intelligence, and intellectual abilities.

This regulatory foundation outlines the core principles steering the development of tourist villages in Bali, emphasizing environmental friendliness, sustainability, balance, support for local resources, independence, democracy, togetherness, participation, transparency, accountability, and the pursuit of mutual benefits. The primary goals encompass the preservation of cultural values and local wisdom, the safeguarding of natural beauty and the environment, the elevation of local communities and residents as active participants in and contributors to the tourism experience, aligning with the community-based concept tourism. Additionally, the objectives extend to fostering village economic growth, enhancing the welfare of village communities, and advancing cultural prosperity.

The approach to tourism development in Bali is distinctive, rooted in Balinese culture. This involves imbuing tourism initiatives with the values of local wisdom, drawing from the rich tapestry of Hindu religion, cultural traditions, the natural environment, and local legal customs. The obligation to prioritize investment and utilize local resources serves as a cornerstone in the management of tourism villages. The orchestration of Balinese cultural tourism is a collaborative effort involving local governments, the private sector, village administrations, and the active participation of local communities.

### **The Influence of Collaborative Governance on Sustainable Tourism**

The concept of sustainable tourism has gained significant prominence in the broader tourism landscape, especially with the advent of the SDGs paradigm. The SDGs framework envisions sustainable development as a delicate balance between the present needs and those of future generations (UNWCED, 1987). Sustainable tourism involves the management of resources while preserving cultural, ecological, and biological diversity, and respecting cultural sensitivities and rights (UNWTO, 2016; UNWTO & UNDP, 2017). This paradigm embodies tourism development that prioritizes ecological preservation, economic viability, equitable distribution of benefits, and alignment with local values and societal norms (Hieu & Nwachukwu, 2019). In the context of village tourism, guided by the Indonesian Guidelines for the Development of Tourism Villages, sustainable tourism aims to improve the quality of life, strengthen cultural and community values, and boost the economic prosperity of the local community.

Efforts to achieve sustainable tourism revolve around the core of effective governance. According to Scott (2015), collaborative governance is viewed as the ideal solution for two primary reasons. Firstly, it leads to a more integrated understanding of a problem, provides greater legitimacy, and can reduce public distrust in government. Secondly, it fosters shared motivation, enabling each stakeholder to take actions that enhance overall effectiveness. In the context of sustainable tourism, collaborative governance is a cyclical process that encompasses face-to-face dialogue, trust-building, commitment to the process, sharing of understanding, and interim results (Ansell and Gash, 2008). Sun (2017) characterizes collaborative governance as a process that involves collaborative approaches to establish a common agenda, starting from problem definition, goal setting, design, evaluation, and decision-making. Ansell et al. (2020) assert that collaborative governance entails the development of relationships between government and non-government actors through a constructive dialogue process, the alignment of perspectives, and joint problem-solving.

Building upon the work of previous researchers who have delved into the intricate relationship between collaborative governance and sustainable tourism, it becomes evident that collaborative governance is an essential element in dealing with the complexity and dynamism associated with the implementation of sustainable tourism principles (Dredge and Jamal, 2013). Keyim (2017) underscores the role of collaborative governance in fortifying socio-economic sustainability, while Noverman and Novita (2020) highlight it as a dynamic process contributing to tourism sustainability. These findings align with the perspectives of other researchers who have shown that collaborative governance is closely linked to endeavors to achieve sustainable tourism (Ben-Yahia et al., 2019; Broccardo et al., 2019; Mészáros, 2021). Given the body of evidence from these previous researchers, this study proposes the following hypothesis:

- H1** Collaborative governance positively influences the realization of sustainable tourism in the context of village tourism in Bali, Indonesia.

### **Inclusive Tourism and Its Crucial Role in Sustainable Tourism**

Inclusivity challenges often pose significant issues in developing countries, particularly within the context of tourism development (Raworth, 2017; Scheyvens and Biddulph, 2017). The discourse on inclusive development extends beyond mere accessibility and encompasses a more comprehensive mission to foster innovation, eliminate barriers, address exclusion resulting from socio-economic disparities (Gillovic & McIntosh, 2020), and ensure the equitable distribution of benefits (Dörffel & Schuhmann, 2020). Baker and Messerli (2016) characterize inclusive tourism as the active engagement of stakeholders in policy formulation, potential utilization, and equitable contribution. Inclusive tourism embodies an inclusive business model, in which the community assumes an equal stake in production and is empowered to participate (Butler & Rogerson, 2016). Meanwhile, inclusive tourism represents an effort to empower marginalized communities, enabling their active involvement in sustainable tourism development (Pereira et al., 2021; Bellato and Cheer, 2021).

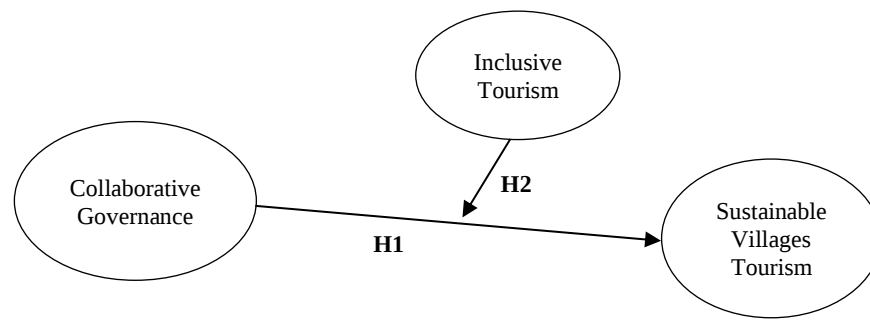
Despite the limited attention that researchers have dedicated to exploring the pivotal role of inclusive tourism in sustainable development, discussions regarding its importance in the context of sustainable tourism have started to gain traction. Babu (2020) argues that inclusive tourism is a fundamental prerequisite for achieving sustainability, and Ansell et al. (2020) assert that the attainment of sustainable tourism is contingent upon making tourism more inclusive. Simultaneously, Sica et al. (2021) contend that inclusive and participatory approaches within the concept of inclusive tourism play a significant role in the accomplishment of sustainable tourism. Inclusive tourism is widely recognized as a cornerstone of sustainable tourism development (Kotlyarova et al., 2020).

Drawing inspiration from the conceptual framework of Pattberg and Widerberg (2016) and Vazquez-Brust et al. (2020), this research hypothesizes that inclusive tourism strengthens collaborative governance in achieving sustainable tourism. Thus, the research hypothesis is proposed as follows:

- H2** Inclusive tourism significantly reinforces collaborative governance in the pursuit of sustainable tourism in the context of village tourism in Bali, Indonesia.

### **Conceptual Framework**

Based on the literature review discussed above, we have built a model to explain the positive relationship between collaborative governance variables and sustainable tourism. Furthermore, inclusive tourism moderates the relationship between collaborative governance and sustainable tourism. The conceptual framework is shown in Figure 1.

**Figure 1: Conceptual Framework**

## Methodology

This study uses a quantitative research approach, specifically a causal explanatory design, as described by Creswell (2013). This approach was chosen based on a strong theoretical framework, expert insights, conceptual analysis, and the findings of previous research. The study aims to test a hypothesis about the sustainability of tourist villages in Bali Province, Indonesia. The study was conducted from July to October 2023. There are 238 tourist villages in Bali as of 2022. A sample of 137 tourist villages was selected using the Slovin formula with a 5% margin of error. A random sampling technique was used, facilitated through the use of an online platform (<https://id.calcprofi.com/>). The respondents were the Heads of the Tourism Village Management.

The research collected primary data through a questionnaire comprising 19 questions. These questions aligned with measurement indicators for three key variables: collaborative governance (source: Sun, 2017; Castro-Arce and Vanclaya, 2020; Ansell et al., 2020), inclusive tourism (source: Gupta et al., 2015; Hickey et al., 2015; Baker and Messerli, 2016; Scheyvens and Biddulph, 2017; Dörffel and Schuhmann, 2020), and sustainable tourism (source: UN, 2015; Zolfani et al., 2015; Patterson, 2016; UNWTO and UNDP, 2017; Arikan and Unsever, 2017; Klarin, 2018; Hieu and Nwachukwu, 2019).

The questionnaires were distributed to the Bali Tourism Village Communication Forum Group via WhatsApp. The research instrument employed a Likert scale to elicit the feedback of the respondents, with ratings varying from 1 (strongly disagree) to 5 (strongly agree). The validity and reliability of the research instrument were verified by conducting a pilot test on a sample of 30 respondents. The results showed that the instrument was valid, with Pearson Correlation Coefficients ( $r$ ) above 0.30. It was also reliable, with Cronbach's Alpha ( $\alpha$ ) values all above 0.60.

The data was analysed using two methods: descriptive analysis and inferential analysis. Descriptive analysis was used to describe the frequency distribution of the respondents' answers. Inferential analysis was used to test the hypotheses proposed in the research. In order to assess the validity of the postulated hypotheses, the Partial Least Squares-Structural Equation Modelling (PLS-SEM) technique was utilized. PLS-SEM stands out as a robust analytical tool for investigating intricate relationships and pathways embedded within data. Its suitability for this research stems from its ability to delve into the complex interplay between collaborative governance, inclusive tourism, and sustainable tourism within the context of Balinese tourist villages.

## Results

The profile of respondents in this study is presented in Table 1 based on gender, age and education.

**Table 1: Demographic Profile of Respondents (n = 137)**

| Variables | Demographic         | Frequency | Percentage |
|-----------|---------------------|-----------|------------|
| Gender    | Female              | 9         | 7%         |
|           | Male                | 128       | 93%        |
| Age       | ≤ 25 years old      | 2         | 1%         |
|           | 26 s/d 50 years old | 87        | 64%        |
|           | > 50 years old      | 48        | 35%        |
| Education | Senior High School  | 37        | 27%        |
|           | Bachelor            | 86        | 63%        |
|           | Masters             | 12        | 9%         |
|           | Doctoral            | 2         | 1%         |

In Table 1, only 7% of respondents were female. The limited participation of women in managing tourist villages in Bali is due to a variety of factors, including persisting patriarchal norms and community stigma surrounding women's participation in public spaces.

### Measurement Model Assessment

The evaluation of a measurement model is an essential initial step in assessing both validity and reliability (Hair et al., 2019). For reliability assessment, specific criteria should be met before the analysis, including a Cronbach's alpha value exceeding 0.7, factor loadings of individual items surpassing 0.5, Composite Reliability (CR) exceeding 0.7, and an Average Variance Extracted (AVE) greater than 0.6, as established by Fornell and Larcker in 1981. The findings related to the assessment of validity and reliability can be observed in Table 2.

**Table 2: Results of Validity and Reliability Analysis**

| Construct                          | Item | Factor Loading (>0.5) | Cronbach's $\alpha$ (>0.7) | CR (>0.7) | AVE (>0.6) |
|------------------------------------|------|-----------------------|----------------------------|-----------|------------|
| Collaborative Governance (CG)      | CG1  | 0.769                 | 0.859                      | 0.869     | 0.639      |
|                                    | CG2  | 0.787                 |                            |           |            |
|                                    | CG3  | 0.751                 |                            |           |            |
|                                    | CG4  | 0.817                 |                            |           |            |
|                                    | CG5  | 0.867                 |                            |           |            |
| Inclusive Tourism (IT)             | IT1  | 0.814                 | 0.922                      | 0.929     | 0.762      |
|                                    | IT2  | 0.889                 |                            |           |            |
|                                    | IT3  | 0.875                 |                            |           |            |
|                                    | IT4  | 0.912                 |                            |           |            |
|                                    | IT5  | 0.873                 |                            |           |            |
| Sustainable Villages Tourism (SVT) | SVT1 | 0.848                 | 0.933                      | 0.941     | 0.650      |
|                                    | SVT2 | 0.831                 |                            |           |            |
|                                    | SVT3 | 0.740                 |                            |           |            |
|                                    | SVT4 | 0.891                 |                            |           |            |
|                                    | SVT5 | 0.811                 |                            |           |            |
|                                    | SVT6 | 0.815                 |                            |           |            |
|                                    | SVT7 | 0.798                 |                            |           |            |

|      |       |
|------|-------|
| SVT8 | 0.727 |
| SVT9 | 0.783 |

Source: Processed primary data, 2023.

Discriminant validity, evaluating the distinctness of a construct from others, is traditionally assessed by comparing the Average Variance Extracted (AVE) of each construct to the squared correlations between constructs, as first proposed by Fornell and Larcker in 1981. However, recent research has raised concerns regarding the limitations of this approach. An alternative method for evaluating discriminant validity is the Heterotrait-Monotrait Ratio (HTMT). The HTMT measures the correlation between items that assess distinct constructs against the geometric average of the correlations among items that measure the same construct. In structural models featuring closely related constructs, the HTMT threshold typically stands at 0.90. In contrast, for constructs that are conceptually distinct, a more conservative threshold of 0.85 is recommended, as articulated by Franke and Sarstedt in 2019. The HTMT values pertinent to this study are detailed in Table 3.

**Table 3: Result of Heterotrait-Monotrait Ratio of Correlations (HTMT)**

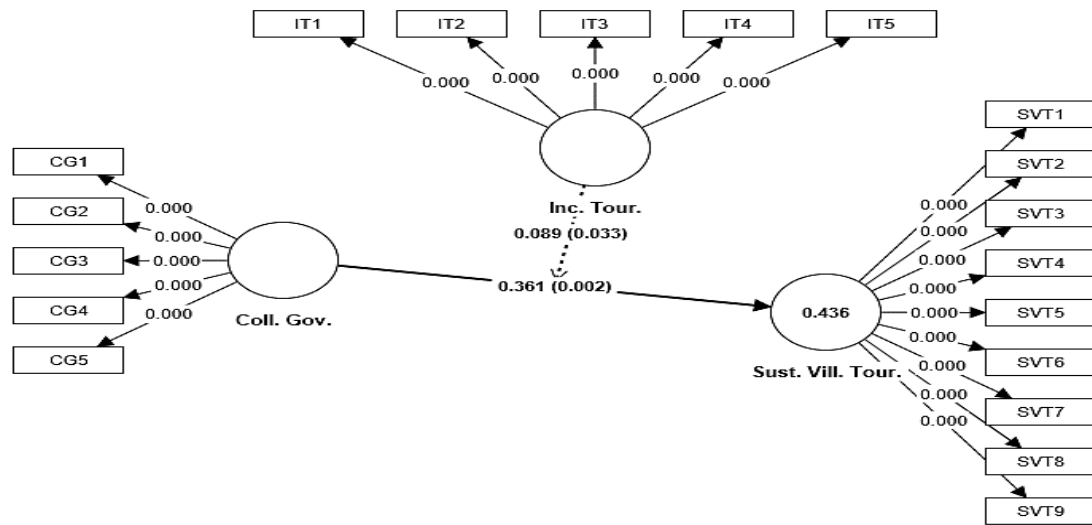
|                                                   | HTMT < 0.90 | Description |
|---------------------------------------------------|-------------|-------------|
| Coll. Governance (CG) <-> Sust. Vill. Tour. (SVT) | 0.653       | Valid       |
| Incl. Tourism (IT) <-> Sust. Vill. Tour. (SVT)    | 0.643       | Valid       |
| Coll. Governance (CG) <-> Incl. Tourism (IT)      | 0.856       | Valid       |

Source: processed primary data, 2023.

The outcomes underscored the successful isolation of each construct variable as proposed in this study, reinforcing the instrument's commendable discriminant validity.

### Structural Model Assessment

A structural model analysis is conducted using Smart-PLS with a bootstrapping resampling technique to test the hypotheses. Bootstrapping is a process for assessing the level of significance or probability of direct effects, indirect effects and total effects. The research structural model after the bootstrapping process is shown in Figure 2 below.

**Figure 2: The Structural Model after bootstrapping**

### Path Coefficients

Next, the assessment of the structural model is that the path coefficients of statistical significance and effect size ( $f^2$ ) displayed in Table 4.

**Table 4: Path Analysis Results and F-square**

|                                                               | Original Sample | t-statistics | p-values | f-square |
|---------------------------------------------------------------|-----------------|--------------|----------|----------|
| Coll. Gov. (CG) -> Sust. Vill. Tour. (SVT)                    | 0.361           | 3.156        | 0.002    | 0.092    |
| Incl. Tou. (IT) -> Sust. Vill. Tour. (SVT)                    | 0.414           | 3.470        | 0.001    | 0.122    |
| Incl. Tour. (IT) x Coll. Gov. (CG) -> Sust. Vill. Tour. (SVT) | 0.089           | 2.131        | 0.033    | 0.027    |

Source: processed primary data, 2023.

The findings from Table 4 suggest that, overall, the research hypothesis is accepted. Hypothesis 1: Collaborative governance ( $\beta=0.087$ ,  $t=3.156$ ,  $p<0.05$ ) has a statistically significant positive impact on sustainable tourism. The research also evaluates the strength of the direct influence of collaborative governance variables on sustainable tourism. To measure the magnitude of the direct effect, this study follows the rule of thumb, where f-square ( $f^2$ ) values of 0.02, 0.15, and 0.35 indicate a small, medium, and large effect, respectively, as stated by Cohen (1988). The effect size ( $f^2$ ) of collaborative governance on sustainable tourism is 0.092, indicating it is small.

Hypothesis 2 is accepted, that inclusive tourism significantly strengthens collaborative governance in realizing sustainable tourism ( $\beta=0.089$ ,  $t=2.131$ ,  $p<0.05$ ). In addition, the research results show that the direct relationship between inclusive tourism and sustainable tourism is also significant ( $\beta=0.414$ ,  $t=3.470$ ,  $p<0.05$ ). In this context, inclusive tourism plays a quasi-moderating role. The moderating effect of inclusive tourism is 0.027, which means it has a strong or large influence (standard set by Kenny in Hair et al., 2021).

### ***Model's Predictive Power Test***

The assessment of the model's predictive prowess takes a closer look at three key metrics: the coefficient of determination ( $R^2$ ), the  $Q^2$  redundancy measure, and PLS-predict.  $R^2$  serves as a statistical compass, guiding us in understanding how effectively our model captures the nuances of the dependent variable.

Ranging between 0 and 1,  $R^2$  values embody the model's storytelling ability. A high  $R^2$  value, say 0.75, signifies that the model paints a vivid picture, explaining 75% of the variation in the dependent variable. On the other hand, an  $R^2$  of 0.50 indicates a model that narrates half of the story. In the context of our study, an  $R^2$  value of 0.436 reveals that our model tells us about 43.6% of the story, a level of insight that we consider moderate.

$Q^2$  is a measure of how well a PLS-SEM model can predict new observations. It is calculated by estimating the proportion of the dependent variable's variance that can be predicted by the model.  $Q^2$  values must be greater than zero to indicate that the model can predict better than random chance.  $Q^2$  values can be classified as small, medium, or large predictive accuracy, with higher values indicating better predictive performance. As a rule of thumb,  $Q^2$  values greater than 0.25 and 0.50 are considered medium and large predictive accuracy, respectively (Shmueli et al., 2016; Sarstedt et al., 2017). In this case, the  $Q^2$  value of 0.436 is close to large predictive accuracy, indicating that the PLS-SEM model in this study can predict new observations well.

The PLS-predict metric is a specialized evaluation metric within the PLS framework that assesses the predictive performance of a PLS model by comparing its RMSE or MAE to a benchmark model, such as a linear regression model (LM). According to Danks and Ray (2018), a PLS-predict metric less than 1 indicates that the PLS model outperforms the benchmark model in terms of predictive performance, a PLS-predict metric of 1 indicates that the PLS model and the benchmark model have equivalent predictive performance, and a PLS-predict metric greater than 1 indicates that the PLS model underperforms the benchmark model. A higher PLS-predict metric indicates that the PLS model is not well-suited for making predictions on new data. The PLS-predict metric is a valuable tool for assessing the predictive performance of PLS models, especially in complex research settings.

The predictive power of a PLS-SEM model is evaluated by comparing its prediction errors (RMSE or MAE) against those of a simple linear regression (LM) benchmark. When the PLS-SEM analysis consistently produces higher prediction errors across all indicators, it signifies a model with inadequate predictive capacity. Conversely, if a significant portion of dependent construct indicators in the PLS-SEM analysis yield higher prediction errors, the model's predictive power is deemed low. A moderate predictive capability is inferred when a smaller subset (or an equal number) of indicators exhibits higher errors. The absence of any indicators in the PLS-SEM analysis surpassing the RMSE or MAE value of the LM benchmark indicates a model with high predictive power, corroborating the findings of Shmueli et al. (2019).

**Table 5: PLS-predict Results Test**

|      | <b>Q<sup>2</sup>predict</b> | <b>PLS-<br/>SEM_RMSE</b> | <b>PLS-<br/>SEM_MAE</b> | <b>LM_RMSE</b> | <b>LM_MAE</b> |
|------|-----------------------------|--------------------------|-------------------------|----------------|---------------|
| SVT1 | 0.410                       | 0.538                    | 0.407                   | 0.546          | 0.403         |
| SVT2 | 0.337                       | 0.586                    | 0.449                   | 0.610          | 0.467         |
| SVT3 | 0.217                       | 0.618                    | 0.468                   | 0.645          | 0.473         |
| SVT4 | 0.329                       | 0.592                    | 0.449                   | 0.601          | 0.442         |
| SVT5 | 0.232                       | 0.609                    | 0.478                   | 0.603          | 0.462         |
| SVT6 | 0.157                       | 0.650                    | 0.502                   | 0.688          | 0.537         |
| SVT7 | 0.128                       | 0.624                    | 0.468                   | 0.631          | 0.489         |
| SVT8 | 0.181                       | 0.560                    | 0.425                   | 0.578          | 0.450         |
| SVT9 | 0.259                       | 0.504                    | 0.404                   | 0.531          | 0.414         |

Source: processed primary data, 2023

The PLS predictive power results as shown in Table 5 show that a small portion of the indicators in the PLS-SEM analysis produce higher prediction errors compared to the LM benchmark, this shows moderate predictive power.

## Discussion

The findings of hypothesis 1 testing indicate that sustainable tourism in Bali tourist villages is positively and significantly impacted by collaborative governance. This result aligns with the conclusions of previous research conducted by Bramwell and Lane (2011); Newton and Elliott (2016); Saito and Ruhanen (2017), which highlight the importance of involving various stakeholders in the collaborative policy-making process for achieving successful outcomes in a destination. Keyim and Adamiak (2014) have also emphasized the effectiveness of collaborative governance in the tourism sector, particularly in promoting the socio-economic development of rural communities. Furthermore, Florini and Pauli's research affirms that the role of collaborative governance strengthens sustainable development achievements in social, economic, and environmental dimensions (Florini and Pauli, 2018).

This study confirms that the involvement of different stakeholders in decision-making is essential for the long-term success of tourism destinations. This is what previous research by Bramwell and Lane (2011); Newton and Elliott (2016); Saito and Ruhanen (2017) has also found. Collaboration in tourism development governance is a strategic approach that aims to build cooperation, support, and community participation. These are all important for achieving sustainable tourism (Lee, 2013; Timothy and Boyd, 2015).

In the specific context of tourism governance in Bali's tourist villages, collaboration takes centre stage with the government assuming the role of an initiator. This collaborative effort extends to include the active engagement of diverse entities such as the private sector, local communities, village institutions, non-governmental organizations, academics, and the media. The collective involvement of these stakeholders is strategically orchestrated to actively contribute to the realization of sustainable tourism practices. Importantly, these findings resonate with the principles embedded in Public Administration Theory, as elucidated by Morgan and Shinn (2014), Scott (2015), Hutter (2016), Knobloch (2016), and Chaperon (2017).

In the realm of collaborative governance, the decision-making process is characterized by direct, face-to-face interactions involving all stakeholders. This approach has organically evolved into a cultural norm within village communities, shaping decision-making practices that prioritize the collective interests of the community. Through intensive face-to-face dialogues, each decision undergoes a thorough process of deliberation and seeks consensus among stakeholders. The overarching goal is to ensure that community interests are not only considered but actively accommodated, leading to decisions that are truly communal in nature. This practice holds significant importance, especially in the context of developing tourist villages in Bali.

The emphasis on cultural tourism in Bali's tourist villages necessitates a decision-making process that aligns with the essence of the local culture. Cultural tourism in this context encompasses a rich tapestry of attractions for tourists, ranging from the local way of life and culinary experiences to traditional arts. Importantly, it extends to the utilization of people's homes as accommodations for travellers. Hence, the decision-making approach of face-to-face interaction, deliberation, and consensus-building aligns seamlessly with the cultural emphasis of Bali's tourist attractions, ensuring that decisions are rooted in the values and priorities of the local community.

The study found that collaborative governance has a positive effect on sustainable tourism, but the effect is weak. This means that even though collaborative governance helps to promote sustainable tourism, the impact may not be as significant as previously thought. These findings are consistent with previous research, which has also found that collaborative governance has not been very successful in achieving sustainable outcomes. This suggests that, while collaborative governance is important for sustainable tourism, other factors are also needed to strengthen its impact.

As are the results of research from Vazquez-Brust and colleagues, who argue that realizing sustainability goals requires more than just collaborative governance. Their perspective implies that although collaborative governance is a valuable component, there are likely other factors or conditions that play an important role in enhancing the effectiveness of sustainable practices. This opinion encourages further exploration and research regarding various factors that influence sustainability in the tourism sector.

The study found that inclusive tourism makes collaborative governance more effective in promoting sustainable tourism in tourist villages in Bali. This finding is supported by the effect size of inclusive tourism, which is 0.027, which is considered substantial. In other words, inclusive tourism plays a significant role in strengthening collaborative governance for sustainable tourism. This finding is consistent with the findings of previous research, such as Gupta et al. (2015); Siakwah et al. (2019); and Pereira et al. (2021), which also found that inclusivity is essential for achieving sustainable tourism goals. Babu (2020) contends that the essential foundation for attaining sustainability lies in inclusive tourism.

In the unique context of tourist villages, inclusive tourism takes on a quasi-moderating role. On one hand, it serves as a strengthener, enhancing the relationship between collaborative governance and sustainable tourism. Simultaneously, it functions as a predictor by exerting a significant direct influence on sustainable tourism outcomes. This dual role underscores the multifaceted impact of inclusive tourism, not only as a facilitator of collaborative governance but also as a driving force in its own right,

directly contributing to the advancement of sustainable tourism practices (Butler & Rogerson, 2016; Kotlyarova *et al.*, 2020).

The concept of inclusive tourism, as applied in the tourist villages of Bali, embodies the idea of ensuring equal participation among community members as producers and contributors to the tourism industry. In this context, inclusivity extends beyond mere involvement and encompasses the empowerment of the community. This means that tourism initiatives are deliberately aligned with the community's interests, and mechanisms are in place to guarantee equitable community access in local tourism development. In essence, the concept of inclusive tourism in Bali's tourist villages is not just about diversity and participation; it is a holistic approach that seeks to empower, align with community interests, provide equal opportunities, and foster continuous improvement in local capacity and potential. Inclusivity ensures that tourism development in these villages is not only economically beneficial but also socially and culturally enriching for the entire community.

In conclusion, this research provides insight into the dynamics of sustainable tourism development in Bali tourist villages, focusing on the role of collaborative governance and inclusive tourism. These findings confirm that collaborative governance, involving multiple stakeholders in the decision-making process, is critical to achieving sustainable tourism. Although this study found a positive impact of collaborative governance on sustainable tourism, additional factors are still needed to strengthen its effectiveness. Inclusive tourism is now an important factor, to strengthen the contribution of collaborative governance to sustainable tourism. By ensuring equal participation, empowerment, and alignment with local interests, inclusive tourism not only fosters economic benefits but also enriches social and cultural dimensions, encouraging continuous improvement in local capacity and potential.

The generalizability of the study's findings to a broader tourism context is a limitation, given its primary focus on tourist villages in Bali. The unique cultural, economic, and geographic characteristics of Bali may limit the universal applicability of the observed relationships between collaborative governance, inclusive tourism, and sustainable outcomes. To enhance the external validity of the research findings, future studies should explore whether similar relationships exist in more diverse tourism environments. Replicating the research in various geographical, cultural, and economic settings will contribute to a more comprehensive understanding of the complex dynamics at play and inform the development of more generalizable theories and recommendations for sustainable tourism development.

### **Practical Implications for Asian Business**

The practical implications arising from this research provide strong guidance for businesses operating in the Asian tourism sector, especially in dealing with the complexities of collaborative governance and inclusive tourism. The proven research hypothesis underlines that collaborative governance has a significant and positive effect on the achievement of sustainable rural tourism. This is in line with previous research which emphasizes collaboration as an important solution to achieve success and ensure the sustainability of tourist destinations (Cehan *et al.*, 2020).

The essence of collaboration is described as a strategic key to success, supported by empirical evidence (Bramwell and Lane, 2011; Newton and Elliott, 2016; Saito and Ruhanen, 2017). When various stakeholders are actively involved, collaborate and collectively formulate goals, building consensus regarding the desired direction of tourism development, this becomes a fundamental element for the long-term sustainability of the destination.

In addition, collaboration is not just a mechanism but is the main driver for gaining competitive advantage (Wondirad et al., 2019). The business world is encouraged to utilize collaborative governance as a differentiating factor in the competitive tourism landscape, thereby achieving a strong and resilient position. The strategic importance of collaboration is increasingly emphasized as a path to sustainable tourism (Graci, 2013). The involvement of the business world contributes to the creation of sustainable tourism initiatives, encouraging environmental conservation, socio-economic development and cultural enhancement. Based on empirical studies, stakeholders are encouraged to realize the importance of collaboration and active participation in the decision-making process to realize the success of sustainable destinations.

The research findings, especially the results of testing hypothesis 2, explain the role of inclusive tourism as a quasi-moderation in achieving sustainable tourism. The business world operating in the tourism sector, especially in the Asian region, can take advantage of the multiple impacts of inclusive tourism as a strategic approach for sustainable tourism. First, inclusive tourism functions as an amplifier of collaborative governance for the achievement of sustainable tourism, in line with the insights provided by Gupta et al. (2015). This underscores the importance of fostering inclusivity within a collaborative framework, emphasizing that inclusive tourism practices can strengthen collaborative processes that support sustainable tourism initiatives.

Second, and equally important, inclusive tourism emerged as a direct predictor of sustainable tourism outcomes. This indicates that inclusive tourism is not only a facilitator in a collaborative governance structure but also a strategic driver, which independently contributes to the realization of sustainable tourism goals. These insights align with broader perspectives on sustainability in the tourism sector (Siakwah et al., 2019; Babu, 2020). This strategic perspective positions inclusive tourism as a powerful and multifaceted tool for businesses aiming to increase the overall effectiveness of their sustainability strategies. By embracing inclusive tourism, the business world has the potential to create a more comprehensive approach to sustainability that not only strengthens collaborative governance but also independently drives positive sustainable outcomes.

These results have practical implications for alternative tourism managers in the Asian region, both government and private, to continue to encourage inclusive practices in tourism development and management. Tourism development must be in harmony with the socio-cultural conditions of local communities, in line with environmental conservation goals, and be able to contribute economically in the context of providing alternative sources of income for the community.

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