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Transformation-Based Tourism Industry Strategies in West Nusa Tenggara Province

Asep Aulia Rahman[1*], Furqon Syarief Hidayatulloh[2], Elisa Anggraeni[3]
[1*23]Management Studies Program, Faculty of Economics and Management, IPB University, Indonesia

**Corresponding Author: anaksingkepasep@apps.ipb.ac.id*

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ABSTRACT

This study aims to analyze the dimensions underlying the transformation of the tourism industry and determine the strategic priorities for developing a transformation-based tourism industry in West Nusa Tenggara (NTB) Province, Indonesia. Second-order Confirmatory Factor Analysis (CFA) was employed to identify and validate the dimensions underlying tourism transformation, while the Analytical Hierarchy Process (AHP) was used to determine development strategy priorities. The findings indicate that tourism industry transformation in NTB Province is shaped by four dimensions: climate change mitigation, local community engagement, sustainable tourism, and community well-being, with a valid and reliable measurement model. Climate change mitigation emerged as the most dominant dimension, followed by local community engagement and the implementation of sustainable tourism principles. Meanwhile, community well-being made the weakest contribution and, theoretically, is more appropriately positioned as an outcome of tourism transformation. The AHP results indicate that sustainability-based destination management, enhanced resilience to climate risks, and active local community participation are the main strategic criteria. Digital transformation and decarbonization were identified as the highest-priority operational strategy alternatives. This study highlights the importance of an integrated approach to tourism transformation through collaboration among the government, private sector, and local communities, supported by appropriate regulations and long-term planning, to establish an inclusive, resilient, efficient, environmentally friendly, and sustainable tourism industry.

Keywords: Tourism Industry Transformation, Climate Change Mitigation, Sustainable Tourism, Digital Transformation, Decarbonization, Analytical Hierarchy Process (AHP).

INTRODUCTION

Indonesia's economy demonstrated resilience in 2024, with the International Monetary Fund (IMF) projecting 5% growth, ranking Indonesia fourth among ASEAN economies. This projection was consistent with Indonesia's 5.05% economic growth in 2023. Meanwhile, Statistics Indonesia (BPS) reported year-on-year growth of 5.11% in the first quarter of 2024, exceeding the IMF's projection. Although the COVID-19 pandemic caused a contraction of

2.07% in 2020, the economy recovered to 3.7% in 2021, 5.31% in 2022, and 5.05% in 2023. This recovery reflects government efforts and the contributions of various economic sectors (IMF, World Economic Outlook, April 2024; BPS).

Indonesia's economic development is supported by six major sectors: manufacturing, agriculture, trade, transportation and warehousing, services, and tourism. Although tourism was not the largest contributor to gross domestic product (GDP) in 2019, it demonstrated substantial potential through foreign-exchange earnings, GDP contributions, and employment. Tourism's contribution to GDP increased from 4% in 2011 to 5.5% in 2019, while tourism foreign-exchange earnings rose from USD 8.55 billion to USD 16.91 billion during the same period (BPS; Financial Note to the 2023 State Budget). However, the COVID-19 pandemic significantly reduced tourism revenue and international visitor arrivals due to border closures and travel restrictions. Tourism foreign-exchange earnings reached a low of USD 540 million in 2021 before recovering to USD 4.26 billion in 2022. International tourist arrivals also declined sharply in 2020–2021, highlighting the vulnerability of tourism to global crises (Ministry of Tourism and Creative Economy and BPS, 2022).

As an archipelagic country comprising more than 17,000 islands, Indonesia possesses considerable tourism potential derived from its natural landscapes and cultural diversity. The government has designated five Super Priority Tourism Destinations: Lake Toba, Borobudur, Mandalika, Labuan Bajo, and Likupang. These destinations offer opportunities to strengthen Indonesia's global tourism competitiveness while promoting environmental conservation and cultural preservation (Ministry of Tourism and Creative Economy of the Republic of Indonesia, 2021).

West Nusa Tenggara (NTB) Province is particularly important because it hosts Mandalika, a Special Economic Zone (SEZ) and one of Indonesia's Super Priority Tourism Destinations. NTB offers diverse attractions, including beaches, mountains, waterfalls, islands, religious sites, and historical and cultural landmarks. Mandalika's natural beauty, cultural heritage, tourism infrastructure, and the Pertamina Mandalika International Circuit provide substantial opportunities to attract domestic and international visitors, create employment, and support micro, small, and medium-sized enterprises (MSMEs). Nevertheless, these opportunities require effective strategies to ensure that tourism development generates inclusive economic benefits without compromising environmental sustainability and community welfare. According to the Indonesian House of Representatives (2009), an SEZ is a designated customs area within Indonesia intended to facilitate specific economic activities with competitive advantages. Despite its economic potential, Mandalika's development also presents challenges related to environmental pressure and social inequality.

Tourism development in NTB has experienced considerable fluctuations. According to the NTB Tourism Office's official data portal visitor numbers increased substantially between 2013 and 2017 before declining amid the Lombok earthquakes in 2018 and 2019 and the subsequent COVID-19 pandemic. The number of tourist accommodation facilities continued to increase between 2013 and 2024, reflecting the government's commitment to tourism

development. However, visitor recovery after the pandemic remained uneven. Data from NTB Satu Data show that total domestic and international tourist arrivals fell from approximately 3.71 million in 2019 to 400,595 in 2020 and 964,036 in 2021. Although arrivals subsequently increased, the figures indicate the need for stronger recovery and resilience strategies.

Despite its economic benefits, rapid tourism development can create environmental and social challenges. Increasing visitor numbers in destinations such as Gili Trawangan have contributed to coral reef degradation, threatening the marine ecosystems that underpin their tourism appeal (Pratiwi & Handayani, 2021). In response, NTB has pursued conservation initiatives, improved waste management, environmentally friendly infrastructure, and community-based economic development to balance tourism growth with environmental protection (Putra, 2022). However, maintaining long-term sustainability requires more comprehensive strategies and coordination among government institutions, local communities, and tourism businesses.

Sustainable tourism seeks to balance economic development, social welfare, and environmental protection. Pitana and Diarta (2009) explain that tourism can generate foreign-exchange earnings, improve trade balances, create employment, produce multiplier effects, and expand opportunities for local communities to benefit from tourism facilities. The World Trade Organization (WTO) has also recognized the growing demand for products that support tourism development. Tourism can stimulate agriculture, fisheries, and marine industries, encourage the development of less productive areas, promote distinctive local products, and expand economic activities and infrastructure beyond major urban centers.

Transformative tourism offers further opportunities to generate meaningful travel experiences and lasting changes in tourists' perspectives. Travel has been compared with therapeutic processes (Kottler, 1998) and educational experiences (Reisinger, 2013), particularly when tourists engage with cultural, natural, and social environments (Brinkerhoff & Morgan, 2010). Transformative experiences have been associated with ecotourism, volunteer tourism, religious tourism and pilgrimage, backpacking and adventure tourism, cultural and heritage tourism, wellness and yoga tourism, and dark tourism (Nandasena et al., 2022). Such experiences may encourage critical self-reflection, deepen understanding of communities and the wider world, strengthen relationships between visitors and hosts, and increase appreciation of local cultures.

Previous studies provide important foundations for sustainable tourism management. Butler (1980), through the Destination Lifecycle Model, explains that tourism destinations pass through several stages, from exploration and growth to stagnation and decline. Effective transformation strategies are therefore necessary at each stage to maintain destination sustainability. Cole (2012) emphasizes a holistic approach involving government, local communities, and the private sector, while Hall (2015) highlights the importance of supportive policies and regulations governing land use, natural resource management, and cultural protection. These perspectives suggest that sustainable tourism requires coordinated governance, stakeholder collaboration, technological innovation, improved human resource

capabilities, and meaningful local participation. Ecotourism and community-based tourism are particularly relevant because they can generate local economic benefits while supporting environmental conservation and cultural preservation.

Tourism transformation in NTB consequently needs to address several interconnected challenges: environmental degradation, the competing demands of economic development and conservation, uneven post-pandemic recovery, and the need to ensure that local communities benefit from tourism growth. A comprehensive transformation strategy should integrate digital technologies for tourism marketing and destination management, climate and environmental protection, human resource development, and community participation. Training and education are particularly important for improving service quality, enhancing visitor experiences, and increasing awareness of sustainable tourism practices among industry stakeholders and local residents.

Despite these opportunities, research gaps remain concerning the availability of valid and up-to-date data on tourism's environmental and social impacts, the effectiveness of existing policies, and the implementation of sustainable transformation strategies specifically in NTB. Addressing these gaps is essential for developing context-specific recommendations that support long-term tourism resilience.

Therefore, this study aims to develop a transformation-based strategy for the tourism industry in West Nusa Tenggara Province, with particular attention to Mandalika's potential as a Special Economic Zone and Super Priority Tourism Destination. By identifying the key factors influencing tourism transformation and formulating strategic recommendations, this research seeks to support an inclusive, resilient, environmentally responsible, and sustainable tourism industry that improves local community welfare while preserving NTB's natural and cultural resources.

RESEARCH METHOD

Conceptual Framework

Indonesia is the world's largest archipelagic country, comprising 17,508 islands inhabited by more than 360 ethnic groups (Ministry of Foreign Affairs of the Republic of Indonesia, 2018). Its natural resources, biodiversity, historical heritage, and cultural diversity provide substantial potential for tourism development.

Indonesia's tourism foreign-exchange earnings fluctuated over the years, reaching a low of USD 0.52 billion in 2020 due to COVID-19 restrictions before recovering to USD 6.72 billion in 2022. This recovery reflected the relaxation of international travel restrictions and renewed tourist interest.

West Nusa Tenggara (NTB) Province has significant tourism potential, particularly Mandalika in Central Lombok Regency, which is designated as a Special Economic Zone (SEZ) and one of Indonesia's five Super Priority Tourism Destinations. According to the Indonesian House of Representatives (2009), an SEZ is a government-designated area intended to support specific economic activities with competitive advantages. Mandalika also hosts the

international MotoGP event, demonstrating the government's commitment to developing a world-class tourism destination (Ministry of Tourism and Creative Economy of the Republic of Indonesia, 2021a). However, tourism development also presents challenges, including environmental degradation and potential social inequality.

Sustainable tourism seeks to balance economic growth, social welfare, and environmental conservation. In NTB, unsustainable infrastructure development and conflicts between economic interests and environmental protection highlight the need for transformative tourism management. Such transformation involves adopting advanced technologies, improving human resource capabilities, and strengthening local community participation. Accordingly, this study aims to formulate transformation-based tourism industry strategies that support sustainable development while preserving local environments and cultures.

Research Period and Location

Data collection began in February 2025 and continued through April 2025, with the research process extending until completion. The study focused on tourism businesses in West Nusa Tenggara Province.

Types and Sources of Data

This study employed primary and secondary data. Primary data were collected through interviews and questionnaires involving the NTB Provincial Government, tourism business operators, and academics. Secondary data included demographic characteristics of tourism business operators, numbers of classified and non-classified hotels, restaurants, travel agencies, and tourist arrivals. These data were obtained from Statistics Indonesia (BPS) and the NTB Provincial Tourism Office.

According to Moleong (2006), qualitative research primarily relies on words and actions, supplemented by documents and other sources. Sugiyono (2018) distinguishes primary data, obtained directly from informants or original sources, from secondary data, obtained indirectly through documents and other references. Both sources were used to strengthen data analysis and research validity.

Sampling Method

This study employed non-probability sampling on Lombok Island, NTB Province, which has a substantial concentration of tourism facilities and destinations. Respondents were grouped into four geographical clusters: Mataram City, North Lombok Regency, Central Lombok Regency, and East Lombok Regency. West Lombok Regency was grouped with Mataram City because both belong to the Mataram Metro and surrounding Regional Tourism Strategic Area (NTB Provincial Tourism Office, 2013).

Purposive sampling was subsequently applied based on location accessibility, willingness to participate in interviews, and involvement as an owner or employee in the tourism industry. Respondents included hotel, restaurant, bar, and travel agency operators. The sample size was

determined based on the number of businesses in these sectors in NTB Province using Slovin's formula.

$$n = \frac{N}{1 + Ne^2}$$

when,

n = the number of samples to be taken

N = size of the research object population

e = critical value

Based on a total population (N) of 1,076 business operators—comprising those in the hotel, restaurant, bar, and travel agency sectors—on the island of Lombok, West Nusa Tenggara Province, in 2021, and applying a critical value of 10%, the resulting sample size is determined as follows:

$$n = \frac{1.076}{1 + 1.076(0{,}1)^2}$$

$$n = 91{,}49 \text{ or } n = 91$$

Thus, a sample of 91 tourism business operators was selected. These 91 operators were determined proportionally based on the number of businesses in the hotel, restaurant, bar, and travel agency sectors, yielding the results presented in Table 4. With 91 tourism business operators—represented by either the owners or employees of these establishments—as respondents, the data could be processed using factor analysis. According to Simamora (2005), the minimum number of respondents required for factor analysis is three times the number of variables; in this study, there are 16 variables.

Minimum number of respondents = 16 x 3

= 48

RESULT AND DISCUSSION

Factors Influencing the Business Transformation of Tourism Enterprises in West Nusa Tenggara Province

Research Sample Acquisition

The tourism businesses examined in this study comprised hotels, restaurants, bars, and travel agencies, with a total population of 1,076 businesses. The target sample was 91 tourism businesses, represented by owners, directors, managers, supervisors, and employees. Respondents were grouped by location, covering Mataram City and West Lombok Regency, North Lombok Regency, Central Lombok Regency, and East Lombok Regency. The target distribution consisted of 39 hotel operators (43%), 38 restaurant operators (42%), five bar operators (5%), and nine travel agency operators (10%).

Since hotels represented the largest population, hotel businesses were approached first. During data collection, the researcher received direct assistance from the Chairperson of the Indonesian Tourism Association (Insan Pariwisata Indonesia, IPI) in NTB Province. Data were collected using both online and offline methods. Initially, the researcher distributed the

questionnaire link through WhatsApp, resulting in 15 voluntary responses. One week later, the IPI Chairperson distributed the questionnaire link and hard copies directly to tourism associations connected with the business sectors included in the study through private messages. This second stage was more effective, generating 73 responses. Third, the researcher visited tourism businesses whose operators had not yet completed the questionnaire. Ultimately, 100 responses were collected. Following completeness checks and data screening, 89 responses were deemed complete and valid for subsequent analysis.

The total number of responses collected from the four tourism business sectors was 100, exceeding the overall target of 91 respondents. However, when the distribution was assessed proportionally, some sectors had response counts that differed from their respective targets, as presented in Table 1.

Table 1. Distribution of Research Samples

Tourism Business Sector	Population	Target	Actual Responses	Target Proportion	Actual Proportion
Hotels	467	39	40	43%	40%
Restaurants	452	38	42	42%	42%
Bars	57	5	6	5%	6%
Travel Agencies	100	9	12	10%	12%
Total	**1,076**	**91**	**100**	**100%**	**100%**

Source: Processed data (2022).

After data screening, 89 responses were considered valid and used in the analysis. This sample was sufficient for second-order Confirmatory Factor Analysis (CFA). According to Simamora (2005), the minimum sample size for factor analysis should be at least three times the number of variables analyzed. This study used 12 selected indicator variables representing four tourism transformation dimensions: sustainable tourism, community well-being, climate change mitigation, and local community engagement. Each dimension was measured using three indicators. Therefore, the minimum required sample was 36 respondents (3 × 12 indicators). The 89 valid responses exceeded this requirement.

Respondent Characteristics

The respondent characteristics provide an overview of tourism business operators in West Nusa Tenggara Province, the focus of this business transformation study. Understanding their characteristics helps identify differences in business backgrounds and assess their potential implications for tourism industry transformation strategies. Data were collected through questionnaires distributed to 100 respondents from hotels, restaurants, bars, and travel agencies across Lombok Island.

Table 2. Respondent Characteristics

Characteristic	Category	Number (N)	Percentage (%)
Gender	Male	62	62
	Female	38	38

Business Sector	Hotels	40	40
	Restaurants	42	42
	Bars	6	6
	Travel Agencies	12	12
Position	Owner	28	28
	Director	3	3
	Manager	31	31
	Supervisor	16	16
	Employee	22	22
Business Location	Mataram City and West Lombok Regency	45	45
	North Lombok Regency	24	24
	Central Lombok Regency	19	19
	East Lombok Regency	12	12
Business Operating Period	Less than 1 year	5	5
	More than 1–3 years	18	18
	More than 3–5 years	12	12
	More than 5 years	65	65

Source: Processed data (2022).

As shown in Table 2, male respondents accounted for 62%, while female respondents accounted for 38%. This distribution suggests that tourism businesses in NTB remain relatively male-dominated, particularly in managerial and ownership positions. This finding is consistent with field observations indicating that men generally play leading roles in business decision-making and operational management within the tourism industry (Badan Pusat Statistik NTB, 2024).

Regarding business sectors, most respondents operated restaurants (42%) or hotels (40%), followed by travel agencies (12%) and bars (6%). The dominance of restaurants and hotels indicates that these sectors form the backbone of tourism-related economic activity in NTB, particularly in Lombok, a major domestic and international tourism destination (Kemenparekraf, 2023). The variation across business sectors also reflects the close interdependence of tourism subsectors, as culinary services, accommodation, and travel services form a mutually supportive tourism ecosystem.

In terms of organizational position, managers represented the largest group (31%), followed by business owners (28%), employees (22%), supervisors (16%), and directors (3%). This distribution indicates that most respondents held positions relevant to operational decision-making and business policy. Their perceptions of business transformation factors can therefore provide valuable insights into the managerial dynamics of the tourism industry in NTB (BPS NTB, 2025).

Regarding business location, 45% of respondents operated in Mataram City and West Lombok Regency, followed by North Lombok Regency (24%), Central Lombok Regency (19%), and East Lombok Regency (12%). This distribution suggests that tourism activities remain concentrated in the western and northern parts of Lombok Island, particularly around

Gili Trawangan, Senggigi, and Mandalika. This pattern is consistent with BPS NTB (2024), which reported the highest hotel occupancy rates in these areas.

In terms of business operating period, most respondents (65%) had operated their businesses for more than five years. Meanwhile, 18% had been operating for more than one to three years, 12% for more than three to five years, and only 5% for less than one year. These findings indicate that most tourism business operators in NTB have substantial experience managing their businesses. Longer operating experience may contribute to their readiness to address business transformation challenges, including service digitalization, changing tourist behavior, and the implementation of sustainability principles (Kemenko Perekonomian, 2025).

Overall, the respondent profile indicates that NTB's tourism industry is largely represented by experienced business operators, established business sectors, and managerial leadership concentrated in the restaurant and hotel industries. These characteristics provide an important basis for analyzing businesses' capacity to adapt and transform, particularly in enhancing competitiveness and innovation in the digital era.

Furthermore, the respondent composition underscores the relevance of the study area to tourism industry transformation. As a major domestic tourism hub, Lombok provides a strong empirical context for assessing how internal factors, such as leadership, digitalization, and marketing strategies, and external factors, such as government support and infrastructure, influence tourism industry transformation (BPS NTB, 2024a).

Thus, the diversity of respondents in terms of gender, organizational position, business operating period, and business sector provides a comprehensive overview of tourism business operators in NTB Province. This diversity supports a more comprehensive analysis of the factors influencing business transformation in an innovation-driven and sustainable tourism sector, consistent with the primary objective of this study.

Results of Second-Order CFA for the Study Variables

Second-order Confirmatory Factor Analysis (CFA) was employed to evaluate the measurement model of the tourism transformation construct and identify the dominant dimensions and indicators that constitute the construct. Tourism Transformation (TT) was specified as a second-order latent construct reflected by four first-order constructs: Sustainable Tourism (ST), Climate Change Mitigation (CCM), Community Well-Being (CWB), and Local Community Engagement (LCE). Each dimension was measured using three indicators, resulting in 12 indicators in total.

The indicators were selected from the initial measurement instrument based on standardized factor loadings. Items with loadings below 0.50 and redundant items were progressively eliminated. Of the 100 responses collected, 89 were deemed complete and valid after data screening. Accordingly, the CFA was conducted using data from 89 respondents in AMOS, with Maximum Likelihood (ML) estimation. The resulting second-order CFA model of tourism transformation is presented in Figure 1.

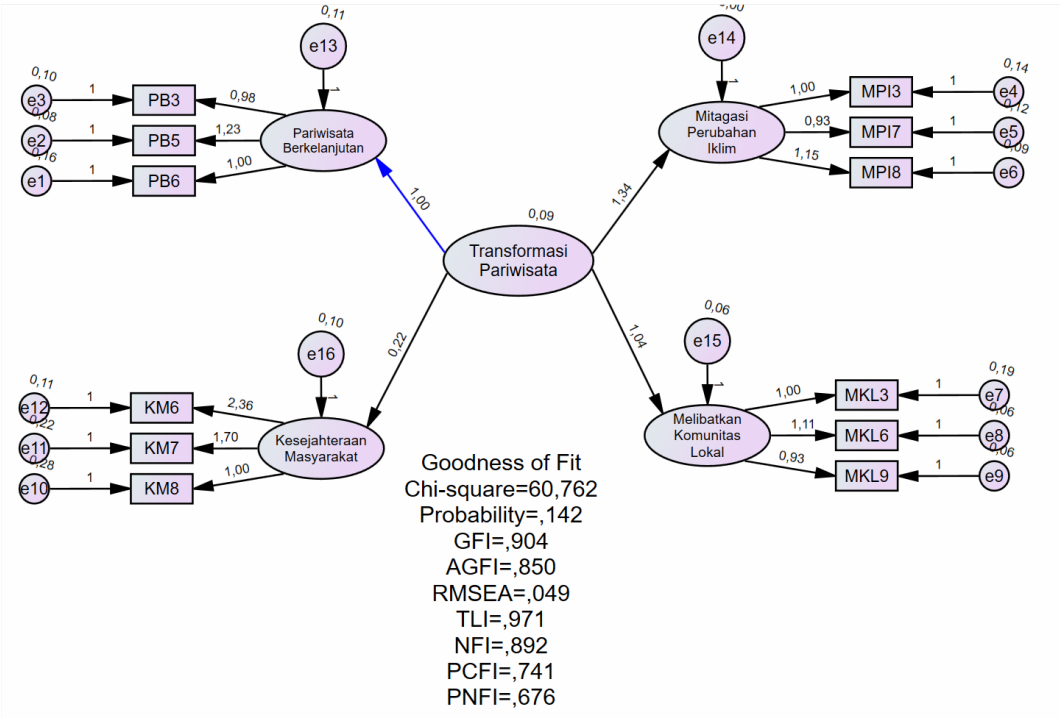


Figure 5. Second-Order CFA Model of Tourism Transformation (AMOS Output)
Source: Processed data (2025).

As shown in Figure 5, the tourism transformation construct is reflected by four dimensions: sustainable tourism, climate change mitigation, community well-being, and local community engagement. The first step in the analysis was to assess the data normality assumption underlying Maximum Likelihood estimation. The criterion used was a critical ratio (c.r.) for skewness and kurtosis within the range of ±2.58 at a 1% significance level. The results of the normality test are presented in Table 3.

Table 3. Data Normality Test Using AMOS

Variable	Min	Max	Skewness	c.r.	Kurtosis	c.r.	Assessment
KM6	1.000	5.000	-0.890	-3.428	1.189	2.289	Non-normal
KM7	1.000	5.000	-1.149	-4.425	3.151	6.068	Non-normal
KM8	3.000	5.000	-0.231	-0.890	-0.622	-1.198	Normal
MKL9	3.000	5.000	0.309	1.188	1.849	3.560	Non-normal
MKL6	3.000	5.000	0.256	0.984	0.205	0.395	Normal
MKL3	2.000	5.000	-0.300	-1.154	0.744	1.432	Normal
MPI8	3.000	5.000	0.031	0.118	-0.176	-0.338	Normal
MPI7	3.000	5.000	0.197	0.758	0.283	0.544	Normal
MPI3	3.000	5.000	-0.089	-0.343	-0.865	-1.666	Normal
PB3	3.000	5.000	0.077	0.298	0.132	0.254	Normal
PB5	3.000	5.000	-0.099	-0.383	-0.488	-0.940	Normal
PB6	3.000	5.000	-0.067	-0.260	-0.356	-0.686	Normal
Multivariate					**21.290**	**5.479**	**Non-normal**

Source: Processed data (2025).

At the univariate level, nine of the twelve indicators (KM8, MKL6, MKL3, MPI8, MPI7, MPI3, PB3, PB5, and PB6) had skewness and kurtosis critical ratios within the ±2.58 range and were therefore considered normally distributed. Three indicators did not meet the univariate normality criterion: KM6 (skewness c.r. = -3.428), KM7 (skewness c.r. = -4.425; kurtosis c.r. = 6.068), and MKL9 (kurtosis c.r. = 3.560). The negative skewness values for KM6 and KM7 indicate that responses were concentrated at higher scores (4 and 5), although a small proportion of respondents selected the lowest score (minimum = 1). Meanwhile, the positive kurtosis values for KM7 and MKL9 indicate distributions that are more peaked than a normal distribution, with responses concentrated in particular categories.

At the multivariate level, the multivariate kurtosis value of 21.290, with a c.r. of 5.479 (> 2.58), indicates that the data did not strictly satisfy the assumption of multivariate normality. Nevertheless, the degree of violation was considered moderate. According to Curran et al. (1996), violations of normality are considered severe when univariate skewness exceeds 2 and kurtosis exceeds 7, whereas all indicators in this study remained below these thresholds, with the highest absolute skewness of 1.149 and kurtosis of 3.151. Furthermore, five-point Likert data are inherently ordinal and range-restricted, meaning they rarely satisfy multivariate normality perfectly. Hair et al. (2019) and Kline (2016) note that Maximum Likelihood estimation is relatively robust to moderate normality violations. The primary effects are a tendency toward inflated chi-square values and underestimated standard errors rather than biased factor loading estimates. Given that the model still demonstrated good fit, with a chi-square probability of 0.142, despite the non-normality, the analysis was continued. As a precaution, the estimates were further evaluated using the Bollen–Stine bootstrap procedure to account for the effects of non-normality.

The next step involved evaluating the measurement model's goodness of fit using absolute fit indices (chi-square, probability, CMIN/DF, GFI, AGFI, and RMSEA), incremental fit indices (TLI and NFI), and parsimony fit indices (PCFI and PNFI). The results are summarized in Table 4.

Table 4. Goodness-of-Fit Criteria for the Second-Order CFA Model of Tourism Transformation

Criterion	Cut-off Value	Model Result	Evaluation
Chi-square (χ^2)	Preferably small	60.762	Good fit
Probability	≥ 0.05	0.142	Good fit
CMIN/DF	≤ 2.00	1.215	Good fit
GFI	≥ 0.90	0.904	Good fit
AGFI	≥ 0.90 (0.80–0.90 marginal)	0.850	Marginal fit
RMSEA	≤ 0.08	0.049	Good fit
TLI	≥ 0.90	0.971	Good fit
NFI	≥ 0.90 (0.80–0.90 marginal)	0.892	Marginal fit
PCFI	≥ 0.60	0.741	Good fit
PNFI	≥ 0.60	0.676	Good fit

Source: Processed data (2025).

As shown in Table 4, the chi-square value of 60.762, with a probability of 0.142 (> 0.05), indicates no statistically significant difference between the sample covariance matrix and the covariance matrix estimated by the model, suggesting that the model fits the data. The CMIN/DF value of 1.215 (< 2.00) further confirms good model fit without excessive sensitivity to sample size. The GFI value of 0.904 (≥ 0.90) and RMSEA value of 0.049 (≤ 0.08) also indicate good fit. The low RMSEA value suggests that the model's approximation error in the population is relatively small. The TLI value of 0.971 (≥ 0.90) indicates that the model performs substantially better than the independence model (null model). The parsimony indices, PCFI = 0.741 and PNFI = 0.676 (> 0.60), indicate that the model achieves an adequate fit without excessive complexity.

Two indices fell within the marginal-fit category: AGFI = 0.850 and NFI = 0.892. Both were slightly below the 0.90 threshold but remained within the acceptable range of 0.80–0.90 (Hair et al., 2019; Ghozali, 2017). AGFI and NFI are known to be sensitive to small sample sizes and may produce lower values when the sample contains fewer than 100 respondents (Bentler, 1990). Thus, the marginal values of these indices may be partly attributable to the study's sample size (n = 89). Since the majority of indices (8 out of 10) met the good-fit criteria and the remaining two indicated marginal fit, the second-order CFA model of tourism transformation was considered to have an overall good fit with the empirical data and suitable for further analysis.

After establishing model fit, convergent validity was assessed using the standardized regression weight (factor loading) of each indicator on its corresponding dimension. An indicator is considered valid when its factor loading is ≥ 0.50 and ideal when it is ≥ 0.70 (Hair et al., 2019). The results are presented in Table 5.

Table 5. Standardized Loadings, Squared Multiple Correlations, and Error Variances of the Indicators

Dimension	Indicator	Standardized Loading (λ)	λ^2	Error (1 − λ^2)	Assessment
Sustainable Tourism (ST)	PB3	0.811	0.658	0.342	Valid
	PB5	0.895	0.801	0.199	Valid
	PB6	0.748	0.560	0.440	Valid
Community Well-Being (CWB)	KM6	0.919	0.845	0.155	Valid
	KM7	0.757	0.573	0.427	Valid
	KM8	0.518	0.268	0.732	Valid (marginal)
Climate Change Mitigation (CCM)	MPI3	0.742	0.551	0.449	Valid
	MPI7	0.735	0.540	0.460	Valid
	MPI8	0.840	0.706	0.294	Valid

Local Community Engagement (LCE)	MKL3	0.675	0.456	0.544	Valid
	MKL6	0.880	0.774	0.226	Valid
	MKL9	0.845	0.714	0.286	Valid

Source: Processed data (2025).

As shown in Table 5, all indicators had factor loadings above 0.50 and therefore met the criterion for convergent validity. Ten of the twelve indicators had loadings ≥ 0.70, indicating that they represented their respective dimensions well. Within the sustainable tourism dimension, PB5 was the strongest indicator (λ = 0.895), meaning that 80.1% of its variance was explained by the ST construct. Within the community well-being dimension, KM6 was the strongest indicator (λ = 0.919), whereas KM8 (λ = 0.518) was valid but marginal. KM8 was retained because it met the minimum threshold of 0.50, the AVE of the CWB dimension remained above 0.50, and the indicator was theoretically necessary to maintain content coverage and satisfy the minimum requirement of three indicators per construct. Within the climate change mitigation dimension, MPI8 was the dominant indicator (λ = 0.840). For local community engagement, MKL6 was the dominant indicator (λ = 0.880), followed by MKL9 (λ = 0.845), while MKL3 (λ = 0.675) was slightly below 0.70 but remained valid.

Construct-level convergent validity was assessed using Average Variance Extracted (AVE ≥ 0.50), while construct reliability was evaluated using Construct Reliability (CR ≥ 0.70). AVE was calculated as the average of the squared factor loadings, whereas CR was calculated using the formula $(\Sigma\lambda)^2 / [(\Sigma\lambda)^2 + \Sigma(1-\lambda^2)]$. The results are presented in Table 6.

Table 6. AVE and Construct Reliability Values

Construct	**Number of Indicators**	**AVE (≥ 0.50)**	**CR (≥ 0.70)**	**Assessment**
Sustainable Tourism (ST)	3	0.673	0.860	Valid and reliable
Community Well-Being (CWB)	3	0.562	0.786	Valid and reliable
Climate Change Mitigation (CCM)	3	0.599	0.817	Valid and reliable
Local Community Engagement (LCE)	3	0.648	0.845	Valid and reliable
Tourism Transformation (second-order)	4 dimensions	0.525	0.788	Valid and reliable

Source: Processed data (2025).

As shown in Table 6, all first-order constructs had AVE values above 0.50. Sustainable tourism recorded the highest AVE (0.673), while community well-being had the lowest (0.562). These results indicate that more than half of the variance in each indicator was explained by its latent construct rather than measurement error, thereby satisfying the convergent validity criterion for all dimensions. The construct reliability values also exceeded 0.70, ranging from 0.786 to 0.860, indicating good internal consistency among the indicators measuring each dimension. At the second-order level, tourism transformation had an AVE of 0.525 and a CR

of 0.788, both of which met the required criteria. Thus, all four dimensions jointly demonstrated adequate validity and reliability as components of the tourism transformation construct.

The final step assessed the extent to which each dimension reflected the second-order latent construct of tourism transformation, as indicated by the standardized regression weights from Tourism Transformation (TT) to each dimension. The results are presented in Table 7.

Table 7. Standardized Loadings of the Dimensions on the Tourism Transformation Construct

Dimension	Standardized Loading (γ)	γ^2 (R^2)	Assessment
Sustainable Tourism (ST)	0.671	0.450	Significant, strong contribution
Climate Change Mitigation (CCM)	0.997	0.994	Highly dominant contribution
Community Well-Being (CWB)	0.210	0.044	Weak contribution
Local Community Engagement (LCE)	0.781	0.610	Significant, strong contribution

Source: Processed data (2025).

As shown in Table 7, climate change mitigation made the most dominant contribution to the tourism transformation construct, with a loading of 0.997 ($R^2 = 0.994$). This indicates that nearly all the variance in the CCM dimension was explained by the tourism transformation construct. Local community engagement ($\gamma = 0.781$; $R^2 = 0.610$) and sustainable tourism ($\gamma = 0.671$; $R^2 = 0.450$) also made strong contributions. In contrast, community well-being contributed relatively weakly ($\gamma = 0.210$; $R^2 = 0.044$), indicating that only approximately 4.4% of the variance in this dimension was explained by tourism transformation.

These findings suggest that respondents primarily perceived tourism transformation as an effort to mitigate climate change, engage local communities, and implement sustainability principles, whereas community well-being was perceived as a relatively distinct dimension. Theoretically, community well-being may be regarded as an outcome of tourism transformation rather than solely as a constituent dimension, which may explain its weaker association with the second-order construct. Nevertheless, the CWB dimension was retained because it was supported by the theoretical framework, its indicators demonstrated validity and reliability, and the overall model achieved acceptable fit. The MPI loading, which was very close to 1.00, warrants careful consideration because it suggests that the CCM dimension is almost identical to the tourism transformation construct itself. Accordingly, climate change mitigation can be regarded as a core dimension of tourism transformation.

Based on the overall second-order CFA results, the following conclusions can be drawn: (1) the assumption of multivariate normality was not strictly satisfied, but the violation was moderate and addressed through bootstrapping, allowing the analysis to proceed; (2) the measurement model demonstrated good fit with the empirical data (chi-square = 60.762; p = 0.142; CMIN/DF = 1.215; GFI = 0.904; RMSEA = 0.049; TLI = 0.971), while AGFI and NFI indicated acceptable marginal fit; (3) all 12 indicators demonstrated convergent validity, with factor loadings ≥ 0.50; (4) all dimensions met the criteria for convergent validity (AVE ≥ 0.50)

and construct reliability (CR ≥ 0.70); and (5) the tourism transformation construct was strongly reflected by climate change mitigation, local community engagement, and sustainable tourism, but weakly reflected by community well-being. Therefore, the tourism transformation measurement model was considered valid, reliable, and suitable as a basis for formulating strategies in the subsequent stages of analysis.

Alternative Tourism Industry Transformation Strategies in West Nusa Tenggara Province

The formulation of alternative strategies for restoring a resilient tourism industry during the new adaptation period was conducted using the Analytical Hierarchy Process (AHP). The process involved several stages. First, semi-structured interviews were conducted to explore the relevant criteria and alternative strategies. The interviews involved tourism business operators, government representatives, tourists, and academics, who were considered experts in the tourism sector. The experts involved in formulating the criteria and strategic alternatives are presented in Table 8.

Table 8. Experts Involved in Developing the AHP Hierarchical Structure

Expert Code	Occupation	Institution/Company
Expert 1	Hotel Resident Manager	Svarga Resort Lombok, West Lombok Regency, Indonesia
Expert 2	Company Owner	M Box Indonesia & Tequila Beach Bar Gili T, North Lombok Regency, Indonesia
Expert 3	Head of the Central Lombok Regency Tourism Office	Central Lombok Regency Tourism Office, Central Lombok Regency, Indonesia
Expert 6	Tourism Studies Lecturer	University of Mataram, Mataram City, Indonesia

Source: Processed data (2022).

Second, a hierarchical structure of the criteria, strategic alternatives, and their respective elements was developed, focusing primarily on strategies for restoring a resilient tourism industry during the new adaptation period. Third, the proposed hierarchical structure was reviewed and confirmed by the experts. Fourth, an AHP questionnaire was developed based on the confirmed hierarchy. Fifth, the questionnaire was administered to seven experts representing key tourism industry stakeholders. The tourism business operator group included hotel owners and managers. The government group was represented by the Head of the Central Lombok Regency Tourism Office, who was considered competent in tourism matters. The tourist group included visitors from Europe and Asia, the two continents representing major sources of international tourists visiting NTB Province. Finally, the collected expert assessments were analyzed using Expert Choice and Microsoft Excel to formulate policy recommendations for restoring a resilient tourism industry during the new adaptation period in NTB Province. The experts who assessed the AHP questionnaire are listed in Table 9.

Table 9. Experts Providing AHP Assessments

Expert Code	Group	Position/Occupation	Institution/Company
Expert 1	Tourism Business Operator	Resident Manager	Svarga Resort Lombok, West Lombok Regency, Indonesia
Expert 2	Tourism Business Operator	Restaurant Owner	Jiang Nan–Chinese Eatery, Central Lombok Regency, Indonesia
Expert 3	Tourism Business Operator	Marketing Director	Nuansa Indonesia, North Lombok Regency, Indonesia
Expert 4	Government	Head of the Central Lombok Regency Tourism Office	Central Lombok Regency Tourism Office, Central Lombok Regency, Indonesia
Expert 5	Tourist	Private-Sector Employee	PT TTLC Nasmoco Transport, Karawang, Indonesia
Expert 6	Tourist	Private-Sector Employee	PT Swen Inovasi Transfer, Bogor Regency, West Java, Indonesia
Expert 7	Academic	Lecturer in Economics and Business	University of Mataram, Mataram City, Indonesia
Expert 8	Academic	Lecturer in Economics and Business	Khairun University, Ternate City, Indonesia

Source: Processed data (2022).

Vertical Analysis

Vertical analysis in AHP aims to determine how each element at a particular level influences the main objective. In this study, the hierarchy consists of strategic criteria followed by alternative strategies, all directed toward the primary objective of formulating a transformation-based tourism industry strategy in West Nusa Tenggara Province.

The second level comprises three strategic criteria: prioritizing the ecologically, socially, and economically sustainable management of tourism destinations and activities; transforming the tourism industry to enhance resilience to climate impacts and reduce destination carbon footprints; and prioritizing active local community participation and the equitable distribution of tourism-related economic, social, and cultural benefits.

Based on these criteria, five strategic alternatives were formulated: developing community-based ecotourism destinations; digitalizing and decarbonizing the tourism ecosystem; establishing inclusive partnerships among government, the private sector, and local communities; innovating tourism products based on local culture and wisdom; and developing incentive policies for green tourism.

Analysis of Strategic Criteria Relative to the Main Objective

Table 10 presents the weights and rankings of the strategic criteria influencing the formulation of a transformation-based tourism industry strategy in West Nusa Tenggara Province. These criteria provide a framework for identifying tourism development policies focused on sustainability, climate resilience, and local community empowerment. The analysis serves as a basis for identifying the strategic priorities most influential in transforming the regional tourism sector.

Table 10. Weights and Priorities of Strategic Criteria Relative to the Main Objective

Strategic Criterion	Weight	Priority
Prioritizing the ecologically, socially, and economically sustainable management of tourism destinations and activities	0.349	1
Transforming the tourism industry to enhance resilience to climate impacts and reduce destination carbon footprints	0.333	2
Prioritizing active local community participation and the distribution of tourism-related economic, social, and cultural benefits	0.318	3

Source: Processed data (2022).

The results indicate that the highest-ranked criterion was the sustainable management of tourism destinations and activities across ecological, social, and economic dimensions (0.349). This was followed by tourism industry transformation to improve climate resilience and reduce carbon footprints (0.333), and active community participation and the distribution of economic, social, and cultural benefits (0.318). These rankings indicate that tourism stakeholders in NTB prioritize sustainable development as the foundation for formulating tourism transformation strategies.

This finding reinforces the importance of the *triple bottom line* paradigm, which encompasses environmental, social, and economic dimensions, as a framework for developing resilient and competitive tourism destinations (Gössling & Hall, 2021). Destinations that integrate these three dimensions are better positioned to balance environmental conservation, local economic growth, and community well-being. In NTB, which possesses considerable biodiversity and cultural diversity, sustainable development is not only an environmental necessity but also a distinctive selling point for international tourists.

The second-ranked criterion concerns industry transformation to address climate change and reduce carbon emissions, with a weight of 0.333. This reflects the urgency of adopting climate mitigation and adaptation strategies in tourism, particularly in coastal areas such as NTB that are vulnerable to climate-related hazards. According to Becken and Job (2022), such transformation may involve adopting low-carbon technologies, improving energy efficiency, and integrating information systems to monitor carbon emissions across tourism destinations in real time. NTB has the potential to become a model for low-emission tourism if these strategies are implemented systematically and in an integrated manner.

Meanwhile, active local community participation and benefit distribution received a weight of 0.318, indicating that this criterion was considered important but ranked below the other two. One possible explanation is the perception that local community involvement often

depends on regulatory support and institutional arrangements established by government agencies and major industry stakeholders. Nevertheless, recent literature emphasizes that community empowerment is not merely supplementary but fundamental to tourism sustainability (Scheyvens & Biddulph, 2023). Meaningful local participation strengthens the legitimacy of development strategies while enhancing perceptions of fairness and community ownership of the tourism sector.

Considering these three strategic criteria, tourism transformation policies in NTB should prioritize strengthening sustainability, followed by adopting climate-responsive technologies, and supported by capacity building and active participation among local communities as key stakeholders.

Analysis of Strategic Alternatives Relative to the Main Objective

Table 11 presents the weights and rankings of the strategic alternatives formulated to support tourism industry transformation in West Nusa Tenggara Province. Derived from the main strategic criteria, these alternatives represent practical approaches for achieving sustainable, climate-resilient, and inclusive tourism transformation. The results help stakeholders across sectors prioritize concrete actions.

Table 11. Weights and Priorities of Strategic Alternatives Relative to the Main Objective

Strategic Alternative	Weight	Priority
Digitalization and Decarbonization of the Tourism Ecosystem	0.259	1
Inclusive Partnerships among Government, the Private Sector, and Communities	0.254	2
Tourism Product Innovation Based on Local Culture and Wisdom	0.205	3
Development of Community-Based Ecotourism Destinations	0.166	4
Development of Incentive Policies for Green Tourism	0.116	5

Source: Processed data (2022).

The results show that digitalization and decarbonization of the tourism ecosystem ranked first, with a weight of 0.259. This was followed by inclusive partnerships among government, the private sector, and communities (0.254); tourism product innovation based on local culture and wisdom (0.205); community-based ecotourism destination development (0.166); and incentive policies for green tourism (0.116). These rankings reflect a strategic emphasis on digital technology, climate change responses, and cross-sector collaboration in transforming the tourism industry.

The leading position of digitalization and decarbonization highlights the importance of integrating technology with environmental sustainability in tourism. This strategy can improve operational efficiency and digital promotion while supporting the development of a low-carbon ecosystem through renewable energy use, digital waste management, and integrated carbon footprint monitoring. Gretzel et al. (2023) argue that digital transformation in tourism extends beyond the adoption of information technology; it represents a paradigm shift toward creating an adaptive *smart tourism ecosystem* capable of responding to environmental and social challenges.

Inclusive partnerships ranked second, emphasizing collaboration among government, private businesses, and local communities in implementing transformation strategies. This approach is essential because no single stakeholder can independently address the complexity of industry-wide transformation. Font et al. (2021) emphasize that cross-sector collaboration can generate resource synergies, strengthen policy legitimacy, and foster shared ownership of transformation processes, all of which are important for regional tourism sustainability and resilience.

Tourism product innovation based on local culture and wisdom ranked third but remains strategically important for differentiating destinations. Tourism products based on cultural heritage, local narratives, traditional arts, and community-based ecotourism can strengthen NTB's identity as an authentic and competitive destination in the global tourism market. According to Scheyvens and Biddulph (2023), this approach also strengthens social equity and expands opportunities for local communities to participate actively and benefit economically.

Community-based ecotourism destination development ranked fourth, with a weight of 0.166. Although its weight was lower than those of the preceding alternatives, this strategy remains important, particularly for remote and nature-based areas, such as mountainous regions, customary forests, and tourism villages. Strengthening community capacity and developing conservation-oriented ecotourism products can help balance environmental preservation with economic empowerment. In practice, community-based ecotourism can also be integrated with digitalization and tourism product innovation strategies.

The final alternative, developing incentive policies for green tourism, received the lowest weight (0.116). This suggests that fiscal incentives and regulatory incentive mechanisms were not considered the highest priority by decision-makers in NTB. One possible explanation is the perception that incentive policies require lengthy implementation processes, rigorous monitoring, and further evidence of effectiveness at the local level. Nevertheless, UNWTO (2022) emphasizes that incentives remain important enablers of green investment and the adoption of clean technologies by tourism businesses. They should therefore remain part of medium- and long-term policy planning.

Overall, the findings recommend prioritizing digital and environmental transformation in NTB's tourism industry, supported by collaborative governance and followed by the development of locally rooted tourism products and stronger community participation. Combining technological, institutional, and cultural approaches provides an important foundation for building a resilient, sustainable, and inclusive tourism industry.

CONCLUSION

Based on the first research objective, the results of the second-order Confirmatory Factor Analysis (CFA) indicate that tourism industry transformation in West Nusa Tenggara Province is shaped by four dimensions: climate change mitigation, local community engagement, sustainable tourism, and community well-being, with a measurement model that has been demonstrated to be valid and reliable. Climate change mitigation emerged as the most dominant

dimension and the core of tourism transformation, followed by local community engagement and the implementation of sustainable tourism principles. Meanwhile, community well-being made the weakest contribution and, from a theoretical perspective, is more appropriately regarded as an outcome of tourism transformation rather than merely a constituent dimension. These findings emphasize that environmental awareness and climate change concerns occupy a strategic position in shaping the mindsets and business models of tourism enterprises toward greater resilience and competitiveness.

Based on the second research objective, the application of the Analytical Hierarchy Process (AHP) indicates that the strategic priorities for developing a transformation-based tourism industry in West Nusa Tenggara Province center on sustainable destination management, strengthening resilience to climate-related risks, and actively engaging local communities as the main strategic criteria. Digital transformation and decarbonization represent the highest-priority operational strategy alternatives for implementation. These strategies cannot be implemented in isolation; rather, they must be pursued systematically and in an integrated manner through collaboration among government, the private sector, and local communities, supported by appropriate regulations and long-term planning. In this way, the tourism industry in West Nusa Tenggara can develop in an inclusive, efficient, environmentally friendly, and sustainable manner.

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