TOURISM RECOVERY AFTER THE COVID-19 PANDEMIC: HOW DO STAKEHOLDERS PLAYS A ROLE?

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Abstract

This study aims to prove whether the application of the hexahelix approach as a refinement of the pentahelix approach, can increase the role of stakeholders in recovering the performance of the tourism sector, developing community-based tourism and increasing quality tourism experiences for tourists after the Covid-19 pandemic in Bali. This research is a quantitative approach that departs from the positivistic paradigm, and explanation of the results of data analysis using a qualitative approach. The findings of this research are that the stakeholders of tourism sector plays a significant role on, (1) tourism performance (2) local community-based tourism development (3) quality tourism experience (4) tourism sector stakeholders have not played a significant role in quality tourism experience. The role of financial institutions, tourism businesses and academia is very strategic in recovery the tourism sector after the Covid-19 pandemic. The research implications explain that the approach to improving tourism performance will change according to external and internal changes.

Keywords: Stakeholder in the tourism sector, Hexahelix approach, Local Community Base Tourism, Quality tourism experience, Tourism performance, Quality tourism experience

INTRODUCTION

The tourism sector has experienced the heaviest impact of the Covid 19 pandemic compared to other sectors. World export revenues from tourism have declined by $910 billion to $1.2 trillion in 2020. This will have a wider impact and could reduce global GDP by 1.5% to 2.8%. The Covid-19 outbreak has destroyed the world's economic activities, including the Indonesian and Bali economies. The tourism sector is the mainstay of the Bali economy, has fallen to its lowest point. It was recorded that 65,594 tourism workers in Bali were temporarily laid off and 2,189 were permanently laid off. This crisis is an opportunity to rethink how tourism is growing again by motivating people to start tourism businesses. Reorganizing the tourism sector by mobilizing the community and other related parties (stakeholders) through regular coordination are strategic steps, to pass the transition to a tourism economy that continues to grow and ensure a fair distribution of benefits.

Failures in tourism management often lead to debates about the perspective or paradigm of tourism development, which tends to be less profitable for local communities, as well as damaging the tourism environment. The debate resulted in the idea that community-based tourism (CBT) became alternative tourism as a solution in the development of sustainable tourism, responsible tourism, environmentally friendly tourism (ecotourism), and pro-small people tourism.

Tourism that supports local communities is tourism that generates benefits for people living in poverty. Tourism that supports the economy, social, environment and culture of local communities, is better known as CBT. CBT was generally understood as "nature conservation through ecotourism" (Zapata et al., 2011, p.726). The concept has been broaden and enormous range of tourism products like traditional performances, and handicraft productions are provided to visitors. CBT is usually considered a platform for local communities to generate economic benefits by offering tourists products derived from local communities, customs, natural resources, and culture (Donny at al., 2012). CBT is also characterized as a development program that enhances the social and cultural benefits of local communities through social and cultural exchanges with tourists. Empowerment of people living in tourism development areas will be more relevant to be called LCBT.

The role of stakeholders always occupies a strategic position, as planners, implementers and carrying out control functions in the development of tourism destinations. The role of stakeholders will always change according to environmental changes that occur both in the macro and micro environment, especially during the Covid-19 pandemic which has changed the entire human life system.

The success of tourism development depends on good cooperation and communication between all stakeholders involved in the tourism system (Uran and, E. Juvan, 2010). Stakeholders in tourism destinations are: local residents, local companies, media, employees, governments, competitors, tourists, business associations, and activists. Meanwhile, according to Nunkoo and Ramkissoon, (2011) there are four main stakeholder groups or perspectives identified in the tourism development process including, tourists, residents, businessmen and government officials. While all stakeholders need not be equally involved in the decision making process, all of their interests must be identified and understood (Donaldson & Preston, 1995). Failure to identify the interests of the stakeholder group can cause the process to fail (Clarkson, 1995). Longart (2017) finds that multi-stakeholder programs, whose goals and roles are very different, require stronger leadership and stakeholder management.

Regulation of the Minister of Tourism of the Republic of Indonesia Number 14 of 2016 concerning guidelines for sustainable tourism destinations, states that to create orchestrations and ensure the quality of activities, facilities, services, and to create experiences and value tourism benefits in order to provide benefits and benefits to the community and the environment. Therefore, it is necessary to encourage a tourism system called Pentahelix through optimizing the role of business, government, community, academic, and media (BGCAM). Wright, H. (2013) even as a Tourism Academic and Travel Writer, places the role of transportation as a special element of tourism stakeholders.

This research will explore the important role of the six elements of tourism stakeholders including the financial sector, complementing the five elements of the Pentahelix approach to support the development of the tourism sector along with the ongoing Covid-19 pandemic. Hexahelix elements are considered relevant as a driver of the tourism sector to bounce back to face the threat of the Covid_19 pandemic. Several previous research results found that with the Pentahelix approach, stakeholders were not optimal in supporting sustainable tourism (Yuniningsih, T. at *al.,* 2019). Nainggolan, M., at *al.,* (2020), found The lack of synergy between stakeholders caused the low number of tourist visits. The government tends to assume that the stakeholders are the sole owner of the power so that the development of tourism has not been able to produce welfare.

The Covid-19 pandemic has changed all systems of human life, including the changing behavior of tourists. Changes in tourist behavior require reformulation of business strategies, especially to intensify support from various parties. During the Covid-19 Pandemic situation, the tourism business experienced an imbalance between expenditure and income. Funding institutions are also one of the tourism savior sectors in obtaining financial resources. The

government, academia, business, society, tourists the media and finacial istitutions are the main stakeholders in tourism.

This study was investigated the role of tourism stakeholders through the Hexahelix approach in improving performance and quality tourism experiences. Hexahelik is an improvement to Pentahelik through optimizing the role of business, government, community, academic, and media (BGCAM) initiated by the Indonesian government, becoming Hexahelix through empowering the roles of business, government, community, academia, media, and financial institutions. There are very few studies on the role of tourism stakeholders that include financial institutions as the main stakeholders in tourism development.

Tourism development with a focus on quality tourism experience is the object of research for most tourism researchers today. According to Stasiak (2013), we are now in a new era, a more advanced economy, which is based on service and must provide a higher emotional experience to consumers. In the economic concept of this new era, customer value is focused on the customer experience. Goods and services are no longer sufficient to sustain economic growth, create jobs, and sustain economic prosperity (Pine and Gilmore, 2011).

The growing attention to experience can be considered a megatrend, and has added value to the proposition that experience serves as a source of personal information for the stories people tell about their lives and is important for their self-perception (Mehmetoglu et *al*., 2011). This view implies the importance of an individual's experience of satisfaction with a particular product or visit.

Research question: Does the change in stakeholder role structure accelerate the development of LCBT and encouraging tourism performance and quality tourism experiences after the Covid-19 pandemic?

LITERATURE REVIEW

Stakeholders in tourism

The term 'stakeholder' was first introduced by the Stanford Research Institute in 1963 (Louise, T., 2017). Stakeholders are people, groups, or organizations who can influence individuals or organizations. According to Johnson at *al.* (2006). Stakeholders are individuals or groups who depend on the organization to fulfill their own goals and on whom the organization in turn depends. Stakeholder participation in the decision-making process is very important for sustainable tourism development. According to UNEP, and UNWTO (2005) there are a number of stakeholders that can have a direct or indirect impact on tourism planning and development. They play a variety of roles and sometimes have competing goals and objectives.

Referring to the tourism literature there are different types of stakeholders with many typologies. According to Heitmann (2010), stakeholders can be divided into different categories depending on their level of interest and influence in the tourism destination decision-making process. Pavlovich (2003) identified stakeholders in a tourism destination as tourists (as demand), industry (as suppliers), and hosts (community and local environment).

According to the World Tourism Organization, stakeholders in Sustainable Tourism Development (STD) are divided into three categories: the tourism industry, the supporting environment, and local communities and governments. The three stakeholders have their respective roles in shaping sustainable tourism. Both parties act to preserve the physical heritage, strengthen the local culture and social viability of the local population, and offer long-term development and employment opportunities for the local population (Anuar et al., 2012). Swarbrooke (1999) separates stakeholders into five main categories: government, tourists, host communities, tourism businesses, and other sectors. Three different groups of stakeholders are identified; each play different roles in the sustainable success of a rural tourism route, namely demand-side stakeholders or visitors, core stakeholders or tourism service providers on the route, and enabling stakeholders, who influence both the route operations and the environment in which the route operates (Mclaren, L., & Heath, E., 2018).

According to Rahman (2020), stakeholders in tourism can be detailed as follows: national or central government, local government, tourism companies and companies, tourists, local communities, employees and professionals, and other stakeholders. There are several other stakeholders that tourism planners should consider. For example, agencies engaged in financing tourism projects, trade unions and professionals working in the field of tourism, tourism education centers, and other tourism specialist organizations play various roles in tourism development.

According to Turker, et *al.,* (2016), stakeholders, local governments have the most important responsibility in sustainable tourism development and must lead other stakeholders in development because they are the most powerful parties and they have a role in preserving cultural heritage buildings and planning sustainable tourism, including local authorities have the most important responsibility for sustainable tourism development and should lead other Stakeholders in that development as they have a role to play in preserving sustainable tourism heritage development and planning. Tourism entrepreneurs also stated that they have a responsibility to preserve heritage buildings by restoring or renovating their hotels. Local people have a responsibility to preserve local culture and maintain it for the future of the community and for tourism.

Understanding the importance of the role of stakeholders in organizations, stakeholder-based theories have emerged that have been popular among academics and non-academics

(Amoako, G.K., at *al.* 2021). Stakeholder based theory is a practical theory that has its beginning in organizational management and ethics and it is distinct from others because it addresses morals and values explicitly as a central feature of managing organisations. Thus, it is a management theory based on the moral treatment of stakeholders (Harrison et *al.*, 2015) and a practical theory because all firms have stakeholders who have to be managed.

This research will use stakeholder elements based on the concept promoted by the Ministry of Tourism of the Republic of Indonesia, namely the Pentahelix approach to encourage tourism including the roles of business, government, community, academic, and media (BGCAM). The Swarbrooke approach (1999) and the Rahman approach (2020) which emphasize the role of financial institutions which further add elements of the Pentahelix approach to be Hexahelix, consisting of six elements of stakeholders, namely academics, business, government, society, media and financial institutions.

Community Base Tourism (CBT)

The term of Community Based Tourism (CBT) emerged in the mid-1990s. CBT is generally small-scale and involves interaction between visitors and the host community, particularly suited to rural areas. CBT is generally understood to be managed and owned by the community for the community. It is a form of local tourism, which prioritizes local service providers and suppliers and focuses on communicating local culture and the environment (Boronyak, Louise, 2010). The CBT is defined as "a means of development whereby social, environmental and economic needs of local communities are met through the offering of a tourism product" (Goodwin & Santilli, 2009). CBT is an alternative form of tourism development, which is geared towards generating and maximizing opportunities for residents of a local community (Curcija at *al.*, 2019).

This CBT construction in principle is one of the important and critical ideas in the development of conventional tourism development theory (growth oriented development model), development that prioritizes growth and expects a trickle-down effect, often gets a lot of criticism that has ignored rights and marginalized local people from tourism activities in a destination. This criticism arises because at the global level, massive tourism activities that have been running so far are believed to have a negative impact, marked by the ongoing decline in the quality of the environment that is often touched by tourists.

CBT is a tourism activity that is owned and operated by the community, and managed or coordinated at the community level that contributes to the welfare of the community through supporting sustainable livelihoods and protecting the values of social traditions, culture and natural heritage resources (ASEAN CBT Standards, 2016).

A positive perception of the local community towards the management of tourist destinations is very much needed. The positive perception of local communities encourages the empowerment of destination resources, both human resources, cultural resources, as well as physical resources owned by local communities. Therefore, the development of tourist destinations with the Local Community Base Tourism (LCBT) approach becomes very important and strategic for sustainable tourism. The aspirations of local communities are an important input in the planning and development process for sustainable tourism. Solving tourism problems requires the involvement of various decision makers or stakeholders, including the participation of local communities, especially in decision making, planning implementation and supervision (Sutresna, I.B. at *al.,* 2019). Community-based tourism performance significantly influences post-purchase tourist perceptions (intentions). In addition, community-based tourism arrangements have been identified as having higher performance. The performance of CBT, the sense of belonging will be higher (Eom, at *al.,* 2019). According to Wardana at *al.*, (2021), local community support in developing ecotourism can increased tourism performance, quality tourism experiences and sustainable tourism. Numerous scholars have recognized CBT as a suitable developmental model for increasing the socio-economic benefits of tourism while curtailing undesirable environmental impacts (Goodwin & Santilli, 2009).

Quality Tourism Experience

Experience quality is defined in multidimensional nature and there is no clear consensus for what constitutes experience quality. Csikszentmihalyi and LeFevre (1989), for instance, measured the quality of experience from affect, potency, cognitive efficiency, and motivation. According to Gayle J. at al, (2009), Quality Tourism Experience is an excellent expression used in tourism industry literature and dialogue about tourists. Yet the definition of a quality tourism experience remains elusive. Tourism studies, leisure and marketing literature also resonate with many applications of the phrase and contributing terms. It should also be noted that studies on the use of service quality measures have permeated tourism, hospitality, and marketing since the 1980s with the work of Parasuraman at *al.*, (1985). The last three were pioneered by SERVQUAL (1988), which is based on the paradigm of disconfirmation of performance expectations derived from gap theory. SERVQUAL provides Quality Tourism Experiences criteria to measure service quality related to the dimensions of empathy, responsiveness, reliability, physical evidence, and assurance. There has been a significant uptake of SERVQUAL in the tourism and hospitality services industry.

In the context of tourism, quality travel experience is meant is the perceived quality of the tourist experience at the destination. Items were selected based on previous literature,

including the main attributes of the destination that affect quality, such as good weather, safety, beauty of the location, tourist facilities and the quality and variety of recreational resources (Kim, Guo, & Agrusa, 2005), Soler at *al.,* (2017) uses several indicators to measure tourists' perceptions of the quality of the destinations they visit, such as: Destination value or image, Accommodation, Restaurants, Rest, Weather, Natural Environment, Rural Environment, Security, Hospitality, and Exchange Rates.

Tourism Performance

To measure performance in the hospitality business, it is generally based on Key Performance Indicators (KPI). Research by Phillips & Louvieris (2005) and Bergin-Seers & Jago (2006) has shown that employee, customer and financial dimensions are the main performance indicators for performance measurement in small and medium-sized hotels. Neely et *al.*, (2005) highlight the dimensions of competitive environment, service quality and external environment as other key KPIs for hotels. Additional performance dimensions of organizational learning, innovation and creativity are included, based on research by Lynch & Cross (1991), who suggest that this performance dimension is important for any organization regardless of their operating context and industry sector. The dimensions of tourism performance are determined, namely the competitiveness and uniqueness of the destination, the quality of human resources, operational efficiency, innovation and service quality.

Hexahelix Stakeholders Synergy Approach

The Triple Helix theory becomes a reference in increasing the role of stakeholders in developing the tourism sector. Triple helix theory was popularized by Etzkowitz and Leydersdorff (1995), is an approach in creating a synergy of cooperation from three actors, namely academic (A), business (B), and government (G) to build a knowledge-based economy. It is hoped that the synergy that is built will create circulation of knowledge between the actors involved to give birth to various knowledge innovations that have the potential to be capitalized or transformed into products or services that have economic value.

In empirical developments in various parts of the world, various actors outside the ABG element have emerged who have contributed significantly to the dynamics of the interaction of the three. With new actors emerging, a model is needed which is the development of the Triple Helix model, as an analytical tool in developing various models of knowledge-based economy cooperation policies. Leydersdorff (2012) views that the Triple Helix model can theoretically be expanded into Quadruple-Helix Models, and so on up to n-triple helix without any limitations.

However, that due to methodological reasons, the development of the Triple Helix model must be carried out in stages according to clear needs.

Dzisah, J. & Etzkowitz, H. (2008). suggests that there are three stages of the emergence of the Triple Helix innovation model, namely: 1) Internal transformation of each helix; 2) The influence of one helix on another; 3) Creation of a new stretch of the trilateral network; 4) Organization of interactions between the three helixes. According to Etzkowitz and Ranga (2008), the evolutionary process in the Triple Helix Model involves a transition from a statistical stage where the government controls academia and industry, towards a laissez-faire state relationship between three institutional areas; and finally to the hybrid stage where each institutional environment retains its own characteristics, while at the same time taking on a different role.

The Quadruple-Helix concept was first suggested by Carayannis & Campbell (2009) by adding a fourth helix from the existing Triple Helix model. This fourth helix is identified as a helix associated with media. The reason for adding the fourth helix is because cultural values, on the one hand, and how public reality is formed and communicated by the media, on the other hand, have an impact on the innovation system of a community or country. The role of the media is very important in shaping or directing what innovations are priorities in a country. The Quintuple-Helix concept is also suggested by Carayannis & Campbell (2010) where the fifth helix is an emphasis on the natural environment (social ecology) aspects of society and the economy for knowledge production and innovation systems. In this case a continuous balance between the direction of the development of society and is seen as an essential thing for the sustainability of human civilization.

The Hexahelix approach in this research is the improvement of Pentahelix approach through optimizing the role of business, government, community, academic, and media (BGCAM) which was initiated by the Indonesian government, to Hexahelix through empowering the roles of business, government, community, academia, media, and funding institutions. Funding institutions are the first priority business element needed to start tourism which has been suspended for two years due to the Covid-19 pandemic.

Hypotheses

Based on the literature review, the research hypothesis can be formulated as follows:

H.1. Tourism stakeholders have a positive and significant impact on the development of LCBT.

H.2. Tourism stakeholders have a positive and significant impact on tourism performance.

H.3. Tourism stakeholders have a positive and significant impact on quality tourism experiences.

H.4. The development of local community-based tourism has a positive and significant impact on tourism performance.

H.5. The local community-based tourism has a positive and significant impact on quality tourism experiences.

H.6. Tourism performance has a positive and significant impact on quality tourism experiences.

Research Purpose

To test and explain the role of stakeholders influencing community-based tourism, tourism performance and quality tourism experience after the Covid-19 pandemic

RESEARCH METHOD

This study uses a quantitative approach based on a positivistic paradigm to seek and obtain confirmation of causal relationships of a social phenomenon or human activity. This research was conducted in Bali, Indonesia. Data sources are local communities, community leaders, tourism business actors, related governments, tourism business associations, media and academics with a total sample of 156. The sampling technique used was purposive sampling approach. Data were analyzed using Structural Equation Modeling (SEM) with the PLS approach.

Research Variabels

Table 1. Research Variables

Variables	Indicators					
The role of stakeholder (X)	Government (x1)	Business (x2)	Academia (x3)	Community (x4)	Media (x5)	Financial institutions (x6)
LCBT (X2)	Society participation (y1.1)	Profit distribution (y1.2)	Operation Management (y1.3)	Cooperation between stakeholders (y1.4)	Social uniqueness (y1.5)	Environmental and cultural preservation (y1.6)
Tourism Performance (Y2)	Destination competitiveness/ uniqueness (y2,1)	Human resources quality (y2,2)	Operational eficiency (y2,3)	Inovation (y2.4)	Service quality (y2.5)	
Quality tourism experience (Y3)	Destination beauty (y3.1)	Availability of infrastructure (y3.2)	Variety of recreational resources (y3.3)	Weather (y3.4)	Quality of supporting resources (y43.4)	

Data analysis method

Descriptive analysis is used to determine the characteristics of respondents and a description of respondents' perceptions of the indicators of each research variable.

Inferential analysis is used to test the validity and reliability of the indicators of each construct using Structural Equation Modeling (SEM), with the Partial Least Square (PLS) approach using the Smart PLS version 3 software application program.

ANALYSIS AND RESULTS

Description of Respondents' Assessment of Research Variables

Table 2. Respondents' Assessment of Research Variables

Variable	Assessment trends on the variable indicators (%)		
	Not good	Neutral	Very good
The role of stakeholders	16,71	17.71	65.57
LCBT	5.00	13.50	81,5
Tourism Performance	2.40	2.00	95.60
Quality tourism experience	3.00	4.60	92.40
Averages	6.78	7.56	83.77

Table 2 gives an illustration that the perceptions of respondents' evaluation of all research variables tend to give a good perception of judgment (83%), only a small number of respondents give a poor perception of judgmen (6.78), and 7.56 did not give a firm assessment

Evaluation of the outer model

Model validity evaluation

  a. Convergent validity test, shows that the outer loading of all indicators is above 0.50. These results conclude that the variance of the indicators of each construct can be explained by each research construct (see Figure 1 and Table 3).
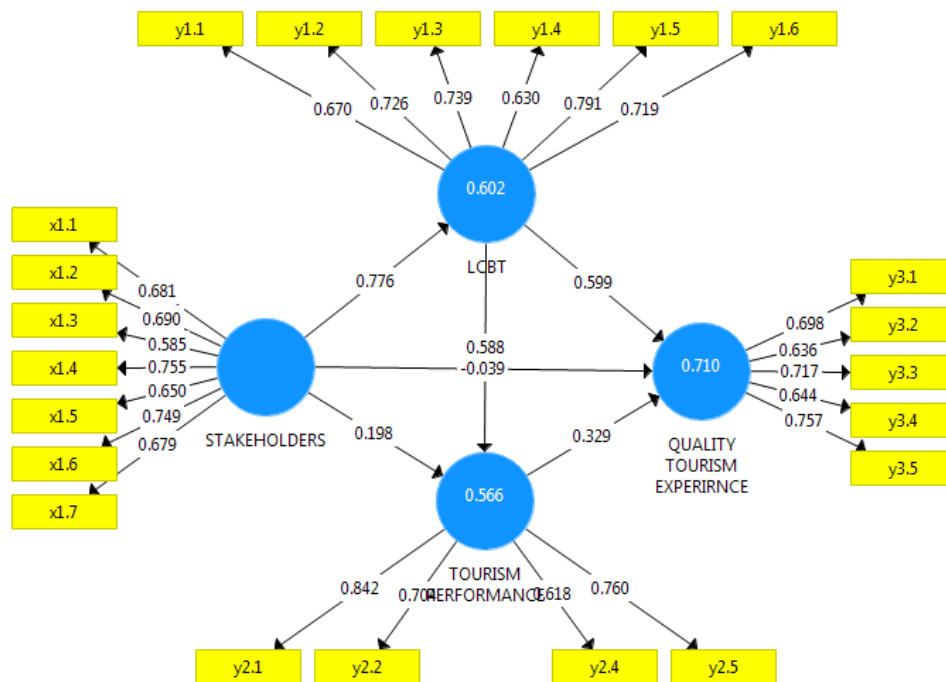
Figure: 1. Research Model - Algorithmic Process

Table 3. Outer Loadings

Variable and Indicators	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
X1.1 <- Stakeholders	0,725	0,715	0,062	11,643	0,000
X1.2 <- Stakeholders	0,668	0,666	0,060	11,126	0,000
X1.3 <- Stakeholders	0,621	0,613	0,069	8,935	0,000
X1.4 <- Stakeholders	0,788	0,787	0,037	21,332	0,000
X1.5 <- Stakeholders	0,696	0,690	0,060	11,666	0,000
X1.6 <- Stakeholders	0,788	0,786	0,037	21,041	0,000
Y1.1 <- LCBT	0,654	0,649	0,068	9,568	0,000
Y1.2 <- LCBT	0,719	0,710	0,057	12,530	0,000
Y1.3 <- LCBT	0,747	0,742	0,047	15,817	0,000
Y1.4 <- LCBT	0,652	0,651	0,059	11,024	0,000
Y1.5 <- LCBT	0,768	0,758	0,067	11,498	0,000
Y1.6 <- LCBT	0,732	0,729	0,044	16,726	0,000
Y2.1 <- Tourism Performance	0,836	0,836	0,024	35,489	0,000
Y2.2 <- Tourism Performance	0,702	0,699	0,047	15,042	0,000
Y2.4 <- Tourism Performance	0,640	0,634	0,071	9,012	0,000
Y2.5 <- Tourism Performance	0,750	0,747	0,042	18,040	0,000
Y3.1 <- Quality Tourism Exp.	0,786	0,783	0,043	18,235	0,000
Y3.2 <- Quality Tourism Exp.	0,727	0,723	0,073	9,982	0,000
Y3.3 <- Quality Tourism Exp	0,713	0,709	0,056	12,788	0,000
Y3.4 <- Quality Tourism Expe	0,650	0,650	0,059	11,057	0,000

b. Convergent validity test can be done also through composite reliability and average variance extracted (AVE) values. Based on the composite reliability values presented in Table 4, it shows that the four constructs have composite reliability above 0.8 and AVE above 0,5. This means that the indicators that have been set are able to measure each construct well or it can be said that the measurement model is reliable.

Table 4. Construct Reliability and Validity

Information	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
LCBT	0,808	0,814	0,861	0,509
Quality Tourism Experience	0,692	0,688	0,812	0,520
Stakeholders	0,811	0,829	0,863	0,514
Tourism Performance	0,714	0,730	0,824	0,541

c. Discrimant Validity Test. The next criterion is discriminant validity, by comparing the correlation between constructs and AVE roots as shown in Table 5. In this study, it was found that all constructs met the discriminant validity test because the AVE root value was greater than the correlation with other constructs. In other words there are no problems in discriminant validity so that discriminant validity has been achieved

Table 5. Discriminant Validity

Fornell-Larcker Criterion

	LCBT	Quality Tourism Experience	Stakeholders	Tourism Performance
LCBT	0,715			
Quality Tourism Experience	0,714	0,692		
Stakeholders	0,676	0,642	0,686	
Tourism Performance	0,642	0,649	0,654	0,736

Evaluation of the inner model

R-Square (R^2): shows the effect caused by variations of exogenous variables on endogenous variables. R^2 is the coefficient of determination on the endogenous construct. According to Chin (1998), the value of R^2 is 0.67 (strong), 0.33 (moderate) and 0.19 (weak). The value of R^2 for each endogenous variable is presented in Table 3 below:

Table 6. R- Square

Information	R Square	R Square Adjusted
LCBT	0,438	0,435
Quality Tourism Experience	0,570	0,561
Tourism Performance	0,574	0,569

Table 6 shows that R^2 of the endogenous construct of LCBT, quality tourism experience and tourism performance are in the moderate category, which is between 0.438 and 0.574. Thus, it can be said that the model formed by the 4 variables is at a moderate level.

f – Square (f^2): shows the influence of the construct as a predictor at the structural level. In other words, how much influence does the endogenous construct have on the exogenous construct, which is known based on the effect size f^2. The f^2 value of 0.02 is categorized as a weak influence, the f^2 value of 0.15 is categorized as a moderate influence and the f^2 value of 0.35 is categorized as a strong influence.

Table 7. f Square

Information	LCBT	Quality Tourism Experience	Stakeholders	Tourism Performance
LCBT		0,112		0,507
Quality Tourism Experience				
Stakeholders	0,780	0,015		0,047
Tourism Performance		0,269		

Table 7 shows that the effect of endogenous constructs on exogenous constructs is at a moderate and strong level, only the influence of stakeholders on quality tourism experience is at a weak level of 0.015.

Q-Square (Q^2) (predictive relevance): measures how well the observed values are produced by the estimation model and its parameters. Q^2 value > 0 indicates that the model has good predictive relevance. On the other hand, if $Q^2 < 0$ indicates the model has poor predictive relevance.

The value of Q^2 can be calculated as follows:

$Q^2 = 1- (1-R^2{}_1) (1-R^2{}_2) (1-R^2{}_3)$

$Q^2 = 1- (1- 0.438) (1- 0.570) (1- 0,574)$

$Q^2 = 1 - (0.562)(0.568)(0.426)$

$Q^2 = 0{,}864$

The Q^2 value of 0.864 or 86.4%, means that the model has a very good observation value. This means that 86.4%, the relationship between variables can be explained by the model.

GoF (Goodness of Fit) test: The GoF index is used to evaluate the overall structural and measurement model which can be calculated by taking the root of the average AVE multiplied by the average R^2.

Average R^2 = 0.438+0.570+0.574= 1.582:3= 0.527

Average AVE = 0.509+0.520+0.514+0.541=1.57:4= 0.393

Root mean of AVE = 0.393 = 0.627

So GoF = 0.527 x 0.627 = 0.330 (moderate)

Estimate for path coefficients: Estimate for path coefficients is a path coefficient value showing the strong influence between exogenous constructs on endogenous constructs, performed by bootstrapping iteration procedures on the PLS-3 SEM application. Bootstrapping interaction can generate research models (See Figure 2). The results of testing the significance of the path coefficient of the research model using Smart-PLS-3, can also be seen in Table 8.
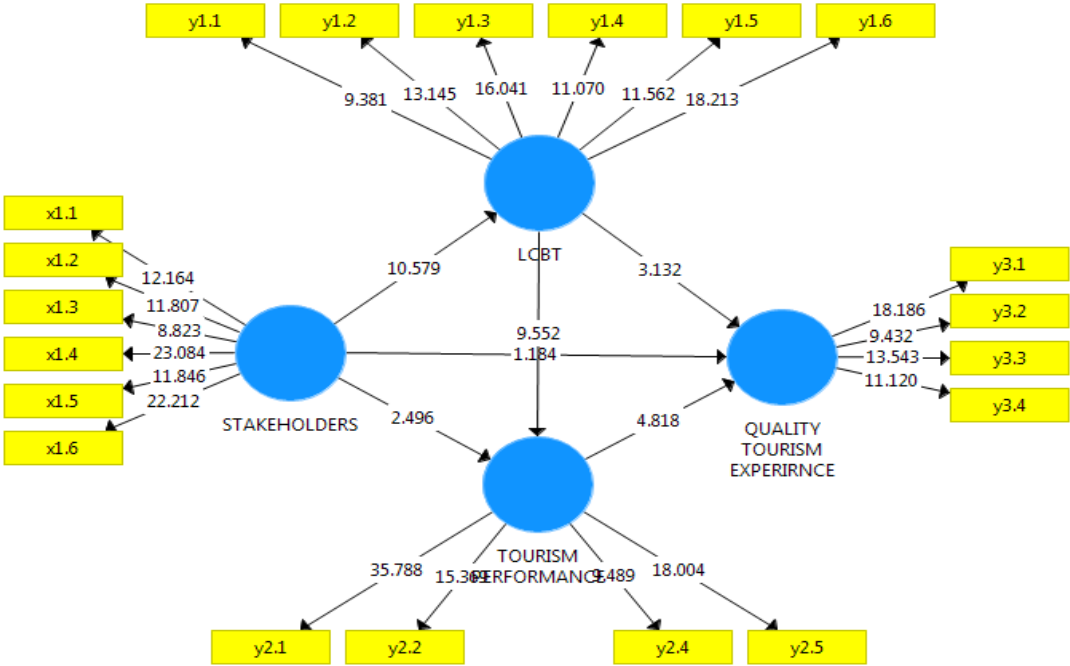

Figure 2: Research Model Through Bootstrapping Interaction

Table 8. Path Coefficients

Information	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
LCBT -> Quality Tourism Experience	0,359	0,352	0,115	3,132	0,002
LCBT -> Tourism Performance	0,620	0,627	0,065	9,552	0,000
Stakeholders -> LCBT	0,662	0,670	0,063	10,579	0,000
Stakeholders -> Quality Tourism Experience	-0,110	-0,110	0,093	1,184	0,237
Stakeholders -> Tourism Performance	0,189	0,185	0,076	2,496	0,013
Tourism Performance -> Quality Tourism Experience	0,521	0,533	0,108	4,818	0,000

Table 8 shows that there are six causal relationships between exogenous and endogenous constructs at α 0.05. Of the six causal relationships, five showed a positive and significant causality relationship (PV < 0.05). Those relationships are causality between LCBT and quality tourism quality, LCBT with tourism performance, stakeholders with LCBT, stakeholders with tourism performance, and tourism performance with quality tourism experience. While one shows that the causality relationship is not significant, between stakeholders and quality tourism experience (PV > 0.05).

Total Indirect Effects: The total indirect effect shows the strong role of the mediating variable in the partial relationship between exogenous variables and endogenous variables (multiple mediation). Table 9 shows that LCBT has an indirect effect on quality tourism experiences significantly at α 0.05, with t statistic 3.967 > 1.96 and PV = 000 < 0.05. Stakeholders construct have an indirect effect on quality tourism experience significantly at α 0.05, with t statistic 7,886 > 1.96 and PV = 0.000 < 0.05. Stakeholders construct have an indirect effect on tourism performance significantly at α 0.05 with t statistic 6.180 > 1.96 and PV = 0.000 < 0.05.

Table 9. Total Indirect Effects

Information	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
LCBT -> Quality Tourism Experience	0,323	0,335	0,081	3,967	0,000
LCBT -> Tourism Performance					
Stakeholders -> LCBT					
Stakeholders -> Quality Tourism Experience	0,549	0,559	0,070	7,886	0,000
Stakeholders -> Tourism Performance	0,410	0,421	0,066	6,180	0,000
Tourism Performance -> Quality Tourism Experience					

DISCUSSION

The research results showed that the role of stakeholders with hexahelix approach proved to have a positive and significant impact on the local community-based tourism development. In this case academics as part of stakeholders play a role in research and provide tourism training. The media is also part of the stakeholder role in providing information about destinations to encourage destination development. After the Covid-19 Pandemic, the tourism economy declined greatly so that recovery, required the participation of financial institutions to provide funding support. Overall the role of stakeholders can increase community participation to encourage distribution of income and the intention to preserve the environment and culture will increase. Stakeholders are proven to have a positive impact on tourism performance. This impact can be increased by increasing the role of academics, the role of financial institutions and the role of the media. The role of financial institutions as business financing institutions is very much needed in tourism recovery. The role of stakeholders does not have a significant impact on quality tourism experience. However, the role of stakeholders can influence the quality tourism experience indirectly through increasing the role of local communities through the development of local community-based tourism. Local community-based tourism development has a significant role in improving tourism performance. The active participation of local communities in the tourism business, environmental and cultural preservation can improve the quality of tourism management and the attractiveness of destinations.

The results of the study also explain that local community-based tourism can significantly encourage to improve quality tourism experiences. Active participation of the local community, due to the income from tourism that is felt by the local community, good tourism management, and environmental and cultural preservation can support the beauty and quality of destinations, maintain tourist facilities, increase the variety of resources. The results of the study found that tourism performance has a significant positive impact on quality tourist experience. Destination competitiveness, quality of human resources, operational efficiency of tourism, innovation and quality of tourism services can improve the beauty of destinations, maintain tourist facilities, increase the variety of recreational resources, overcome the effects of weather and improve the quality of tourist facilities.

Furthermore, the results of the study explain that local community-based tourism is able to mediate a full relationship (full mediation) between the roles of tourism stakeholders and the development of quality tourism experiences. Likewise, tourism performance is able to mediate in full (full mediation) the relationship between stakeholders and the development of quality tourism experiences

RESEARCH IMPLICATIONS

This research can explain that the role of stakeholders in tourism development is very large. Stakeholder involvement with an approach will not be rigid, in other words, reconstruction will always be carried out in accordance with environmental changes that occur. In addition, stakeholders can generate community-based tourism, tourism performance and build quality tourism experiences

CONCLUSION

Reconstruction of the role of stakeholders from a pentahelix approach to a hexahelix approach can encourage the development of local community-based tourism and tourism performance. However, the role of stakeholders is not able to significantly encourage the development of quality tourism experiences. The role of stakeholders in the development of quality tourism experiences will be significant, if through the development of local community-based tourism. Likewise, the role of stakeholders will be significant for the development of local community-based tourism. if the role of tourism performance can be increased. Thus the role of stakeholders with a hexahelix approach can increase tourism performance and quality tourism experience.

LIMITATIONS

The limitation of this study is that it has not included all the elements of stakeholders who can actually contribute to improving tourism performance and the quality of experience received by tourists. This limitation is an opportunity for the researchers to conduct further studies.

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