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Improving Tourism Industry Performance through Support System Facilities and Stakeholders: The Role of Environmental Dynamism

Fandi Achmad, Yudha Prambudia and Augustina Asih Rumanti *

Department of Industrial Engineering, Telkom University, Bandung 40257, Indonesia
* Correspondence: augustinaar@telkomuniversity.ac.id

Abstract: Success in improving the tourism industry's performance depends on support system facilities and the role of stakeholders. However, the role of stakeholders in increasing tourism potential to support tourism industry activities, especially in a dynamic environment, still needs further elucidation. Therefore, the main objective of this study was to identify the factors that influence the improvement of the tourism industry and to produce strategies for the tourism industry. In this study, we conducted empirical research that elaborated the impact of support system facilities, stakeholders, and environmental dynamism on how the tourism industry achieves optimal performance in environmental dynamism. Support system facilities factors include telecommunication, power sources, transportation, waste management, location, clean water sources, supporting industries, spatial factors, hospitality, safety, and security. This research was based on data from 203 respondents from SMEs located around the tourist area of Rembang Regency, Central Java, Indonesia. This research shows that the tourism industry in Rembang Regency can achieve optimal performance by utilizing and improving spatial factors, clean water sources, and telecommunication. Therefore, stakeholders and SMEs will benefit from support system facilities that can improve their performance in a dynamic tourism industry environment.

Keywords: tourism industry performance; support system facilities; environmental dynamism

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1. Introduction

The current dynamic development of the tourism industry, especially via information technology and despite environmental uncertainty, makes customer demand higher and more diverse [1–5]. The tourism industry has the potential to contribute to regional and national economies [2,6–9]. Given the importance of the tourism industry in the economic and social sectors, stakeholders are now interested in determining what drives performance in this industry [10–13]. The tourism industry involves a variety of business activities comprising various business fields to produce the goods and services needed by tourists [8,14,15]. The complexity of tourism is interesting from various perspectives in various disciplines: tourism can be observed from different perspectives because of its close relationship with social, economic, and environmental sciences [16–20]. A tourism system can run perfectly if these components mutually support one another. In the past few decades, researchers have utilized various types of advanced methods and technologies to increase the tourism potential of an area [1,21–30]. In addition, the tourism industry is a key factor in state and regional income, job creation, business development, and infrastructure [6,16,31–33]. This has encouraged several regions to increase tourism industry activities as it is one of the leading sectors for improving a country's economy [7,17,31,34].

Indonesia is one of the developing countries that have variety in potential tourism development and which has its own charm that supports the activities of the tourism industry [25,35]. Each Indonesian region has unique natural beauty and tourist attractions that attract domestic and foreign tourists [6,7,35]. The tourism industry is not independent,

but consists of various interrelated components [8,16]. The tourism industry is recognized as an economic activity that has global significance and is capable of making a significant contribution to development. Foreign exchange earnings from the tourism industry depend on visits by foreign tourists, the purpose of visits, and the average expenditure of foreign tourists [2,6,32,34,36,37].

In 2019 tourism revenue growth in Indonesia reached USD $18 billion or the equivalent of IDR 258.5 trillion [38]. Based on the data from Indonesian tourism revenue in Figure 1, the tourism industry has great potential to increase the country's foreign exchange. Data for 2020 reveal that Indonesia's tourism revenue was only USD 4 billion or equivalent to IDR 57 trillion, significant decrease compared to previous years [38]. The decline in tourism revenue receipts was due to the COVID-19 pandemic, during which all tourism activities were limited by government regulations to prevent the spread of the COVID-19 virus. Apart from impacting the tourism industry, the COVID-19 pandemic also impacted various other sectors in the wider economy [2,25,34].

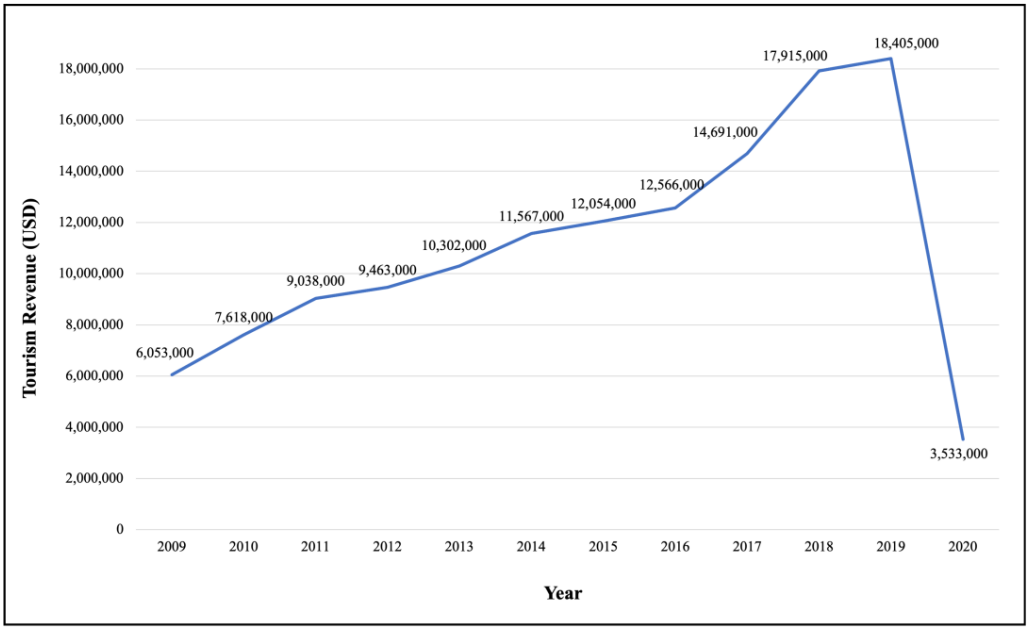

Figure 1. Indonesian tourism revenue receipts 2009–2020.

The global crisis caused by COVID-19 in 2019–2020 restricted all international activities around the world. Flights and other forms of transportation were prohibited from operating, and tourists had to be repatriated to several parts of the world [39–41]. In addition to its effects on the political ecology, the crisis of capitalist accumulation in the tourism industry has had adverse environmental and social impacts, suffering from deadlocks, monopolies, and environmental damage [42]. According to Aydin [43], political stability has a significant impact on tourism. In fact, in the tourism industry in several regions in Indonesia, there is still a water scarcity crisis that hampers tourism industry activities [44,45]. These problems can affect tourist visits [40–43] and even the tourism industry's performance. The current tourism challenge is to improve the performance of the industry and Indonesia's tourism revenue by increasing the visits of both domestic and foreign tourists [6,46,47]. The Indonesian government is trying to develop and manage tourism to make Indonesian tourism the most popular in the world [25]. Some of the efforts to optimize tourism to develop its potential include the "Pesona Indonesia", "Wonderful Indonesia", and "Community-Based Village" programs, which are used to promote Indonesian tourism [25,35].

One area in Indonesia that has a lot of tourism potential is Rembang Regency, Central Java, Indonesia, as shown in Figure 2, such as nature tourism, cultural tourism, religious tourism, culinary tourism, and artificial tourism [25,48–52]. According to the Central Java Tourism Statistics [53], Tourism in Rembang Regency, Central Java, Indonesia, has

natural attractions that have natural potential, such as Pantai Caruban, Pantai Pasir Putih Tasikharjo, Mangrove tourism. Artificial tourism is classified as a special tourist attraction which is an artificial creation and human activities, such as De Kampoeng Rembang, Pagar Pelangi RN Asa, Warna Kartini Mantingan, and Taman Alas Pandansili. Cultural tourism in the form of creativity, taste, and human initiative as cultural beings, such as Lasem Kota Tua, Makam RA Kartini, Museum RA Kartini, and Makam Sunan Bonang [53].

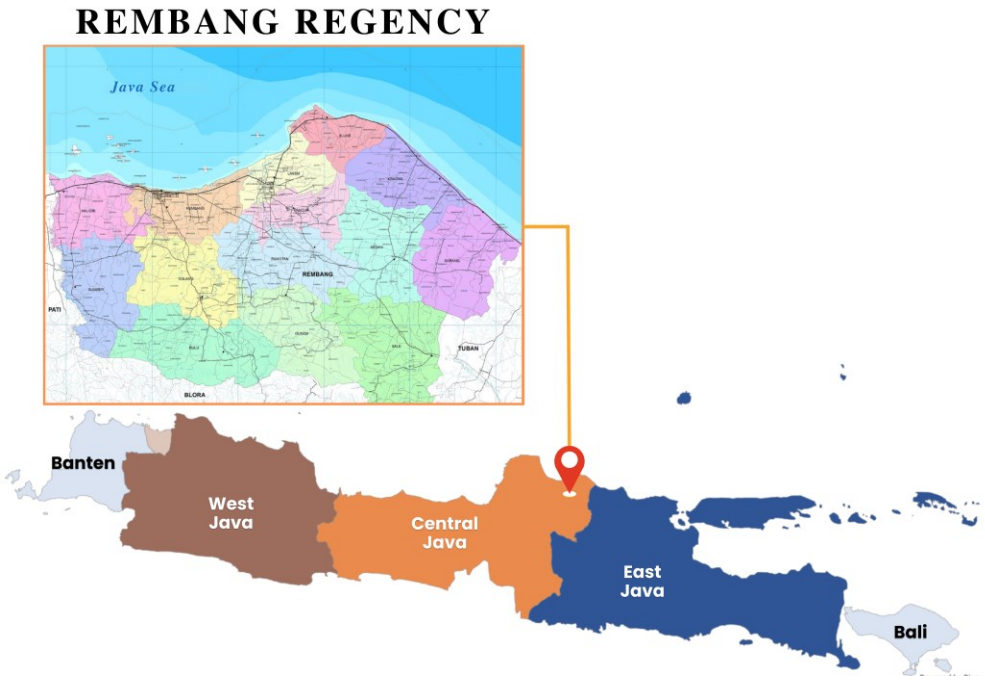

Figure 2. Location of Rembang Regency, Central Java, Indonesia.

Figure 2 shows the location of the Rembang Regency, Central Java, Indonesia, which has various tourism potentials to support tourism industry activities in the Rembang Regency. In Rembang Regency, Central Java, Indonesia, the government is trying to develop the tourism industry and carry out various strategies for developing potential regional tourism destinations through the document Rembang Regency Regional Regulation Number 12 of 2019 concerning the Rembang Regency Tourism Development Master Plan for 2019–2025 [53]. The development of tourism in Rembang Regency is still not optimally developed, so there is a lot of tourism potential that can be developed to become a tourist attraction to support tourism industry activities [25]. Rembang Regency has more tourist attractions (TA) compared to other districts in Central Java, but the income generated is still not as much as Regencies in Central Java, such as Kebumen, Pati, Tegal, Temanggung, and Wonosobo [53]. The role and contribution of the government are needed in developing the tourism industry [35,46,54,55]. In addition, tourism development is too focused on the island of Bali, Indonesia [56,57]. The stakeholder approach shows that the industry cannot survive without stakeholder involvement [35,48,54,58]. Stakeholder involvement in the development of the tourism industry can be through the provision of facilities that review the 6A components (attraction, accessibility, amenities, accommodation, activity, and ancillary service), as well as through policy strategies. Thus, the interests of stakeholders need to be identified and understood [59,60].

The results of identifying the 6A tourism components (attraction, accessibility, amenities, accommodation, activity, and ancillary service) in Rembang Regency, Central Java, still need a lot of development. Many potential tourist objects in Rembang Regency have not been supported by adequate tourism facilities [48,61]. Tourism activities are not only supported by the existing potential, but are supported by the availability of accessibility and good support system facilities [25,48,62]. In developing tourism potential that sup-

ports tourism industry activities, it is necessary to have adequate support system facilities. Support system facilities can be used as one of the factors or tools that can develop tourism potential to improve the tourism industry's performance [25,32]. Support system facilities can be used as one of the factors or tools that can develop tourism potential to improve the performance of the tourism industry [25,32,63]. In addition, the determination of support system facilities that affect the tourism industry's performance in Rembang Regency is expected to assist in the development program's success and tourism attractiveness in Rembang Regency. Determination of support system facilities needs to consider the environment dynamic [59,64]. Increasing tourism attractiveness in a dynamic environment can make Rembang Regency an area that more tourists will visit to grow the economy and employment for the people around the tourist area [25,65].

The development of the tourism potential of an area is also influenced by a dynamic environment, especially the impact of the COVID-19 pandemic [59,64]. In this uncertain world of tourism, studying and understanding tourist behavior during a pandemic and post-pandemic is very important for every destination practitioner and researcher in the tourism industry [14]. At the same time, competitive business environment factors and the absence of environmental patterns and uncertainties make an industry required to be able to utilize knowledge and technology effectively [3–5], thus requiring the industry to quickly adapt to its environments, such as government regulations, technology, demands, and societal needs [66]. In this study, environmental uncertainty factors will be reviewed based on the PESTLE framework (politics, economy, social factors, technology, law, and environment) [5,67,68]. This framework is used to analyze the external environment of industrial organizations. This framework focuses on the environmental development of political, economic, socio-demographic, technological, legal, and ecological factors that shape the macro-environmental context within which the industry operates [60,68,69]. These factors provide opportunities that can be exploited by stakeholders in preparing strategies that they must prepare to deal with environmental uncertainties [68].

Several previous studies have explained that some factors and facilities can influence the increase in the tourism potential of an area [25–28,70]. However, these studies have not carried out measurements of the changes that occur in the environment in the tourism industry area. Seeing this research gap, therefore, the purpose of this study is to identify the factors that influence the improvement of the tourism industry to produce strategies in the tourism industry in a dynamic environment. Based on research, [64,71] shows that environmental dynamism plays a positive moderating role in the performance of the tourism industry. Thus, this research proposes identifying the factors that influence the improvement of the tourism industry through support system facilities, stakeholders, and environmental dynamism.

2. Literature Review

Measurement of the performance of the tourism industry is important to assess the success of tourism development in an area [8–11], including Rembang Regency. Rembang Regency has a lot of tourism potential that supports tourism industry activities [25]. The support system facilities' readiness and the stakeholders' role can improve performance in the Rembang Regency tourism industry. Rembang Regency has a lot of tourism potential that supports tourism industry activities. This section discusses theories related to measuring the tourism industry in Rembang Regency to be used as a hypothesis. This literature review will be divided into four sections according to the main construct: tourism industry performance, support system facilities, stakeholders, and environmental dynamism.

2.1. Tourism Industry Performance

The tourism industry relies heavily on various support systems to operate effectively, including telecommunication, power sources, transportation, waste management, location, clean water sources, supporting industries, spatial, hospitality, safety, and security. This review of the literature focuses on how these facility support systems impact the tourism

industry's performance. The tourism industry is an industry that can provide rapid economic growth by providing jobs, income, and living costs and increasing other production sectors in a country [63,72,73]. The tourism industry is all activities at tourist objects and is supported by various facilities and services provided by various stakeholders such as the community, entrepreneurs, and the government [16–20,74]. The tourism industry is a collection of industrial businesses that are interrelated to produce goods and services to meet the needs of tourists in implementing tourism [75]. The tourism industry's performance has been extensively studied in the academic literature, with numerous studies examining various aspects of the industry's performance, including its economic, social, and environmental impacts [63]. One approach to evaluating tourism industry performance through support system facilities is assessing the Support system facilities. Studies have identified the importance of Support system facilities in attracting and retaining tourists. Researchers can evaluate the tourism industry's performance by measuring the quality of these support facilities [25–28]. Overall, this review of the literature highlights the importance of facility support systems in shaping the tourism industry's performance. By understanding how these systems impact the industry, policymakers, tourism managers, and other stakeholders can develop effective strategies to enhance tourism industry performance and improve the quality of tourists' experiences.

2.2. Support System Facilities

Improving the tourism industry's performance can be done by providing infrastructure and improving facilities in tourism industry activities [32,63,73]. Tourism development needs to be supported by support system facilities needed by tourists to meet their needs. support system facilities refer to services directly or indirectly developed to support and encourage tourism potential in an area [32]. As tourism develops, it will be complemented by adequate facilities because tourists' need for carrying capacity reflects the development of tourism in the area. [32]. Mapping the factors of the facilities one that supports the increase in tourism potential [25]. Patria et al. [26] stated that the influence of support system facilities in developing industrial estates is very significant for directions for developing maritime industrial estates. The development of industrial estates also needs support from the central government [26]. Support system facilities have a significant positive effect on the relationship between destination attractors and destination management of tourism to support the performance of the tourism industry [28]. Designing the right facility system factors to support sustainable tourism areas to minimize the negative impacts of tourism activities [27]. Facility factors can influence industrial development to formulate organizational and industrial development cooperation in supporting the development of regional innovation systems. Better industrial performance and organizational productivity can increase an organization's utilization [65]. Even the right facility system can form a green industrial estate in the industry [76]. Based on the literature compiled on support system facilities, the following hypothesis can be formulated:

Hypothesis 1 (H1): *Support system facilities have a positive influence on the performance of the tourism industry.*

2.3. Stakeholder

Stakeholders have many impacts on the tourism industry [32]. In this study, the definition of stakeholder variables is the various parties involved and interacting with each other who create value in the process of developing, supporting, and building the tourism industry [25,46,54]. The various parties referred to in this study, especially in the Rembang area, are the government, tourism area management institutions, developers/investors, local communities, and other industrial parties. The tourism industry system in Rembang Regency must move with others because the tourism industry consists of various business sector activities to produce tourist goods and services [8,14,15]. In developing tourism potential in the region, it is necessary to have the role of stakeholders [25]. Collaboration factors with various parties, such as the government and tourism area management institu-

tions which can come from developers/investors, local communities, and other industrial parties, are very helpful in increasing tourism potential through various policies and strategies implemented. The role of stakeholders in the tourism industry is highly considered in dealing with SDGs and can provide policy guidelines and strategic engagement [46]. The importance of relationships between stakeholders and developing strong partnerships in achieving the successful development of tourism potential can help improve tourism performance [46]. Research [46] shows that stakeholders promote ecotourism in conservation areas that have a positive impact so that they can affect rural livelihoods and overcome poverty problems. Tourism industry innovation is created not only by a certain group of people in the organization but by a large group of internal and external stakeholders [54]. The government needs to carry out a management strategy so that sustainable tourism development can be developed [54]. Due to the complex conditions of the tourism industry in Indonesia, especially in Rembang Regency, the instrument measurements in this study involved various stakeholders. Explanation of the arguments mentioned above, the second hypothesis can be formulated as follows:

Hypothesis 2 (H2): *Stakeholders have a positive influence on the performance of the tourism industry.*

2.4. Environmental Dynamism

Environmental dynamism is an environmental factor that has no pattern and has high environmental uncertainty, so an organization is required to be able to utilize science and technology effectively so that an organization can quickly adapt to its environment [4,5]. Environmental dynamism is defined as the degree of change and degree of environmental instability [3,64]. The environment of the tourism industry is unpredictable and fragile, especially during the COVID-19 pandemic. Tourism industry activities are influenced by external factors, for example, the environment. Environmental dynamism is an environmental condition that refers to the current environment. There is no pattern and instability, so it demands organizations to quickly adapt to their environment to continue to explore and exploit external pressures [3–5]. Factors that affect environmental dynamism include politics, economics, society, technology, law, and the environment [4,5,68]. Low environmental dynamism means that market demand, technological change, and institutional environment are stable and predictable, while high environmental dynamism is the opposite [64]. The influence of environmental dynamism on organizational performance is partly mediated by innovation [5]. Research explains that environmental dynamism influences the tourism industry [59,64]. The tourism industry in Indonesia is very influential in dynamic environmental conditions because it involves several sectors related to the tourism industry, one of which is the SME sector. Environmental dynamism also influences the performance of SME organizations around tourist areas [3–5]. The more optimum all sectors that support the tourism industry, the more the performance of the tourism industry will also increase. With the strong effect of environmental dynamism on the Indonesian tourism industry, we incorporate environmental dynamism into our theories and hypotheses as one of our novelties. This can be used as a reference that environmental dynamism also influences the performance of tourism industry organizations. Based on the literature review, the third research hypothesis is as follows:

Hypothesis 3 (H3): *Environmental dynamism strengthens the positive effect of stakeholders on the performance of the tourism industry.*

3. Methodological Aspects

This section will explain the framework of the research conducted. There are five sections: research variables, samples and data collection, instrument development, operational of construct, and data analysis. These stages were carried out to explain in detail the methodological flow of this research.

3.1. Research Variable

In this study, the research model presented in Figure 3 was developed, where support system facilities and stakeholders are directly related to the tourism industry's performance. The two constructs are independent variables on the basis that each construct has an influence on the performance of the tourism industry. Support system facilities have dimensions that represent these variables, namely telecommunications, power sources, transportation, waste management, location, clean water sources, supporting industries, spatial, hospitality, safety, and security. Meanwhile, environmental dynamism is a moderator variable that is thought to strengthen stakeholder influence on tourism industry performance. The environmental dynamism variable constructed in Figure 3 focuses on political, economic, social, technological, legal, and environmental factors. These factors significantly affect the circumstances and environmental conditions that affect an organization and industry [66–68], such as in the tourism industry [42–45]. The environmental dynamism approach focuses on fast and continuous changes in the business environment. This involves understanding and addressing the dynamics of the business environment, such as changes in technology, law, consumers, and demand [3–5]. This approach views the business environment as a source of both opportunities and challenges for the industry and requires flexibility and the ability to adapt quickly and effectively [3–5].

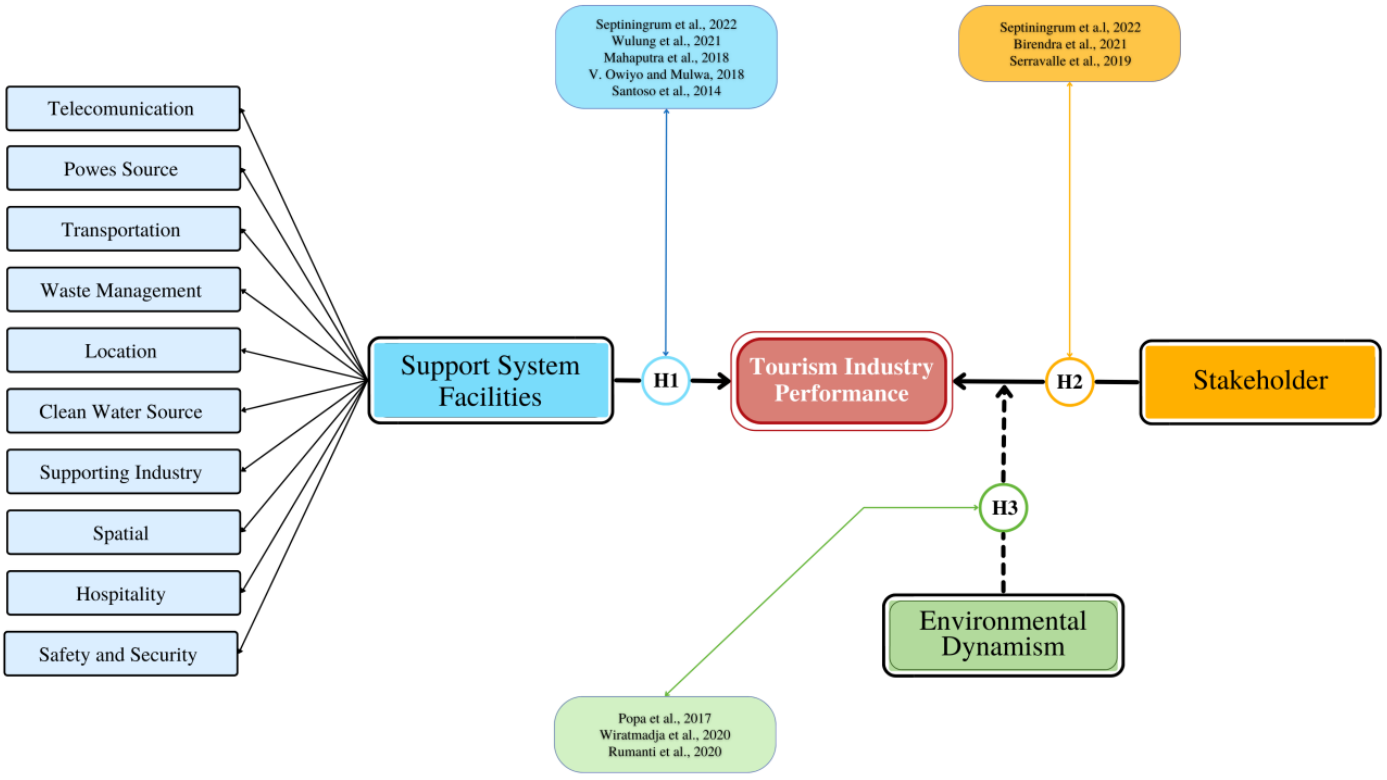

Figure 3. Research Model Elaboration Scheme [3–5,25–28,46,54,65].

3.2. Sample and Data Collection

Data collection in this study used a questionnaire that was distributed to SMEs in Rembang Regency, Central Java, Indonesia. The characteristics of SME respondents were selected based on location, the number of employees, and the type of SMEs. In collecting data, we conducted a pilot study first with academic expertise in the field of tourism, SME coordinators, and tourism coordinators in Rembang Regency. The SME coordinator is an individual responsible for leading and managing SME units. The task of the SME coordinator is to help, support, and business development for SMEs [77]. The tourism coordinator is a person or group responsible for leading and managing tourism activities in an area [78]. Based on the responses to the questionnaire obtained in the pilot study,

several minor improvements were made to the questionnaire so that respondents could truly understand the intent of the questions asked. All questions are measured on a Likert scale of 6 points or an even number, where 1 is "strongly disagree", and 6 is "strongly agree", to avoid biased answers with neutral categories [79,80]. Questionnaires were distributed from March to November 2022. In this study, the data collection technique used was purposive sampling, which aimed to obtain a sample that could describe the population. The number of samples taken from the population is ten times the number of variables used in the analysis design and a minimum of 140 samples [79,81]. The number of questionnaires collected was 203 out of 219 respondents, or 92.69% of the valid respondent rate for data processing. The results of the 203 respondents consisted of 59 SMEs in Food and Beverages, 43 SMEs in Crafts, 33 SMEs in Accommodation Transportation, 43 SMEs in Fashion Clothing, 4 SMEs in Antique Markets, and 21 SMEs, as shown in Figure 4.

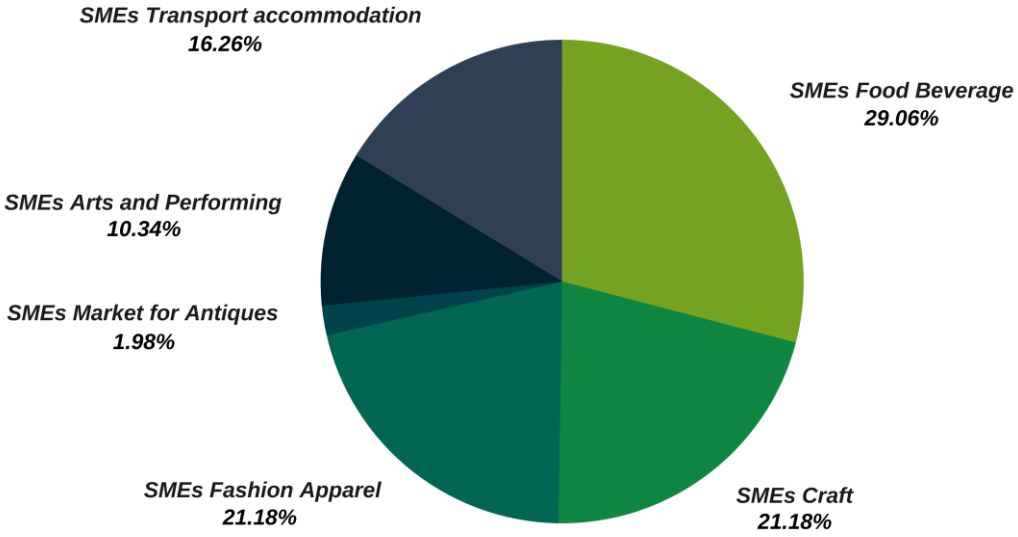

Figure 4. The type of SMEs in Rembang Regency who became the respondent.

These SMEs represent several creative tourism economy industries in Indonesia [82,83], located around the industrial tourism area of Rembang Regency, Central Java, Indonesia. Guidance and assistance were carried out in completing the questionnaire in filling out the questionnaire so that most of the questionnaires could be filled in completely. However, the respondent still has the authority and full awareness to fill out the questionnaire according to the actual conditions without any influence from the researcher.

3.3. Instrument Development

In this study, the data used were based on the results of distributing and filling in the qualitative questionnaires. The statement items in the questionnaire were selected based on a careful review of the literature. The research instrument has been previously tested by academic expertise in the field of tourism, SMEs coordinator, and Tourism coordinator in Rembang Regency. Its main purpose is to eliminate inadequate wording and facilitate ease of instrument administration. The construction description and related indicators are presented in detail in Appendix A.

3.4. Operational of Construct

Support systems facilities and stakeholders are independent variables, while tourism industry performance is the dependent variable. Meanwhile, environmental dynamism functions are strengthening the process of stakeholder participation in the performance of the tourism industry.

3.4.1. Variable Independent

The independent variables in this study consist of support systems facilities, stakeholders, and environmental dynamism. The support system facilities variable have 10 dimensions that reflect the support system facilities. This dimension includes telecommunications, power sources, transportation, waste management, location, clean water sources, supporting industry, spatial, hospitality, safety, and security. Reflective indicators can be seen as a representative sample of all items available in the support system facilities model construct. Therefore, reflective measures determine that all indicator items come from the same domain, indicators related to a particular construct must be correlated with each other. In addition, each indicator can be exchanged for other indicators, and any single indicator can be omitted without changing the meaning of the construct, as long as the construct has sufficient reliability [84,85]. support system facilities are reflected as a representative sample of all items available in the model construct. Therefore, reflective measures determine that all indicator items come from the same domain. Indicators related to a particular construct must be correlated with each other [84,85]. In addition, each indicator can be exchanged for other indicators, and every single indicator can be omitted without changing the meaning of the construct as long as the construct has sufficient reliability [79]. Meanwhile, the environment dynamism variable contributes to a strengthening effect on the relationship between stakeholders and tourism industry performance.

3.4.2. Variable Dependent

In this study, the dependent variable is tourism industry performance. The performance of the tourism industry can be achieved optimally when there is a role from support system facilities, stakeholders, and environmental dynamism.

3.5. Data Analysis

In this study, data testing techniques used PLS-SEM. Model testing was carried out using 203 data from SMEs in Rembang Regency as respondents. The SMEs are engaged in six sectors of the creative economy, namely food and beverage SMEs, crafts, accommodation transportation, fashion clothing, antique market, and performing arts. This study did not analyze the differences in the characters of the SME types of research objects. Therefore, data from several types of SMEs are processed simultaneously as a population. These types of SMEs become a unit in supporting tourism industry activities in Rembang Regency. The number of respondents, according to Hair et al. [84], is a ratio of 10:1 when compared to the variables in this study. The minimum number of samples required has been fulfilled. PLS-SEM is not much affected by small sample sizes because this test technique analyzes one construct at a time by applying iterative sequences of ordinary least squares and multiple linear regression [86]. Processing of all data in this study used the random effect model to overcome heterogeneity in the data and heteroscedasticity (unequal variance in the data) [86]. The random effect model can be used because the research object has the same activities, namely supporting the tourism industry in Rembang Regency.

Testing the model in this study consisted of two steps, namely testing the measurement model, and testing the structural model. Testing the measurement model aims to ensure that the analytical instrument is reliable and valid. Structural model testing was carried out to examine the relationship between the dependent and independent variables. Testing is carried out through the Smart-PLS software. The relationship of the structural model in PLS-SEM, namely the disposition of the dependent and independent variables, is shown in Figure 5.

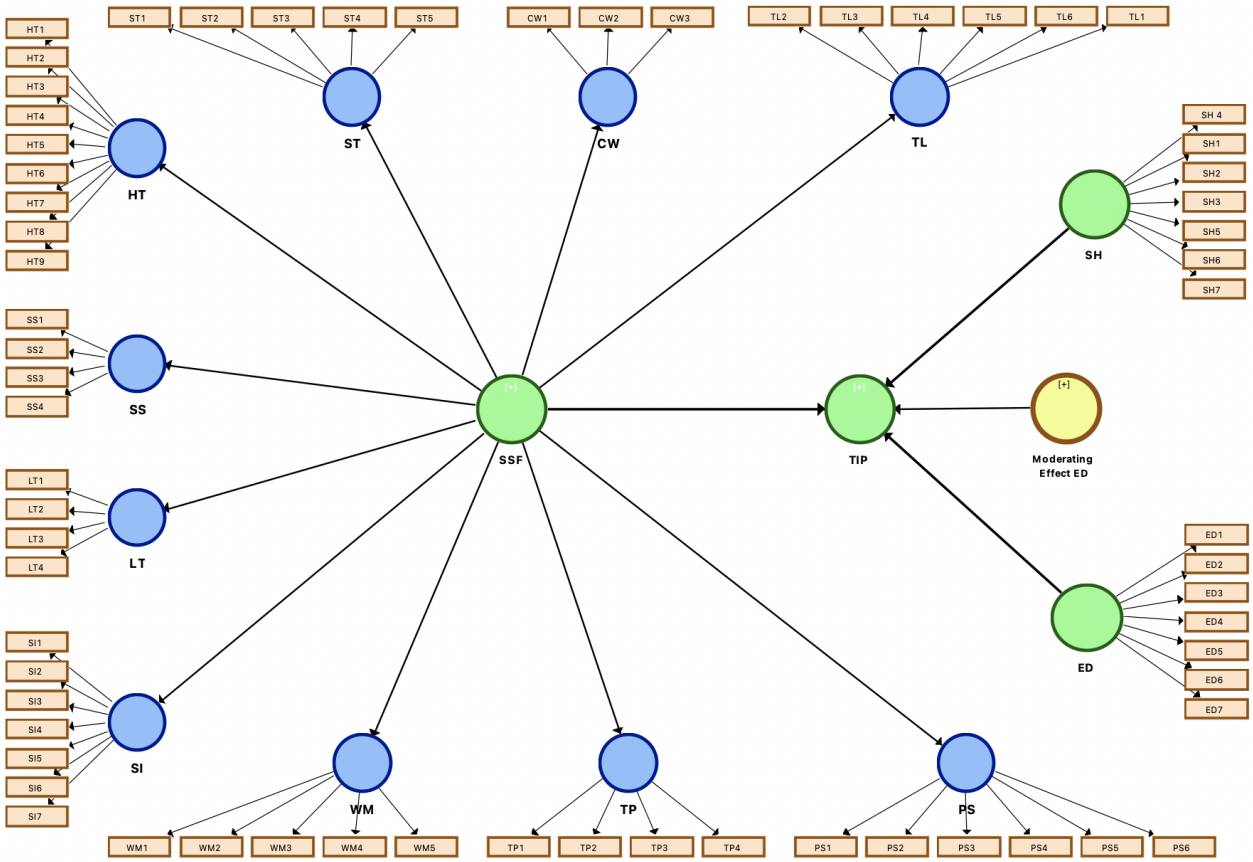

Figure 5. Relationships based on measurement and structural models in PLS-SEM.

4. Result

Based on the two-step approach recommended by [79,87], namely, measurement model analysis and structural model analysis. This study first analyzes the measurement model aiming to ensure that the analytical instrument is reliable and valid. Structural model testing was carried out to examine the relationship between the dependent and independent variables. The following is a report on the results of the investigation using the PLS-SEM technique.

4.1. Measurement Model Analysis

Testing a measurement model with reflective properties is evaluated based on several criteria that must be met [84], namely internal consistency (composite reliability) which aims to measure the reliability of internal consistency. Indicator Reliability aims to evaluate convergent validity. Convergent validity (average variance extracted) aims to evaluate convergent validity. Discriminant validity aims to evaluate discriminant validity. The indicator used to check the internal consistency (composite reliability) criteria is Cronbach's alpha which is based on the inter-correlation of indicators with the assumption that all indicators have the same outer loading on the construct. Composite reliability values vary between 0 and 1, with higher values indicating higher levels of reliability. In exploratory research, the composite reliability value is between 0.6–0.7, which means acceptable, while the value 0.7–0.9 means satisfactory.

A high outer loading value indicates that the indicators in question have a lot in common. All outer loading values must be significant. Indicators with outer loading values below 0.5 can be removed from the measurement scale [79]. In this study, the outer loading value in the model test indicates that all indicators have fulfilled the requirements because the value is more than 0.7, which indicates that the measurement has reliability, consistency, and validity. [79].

The Fornell-Lacker value for each variable meets the criteria, namely the Fornell-Lacker criterion value for each construct variable has the highest value in each construct that is tested with other constructs, meaning that each indicator can be predicted well by each construct variable and number that is not in bold is the correlation value between constructs and other constructs. Therefore, it can be concluded from the Fornell-Lacker results that all constructs meet the criteria of discriminant validity. Even though there are indicator values that have a smaller correlation compared to the values for the constructed variable, this can be ignored if both are the relationship between the constructed variable and its dimensions [79].

The cross-loading value projects the indicator's outer load onto all constructs. The cross-loading value of indicators from related constructs must be greater than the cross-loading indicators of other constructs. In this study, the cross-loading value for each variable and indicator in the construct is higher than the value with other constructs, which indicates that the cross-loading value test is in accordance with the provisions [79].

The AVE squared value must be greater than the highest correlation with the other constructs. This study shows that the AVE value for all constructs is greater than 0.5, which indicates that the criteria have been met.

Tables 1 and 2 illustrate that these conditions were met for all cases. The measurement indications for this model are in accordance with the recommendations of experts. Statistical indications of fit are acceptable when compared to ideal levels. Tests at this stage show that the measurement model is convergently and discriminantly reliable and valid.

Table 1. Composite reliability and average variance extracted.

Measuring Instrument	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted
CW	0.774	0.802	0.867	0.685
ED	0.816	0.828	0.871	0.674
HT	0.847	0.853	0.890	0.618
LT	0.758	0.778	0.845	0.577
PS	0.817	0.823	0.871	0.576
SH	0.856	0.866	0.893	0.682
SI	0.829	0.840	0.878	0.591
SS	0.758	0.769	0.845	0.576
ST	0.768	0.770	0.852	0.691
SSF	0.783	0.810	0.850	0.531
TIP	0.817	0.821	0.873	0.580
TL	0.754	0.849	0.851	0.656
TP	0.740	0.745	0.852	0.657
WM	0.840	0.849	0.887	0.610

Table 2. Fornell-Lacker correlations between constructs.

	CW	ED	HT	LT	PS	SH	SI	SS	SSF	ST	TIP	TL	TP	WM
CW	0.827													
ED	0.395	0.758												
HT	0.444	0.426	0.786											
LT	0.560	0.461	0.432	0.760										
PS	0.622	0.353	0.455	0.524	0.759									
SH	0.478	0.622	0.607	0.450	0.418	0.763								
SI	0.509	0.487	0.631	0.506	0.403	0.556	0.769							
SS	0.411	0.459	0.555	0.413	0.301	0.577	0.574	0.759						
SSF	0.762	0.499	0.436	0.691	0.626	0.494	0.594	0.422	0.889					
ST	0.631	0.555	0.549	0.732	0.571	0.555	0.644	0.537	0.815	0.829				
TIP	0.763	0.521	0.457	0.752	0.632	0.521	0.599	0.435	0.884	0.824	0.761			
TL	0.509	0.372	0.411	0.585	0.589	0.375	0.463	0.361	0.747	0.634	0.747	0.810		
TP	0.526	0.358	0.374	0.494	0.672	0.303	0.411	0.228	0.607	0.532	0.600	0.609	0.811	

4.2. Structural Model Analysis

Structural model testing is evaluated using data in stage 3, and names derived from measurement models have met the reliability and validity criteria. Structural model testing is related to multicollinearity, which can have an impact on the estimation of significance [79]. Multicollinearity in a regression model can be determined by calculating the variance inflation factor (VIF) value [79]. VIF is a factor that measures how much the variance of the regression estimator coefficient increases compared to the orthogonal independent variables if connected linearly. A VIF value of more than 3 indicates collinearity [79]. Table 3 shows that the results of the VIF and multicollinearity values are less than 3, so they do not indicate multicollinearity.

Table 3. VIF values and multicollinearity.

Relationship	VIF	Description of Multicollinearity
Support Systems Facilities (SSF) → Tourism Industry Performance (TIP)	1.00	No Multicollinearity
Stakeholder (SH) → Tourism Industry Performance (TIP)	1.00	No Multicollinearity
Environmental Dynamism (ED) → Tourism Industry Performance (TIP)	1.00	No Multicollinearity
Support Systems Facilities (SSF) → Clean Water Source (CW)	1.00	No Multicollinearity
Support Systems Facilities (SSF) → Hospitality (HT)	1.81	No Multicollinearity
Support Systems Facilities (SSF) → Location (LT)	1.00	No Multicollinearity
Support Systems Facilities (SSF) → Power Source (PS)	1.00	No Multicollinearity
Support Systems Facilities (SSF) → Supporting Industry (SI)	1.20	No Multicollinearity
Support Systems Facilities (SSF) → Safety and Security (SS)	1.90	No Multicollinearity
Support Systems Facilities (SSF) → Spatial (ST)	1.00	No Multicollinearity
Support Systems Facilities (SSF) → Telecommunication (TL)	1.00	No Multicollinearity
Support Systems Facilities (SSF) → Transportation (TP)	1.00	No Multicollinearity
Support Systems Facilities (SSF) → Waste Management (WM)	1.00	No Multicollinearity

Based on Table 4, which describes the analysis of variable relationships, it can be concluded that there is a significant relationship between support system facilities (SSF) and tourism industry performance (TIP). Stakeholders (SH) and tourism industry performance (TIP) also have a significant relationship, as well as the moderating environmental dynamism (ED) variable, which has a strong relationship between stakeholder variables (SH) and tourism industry performance (TIP). So, it can be concluded that all hypotheses are accepted statistically even though there are differences in the level of significance. Hypothesis 1 has a significant value with an alpha value of 0.948, Hypothesis 2 has a significant value with an alpha value of 0.621, and Hypothesis 3 has a significant value with an alpha value of 0.484. All hypotheses arranged in the model are based on the need for adjustments in modeling tourism industry objects in Rembang Regency, Central Java, Indonesia.

Table 4. Significance of structure relationship.

Hypothesis		Path Coefficient	T-Statistic	*p* Value	Conclusion
H1	SSF → TIP	0.948	56,137	0.000	Accept
H2	SH → TIP	0.621	10,439	0.000	Accept
H3	ED → TIP	0.484	5667	0.001	Accept

In the structural model, it is important to determine the significance and association of each hypothesized path and the explained variance (R^2 value). The R^2 value represents the number of variants explained by the independent variables. R^2 values and path coefficients indicate how well the data support the hypothesized model [82]. Table 5 shows that the results of the variance of endogenous variables can mostly be explained by exogenous variables. However, there are 2 variables that cannot explain the endogenous variables. Safety and security showed an R^2 value of 0.178, and Hospitality with an R^2 value of 0.190, which means that these variables are classified as weak, which means they are unable to partially explain each endogenous variable. The value of R^2 has a value above 0.5 which means it can explain the endogenous variables well.

Table 5. Significance of structure relationship.

	R Square	R Square Adjusted
Clean Water Source (CW)	0.580	0.578
Hospitality (HT)	0.190	0.186
Location (LT)	0.477	0.474
Power Source (PS)	0.392	0.389
Supporting Industry (SI)	0.352	0.349
Safety and Security (SS)	0.178	0.174
Spatial (ST)	0.663	0.662
Tourism Industry Performance (TIP)	0.972	0.971
Telecommunication (TL)	0.558	0.555
Transportation (TP)	0.368	0.365
Waste Management (WM)	0.582	0.580

The R^2 value obtained based on Table 5 shows that each endogenous construct variance explained can be largely explained by exogenous constructs. The R^2 value of tourism industry performance (TIP) is very strong because it has a value of 0.972. Next, the results of the significance values for each dimension of the Support system facilities (SSF) variable will be presented as independent variables shown in Table 6.

Table 6. Relationship Significant for Support system facilities with dimension.

Relationship	Correlation Value	T-Statistic	*p* Value	Conclusion
Support Systems Facilities (SSF) → Clean Water Source (CW)	0.762	17,948	0.000	Significant
Support Systems Facilities (SSF) → Hospitality (HT)	0.436	5860	0.000	Significant
Support Systems Facilities (SSF) → Location (LT)	0.691	11,742	0.000	Significant
Support Systems Facilities (SSF) → Power Source (PS)	0.626	10,339	0.000	Significant
Support Systems Facilities (SSF) → Supporting Industry (SI)	0.594	7713	0.000	Significant
Support Systems Facilities (SSF) → Safety and Security (SS)	0.422	5578	0.000	Significant
Support Systems Facilities (SSF) → Spatial (ST)	0.815	27,848	0.000	Significant
Support Systems Facilities (SSF) → Telecommunication (TL)	0.747	56,137	0.000	Significant
Support Systems Facilities (SSF) → Transportation (TP)	0.607	56,137	0.000	Significant
Support Systems Facilities (SSF) → Waste Management (WM)	0.763	18,854	0.000	Significant

The results of Table 6 show that each dimension of the support system facilities variable has a significant relationship, which means that this dimension can be used in measuring the support systems facilities variable. The dimensions of the support system facilities variable are not constructed formatively because the characteristics of the formative indicators cannot be exchanged. Thus, if one of the indicators does not prove to have an effect on the second order, then it eliminates and changes the nature of the model that has been constructed [84]. From some of the results of the analysis described earlier, then the structural relationships in the research model are given, which describe all hypotheses that have a significant relationship with the dependent and independent variables, respectively, shown in Figure 6.

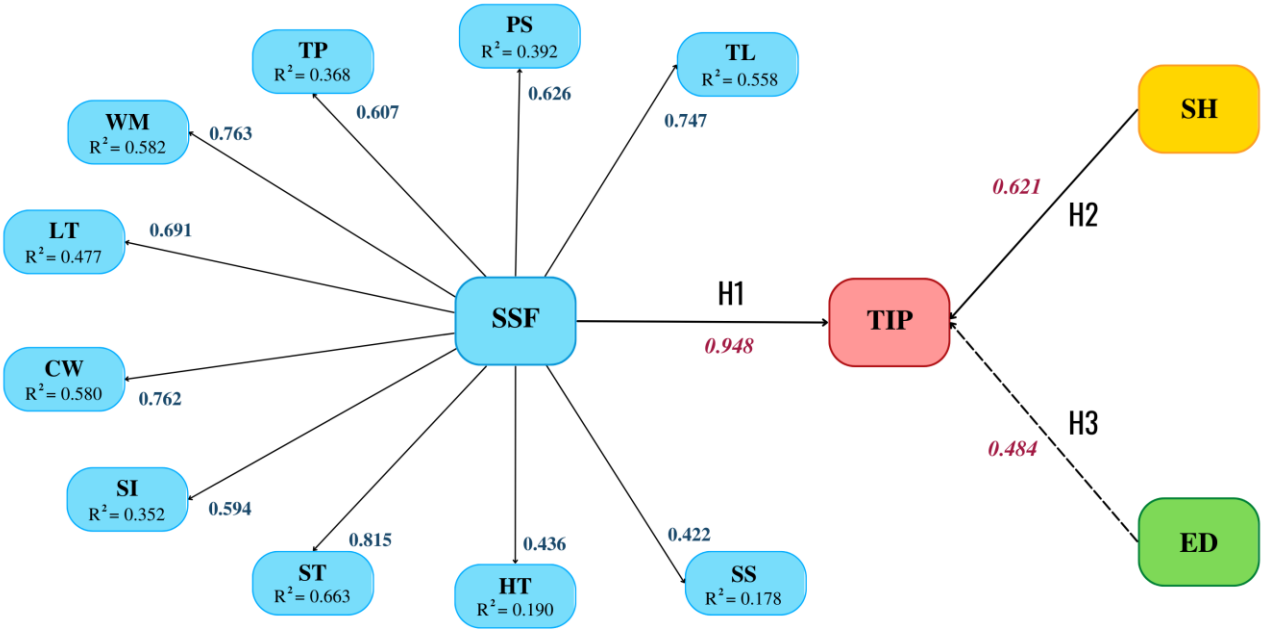

Figure 6. Structural model relationship.

5. Discussion

This study expands the tourism potential development model to include the tourism industry area by adding the environmental dynamism factor as a variable that strengthens stakeholder relations with the tourism industry's performance. In the context of environmental uncertainty, especially due to the impact of the COVID-19 pandemic, designing strategies to improve the tourism industry's performance is very necessary. The duration and impact of the COVID-19 pandemic crisis cannot be predicted in various fields, especially the economic sector [34,67]. The purpose of this research is to identify the factors that influence the improvement of the tourism industry to produce strategies in the tourism industry in a dynamic environment. These factors include telecommunication, power sources, transportation, waste management, location, clean water sources, supporting industries, spatial, hospitality, safety, and security, as well as the roles and stakeholders. In this study, the research model consists of three main concepts for measuring the performance of the tourism industry, namely support system facilities, stakeholders, and environmental dynamism, where construction is studied in the context of SMEs scattered around tourist areas, using a purposive sampling technique, obtained a sample of 203 SMEs. According to Rumanti [67], SME actors have been significantly affected by the COVID-19 pandemic, especially SMEs located around tourist areas. SMEs are influential and make important contributions to the tourism industry [88], and they can communicate, build a positive image, and promote customer relations [89]. The development of the tourism industry is a priority for most countries because of the benefits it generates for local communities and

the economy [89]. On the other hand, increasing the performance of the tourism industry aims to improve the economy and people's welfare [90,91].

Hypothesis 1 shows a positive relationship between support system facilities and the tourism industry's performance in this case study. According to the case studies that have been analyzed, it is proven that facility factors include telecommunications, power sources, transportation, waste management, location, clean water sources, supporting industries, spatial, hospitality, safety, and security, and the role of significant stakeholders can improve the performance of the tourism industry. According to [90], factors for tourism facilities to increase economic development have been identified, such as attraction activities, accommodation facilities, food and beverage facilities, gift shops, tour agents and guides, and transportation services. In this case study, spatial-related facilities are very significant in influencing the tourism industry's performance, with a correlation value of 0.815. Spatial is related to the elements of space and time that identify geographic locations as a guide for managers of tourism industry activities [25,27]. The strength of the tourism industry in Rembang Regency, Central Java, Indonesia, has a unique spatial character. Unique rides according to local characteristics (cultural uniqueness, custom, history, panorama) and local wisdom. In addition, the distance between the locations of tourism elements is close to other areas. Not only spatial, but several facilities are also very influential in tourist visits to a destination. From a theoretical point of view, we argue that these empirical results show how tourism aims to achieve increased performance by considering the support system facilities dimension. For example, the government must consider spatial characteristics, such as the uniqueness of destinations in developing tourism, to attract potential tourists. Which dimension of the facility do you want to upgrade first. This can optimize the performance of the tourism industry. In connection with improving the performance of the tourism industry and support system facilities, stakeholders, especially the government, must realize that activities to maximize facilities in the tourism industry have a direct impact, as tested in Hypothesis 2.

Hypothesis 2 shows that there is a positive relationship between stakeholders on the performance of the tourism industry. The role of stakeholders is highly considered in the tourism industry development process [25,32]. Stakeholders involved in improving the tourism industry in Rembang Regency, Central Java, Indonesia, also greatly contribute. Stakeholders are important for the success of any business [92]. The results of research from Theodoulidis [91] show that stakeholders have a significant effect on the airline, casino, hotel, and restaurant sectors. Stakeholders are needed in the tourism industry related to providing capital assistance, industrial licensing, and policies [54]. In Rembang Regency, the government routinely holds tourism events so that many tourists visit. The involvement of organizations and the government of Rembang Regency, Central Java, Indonesia, is one of the most important factors in developing the tourism industry [25]. The government of Rembang Regency, Central Java, Indonesia, has contributed to regional tourism development by issuing Rembang Regency Regional Regulation No 12 of 2019 concerning the Rembang Regency Tourism Development Master Plan for 2019-2025. For the tourism industry, as shown in Figure 6, Hypothesis 2, stakeholders influence the performance of the tourism industry.

In the context of environmental uncertainty, Hypothesis 3 strongly influences the relationship of stakeholder variables to the performance of the tourism industry. The company's external environment is full of uncertainty in the current pandemic environment, and customer demands are constantly shrinking or changing [64,93]. Stakeholders must pay attention to the environment to make actions, policies, or strategies to improve the tourism industry. In addition, environmental dynamism indirectly affects the performance of the tourism industry. Testing in this study shows that environmental dynamism has a positive relationship with the performance of the tourism industry. This relates to environmental uncertainty related to politics, economic crises, technological changes, changes in applicable laws and regulations, and ecology. The environment for the tourism industry is unpredictable and fragile, especially during the COVID-19 pandemic. As

a result, seeing environmental dynamism caused by external and internal factors will affect the stakeholders' role and the tourism industry's performance [3,64]. Therefore, it is very important to consider the direct impact of environmental dynamics on the tourism industry's performance.

The results showed that the model in this study helped improve the tourism industry's performance through the constructed variables, as shown in Figure 6. The measurement instruments used in this study were tested using PLS-SEM. The reliability of the measuring instrument is confirmed by Cronbach's alpha (α), and the loading factor value for each construct indicator for samples that have values above 0.70 and AVE values > 0.5. This means that the results of calculations in this study are valid [75,82] and can be used as a reference for consideration by stakeholders to make improvements. In addition, this study recommends using measurement instruments as a practical tool for analyzing regions related to the increase in a region's tourism industry. Seeing the results of the calculation of the variable dimensions of support system facilities, stakeholders, especially the government, can easily adopt policies and strategies to improve the tourism industry's performance. Assessment of the performance of the tourism industry can improve the performance of the tourism industry so that it impacts economic sustainability, such as high income, high employment, and a large number of workers [94]. This can be achieved by improving the support system facilities to achieve optimal tourism industry performance because the facilities developed can optimize the tourism industry's performance. The tourism industry can increase employment and income to achieve people's welfare. Fulfillment of economic, social, and environmental aspects will create a sustainable tourism industry [94,95].

6. Conclusions

The dynamic environment, especially due to the pandemic, has seriously impacted several tourism industries worldwide, one of which is Indonesia. In this study, measurement of the tourism industry's performance was carried out by analyzing the relationship between support systems facilities and stakeholders in dynamic tourism industrial areas. This research provides information, suggestions, and input to be used as material for consideration and policy making regarding the management of the tourism industry in Rembang Regency, Central Java, Indonesia, as a region with a lot of tourism potential to support tourism industry activities. Based on the results of this study, it can be proven empirically that support system facilities and the role of stakeholders greatly influence the performance of the tourism industry. In addition, environmental dynamism (especially due to the pandemic) strongly affects stakeholders and the tourism industry's performance. The dimensions that have the dominant influence on support system facilities are spatial, with a correlation value of 0.815. Waste management with a correlation value of 0.582, and telecommunication with a correlation value of 0.558. That way, stakeholders can have an overview to improve the tourism industry, and it is necessary to direct policy strategies related to dimensions that have significant correlation values. Overall, the results of this article have important implications and provide a significant contribution, especially to the development of the tourism industry, especially after more than two years of declining revenues. Increasing the tourism industry will impact the regional economy, employment, and people's welfare. Besides the things described, several theoretical and practical contributions can be made to this research.

6.1. Theoretical Implication

This research explains the impact of environmental uncertainty, especially due to the COVID-19 pandemic, on stakeholders and the tourism industry's performance, which means we expand the measurement theory in crisis events. We have conducted a study of the literature on measuring the tourism industry's performance in the context of COVID-19, which analyzed the relationship between support system facilities and stakeholders in environmental uncertainty, which we have yet to find. Most previous studies have focused on increasing the tourism potential of regions that have not measured environmental

uncertainty [25–28]. Additionally, several other studies have discussed environmental uncertainty used to measure an organization or industry specifically [4,5,59,64,68], so there is still a research gap regarding environmental uncertainty that affects the tourism industry's performance. The support system facilities variable can improve the tourism industry's performance [25–28]. In addition, stakeholder participation can also improve the performance of the tourism industry in a dynamic environment [46,54,64]. This research assists the knowledge field with developing an instrument as an empirical tool to measure the performance of the regional tourism industry. The results obtained allow performance comparisons to be made with other regional tourism industries. Therefore, this research contributes to the field of knowledge in the existing literature on tourism industry performance modelling by developing the support system facilities, stakeholder, and environmental dynamism variables as moderating variables.

6.2. Practical Implication

This research provides an overview of the importance of Support system facilities (SSF) and the role of stakeholders (SH) in developing the tourism industry. The results of this study imply being able to review the tourism industry by paying attention to what needs to be improved from the various elements of the support system and facilities (SSF) to achieve optimal performance [25,29]. Support system and facilities elements, namely telecommunication, power sources, transportation, waste management, location, clean water sources, supporting industries, spatial, hospitality, safety, and security. The highest correlation values are spatial, waste management, clean water sources, and telecommunications. These elements will have a significant effect on the performance of the tourism industry in Rembang Regency. Therefore, the Rembang Regency government can make decisions related to improving the tourism industry's performance with several alternative strategies proposed. The strategy that the government can carry out is related to spatial, namely making development policies for allocating places and areas. Improving the tourism industry's performance will support increasing economic capacity through various activities, such as increasing employment, especially around the tourism sector and areas, which will impact increasing people's welfare [94,95], especially in Rembang Regency, Central Java, Indonesia.

The implication from the perspective of SMEs which is the object of the respondents, is to recommend to SME leaders that the spatial element is the dimension that has the most significant effect on performance. In contrast, safety security is an element with a low level of dependency. From these results, this study provides a strategy regarding the influence and importance of the support system facilities' variable dimensions in improving the performance of SMEs in the tourism industry. SMEs can see that the spatial dimension has a significant influence. Therefore, every SME that has not been able to create its uniqueness and characteristics is required to be able to create its uniqueness and characteristics [27]. SMEs can start activities to create their characteristics and uniqueness by carrying out innovations involving stakeholders. The development of new SMEs must consider geographical location, the uniqueness of the place, and the distance between SMEs. SMEs should pay more attention to cultural uniqueness by designing places or panoramas of SMEs so that tourists can have an optimum experience and more interested in consuming and recommending products or services in these SMEs. In addition, security and safety improvements can be carried out in stages and adapted to the conditions of each SME [28]. SMEs can carry out inspections of visitors before entering the area. Multi-stakeholder relationships can also strengthen safety improvement activities. Adding security posts in several SMEs center areas to maintain the security of SMEs and tourists so that tourists feel more protected from threats. This collaboration is carried out to add insight and knowledge about innovation so that SMEs have superior characteristics [93]. Implementing this strategy will help develop and improve SME performance, providing a stronger link for tourism industry performance.

6.3. Limitations and Future Research Direction

This research has opened new avenues for further examination or replication of similar studies in different settings to explore the role of stakeholders and support systems facilities on tourism industry performance. As with research in general, this study has several limitations that can be addressed in further research. First, the object of research in this study is in Rembang Regency, Central Java, Indonesia, with regional characteristics that are different from other regions. Thus, the conceptual model in this study needs to be re-validated for each region that has different characteristics from the object of this research. Second, the time interval for different data collection may be too long, up to months, because environmental dynamics can change widely, especially at the peak of the COVID-19 pandemic. Thus, in future research, we can try different methods and sources to obtain the data at the right time of collection. Finally, the data obtained in this study is from SME data around the tourist area of Rembang Regency, Central Java, Indonesia, while this research discusses the tourism industry in general. In future studies, we may consider conducting cross-regional research on the tourism industry. Opportunities can be found in this research. Future research can be directed at conducting dynamic simulations of the results of measuring the performance of the tourism industry in making policy strategies. This is an interesting issue because the tourism industry closely follows a dynamic environment, so the implications of the research results are very clear.

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Appendix A

Support System Facilities (SSF)

Facilities and services that can be developed either directly or indirectly to support and encourage the potential of the tourism industry.

Telecommunication (TL)

Network availability factor somewhere to facilitate communication and information delivery.

TL1	There are cell towers around the tourist area
TL2	There is complete information about tourist attractions in print media, social media, or websites
TL3	Easily obtain the latest information about tourist attractions
TL4	Stable 3G and 4G internet networks are available in the object
TL5	Can telephone or send messages in the tourist area
TL6	There is a list of emergency numbers that are easy to contact

Power Source (PS)

The factor of the availability of electricity sources around the tourism industrial area to support all activities and activities.

PS1	There is an electricity network in the tourist area
PS2	The electricity network can be used properly in tourist areas
PS3	There is an adequate generator to anticipate problems in tourist areas
PS4	Electrical network repairs in tourist areas can be done quickly (within 1–3 h duration)
PS5	Electrical network inspection is carried out regularly (once a month)
PS6	Electrical plugs are available around the tourist attraction

Transportation (TP)

Mobility availability and accessibility factors in tourism industry activities.

TP1	The condition of the road to the tourist attraction is in good condition (e.g., asphalt, cement, concrete)
TP2	Attractions can be reached by private vehicle or public transportation
TP3	Public transportation is available at low/affordable costs
TP4	There are several alternative access roads to the tourist area both by public transportation and private vehicles

Waste Management (WM)

The availability factor of waste treatment around the tourism industry.

WM1	Garbage collection in tourist areas is carried out every day.
WM2	Segregation of types of waste is carried out by cleaning staff in tourist areas
WM3	There are a sufficient number of trash cans and are easy to find in tourist areas
WM4	Trash bins are available according to the type of waste (e.g., paper waste, plastic waste, organic waste)
WM5	Attractions are always clean, and no trash scattered around

Location (LT)

The layout factor or position of a place that is used to support all tourism industry activities.

LT1	Location of tourist objects close to public facilities (e.g., hotels, restaurants, minimarkets)
LT2	Attractions close to the city center
LT3	There are many tourist objects in the city center
LT4	Visitors and sellers can easily access the location by private vehicles and public transportation

Clean Water Source (CW)

The availability and operational factors of clean water around tourist areas.

CW1	Clean water is available in tourist areas
CW2	There are drainage channels in tourist areas
CW3	There are many tourist objects in the city center
CW4	Drainage channels are well maintained which are checked once a month

Supporting Industry (SI)

Industries around the tourist area that are related to supporting all activities and activities.

SI1	There is good coordination between tourism object managers and the government/private sector
SI2	There is cooperation with the industry in providing facilities, facilities, and infrastructure for tourism objects
SI3	Involve the local community in the management of tourist areas
SI4	There is a craft shop in the tourist area
SI5	There is a culinary in the tourist area
SI6	There is a souvenir shop of tourist areas
SI7	There are travel agent providers to tourist areas

Spatial (ST)

The factors of space and time elements that identify geographical location as a guide for managers of tourism industry activities.

ST1	Unique land is available according to the characteristics of the local area (cultural uniqueness, custom, history, panorama)
ST2	Tourism object managers involve local wisdom in innovating
ST3	Location distance close to other tourist areas (<1–2 KM)
ST4	Attractions have interesting views (different from other tours)
ST5	Tourist attractions have interesting and unique photo spots (different from other tours)

Hospitality (HT)

The availability factor of hotels around the tourism industry area.

HT1	There is an information center service to help visitors to tourist attractions
HT2	There are janitors in tourist areas
HT3	There is a wellness area in the tourist area
HT4	There is an ambulance in the tourist area
HT5	There is medical facility in tourist areas
HT6	There are hotels that are easy to reach near tourist areas
HT7	There is a tour guide facility
HT8	There is a parking area that is sufficient for several cars and motorbikes
HT9	There is a clean rinse area, toilet, and sink

Safety and Security (SS)

Factors of safety and security of all activities and activities around the tourism industry from all threats.

SS1	There is a visitor inspection at the entrance to the tourist attraction
SS2	There are security officers in tourist areas
SS3	There are disaster safety procedures in tourist areas
SS4	There is a point area in the event of a disaster in the tourist area

Stakeholder (SH)

Various parties are involved in developing, supporting, and building tourist areas. These stakeholders include organizations, residents around tourist areas, investors, industry, SMEs, and others.

SH1	Stakeholders (e.g., developers/investors, local communities, and other industrial parties, industry and trade, government) participate in promoting tourism through social media or similar avenues
SH2	Stakeholders (e.g., developers/investors, local communities, and other industrial parties, industry and trade, government) organize special programs to promote tourism
SH3	There is a skills training program for residents around tourist areas in managing and promoting tourism
SH4	There is communication related to tourism between residents around the tour and stakeholders (e.g., developers/investors, local communities, and other industrial parties, industry and trade, government)
SH5	There is cooperation with stakeholders (e.g., developers/investors, local communities, and other industrial parties, industry and trade, government around the tourist area
SH6	Stakeholder policies (e.g., developers/investors, local communities, and other industrial parties, industry and trade, government) assist in the availability of facilities and infrastructure around tourist areas
SH7	Stakeholders are/will be planning programs that create tourism potential

Environmental Dynamism (ED)

Environmental conditions that refer to the current environment, there is no pattern and instability so that it requires organizations to quickly adapt to their environment to continue to explore and exploit external pressures.

ED1	Government regulations support the development of tourist areas
ED2	Residents around the tourist area support the development of tourism potential
ED3	Residents around the tourist area participate in the development of tourism potential
ED4	In the past year, the environment in tourist areas has changed a lot (especially during the pandemic).
ED5	There are changes in the habits of residents around the tourist area from year to year
ED6	There is an additional potential for tourist areas from year to year
ED7	There is a routine government program in promoting tourism

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