


# The Influence of Leadership, Communication, Participation, and Local Community on The Development of Tourism Destinations in Mengesta Village

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Article Info	ABSTRACT
<p><b>Article history:</b></p> <p>Received Aug, 2025 Revised Aug, 2025 Accepted Aug, 2025</p> <hr/> <p><b>Keywords:</b></p> <p>Communication; Leadership; Local Community; Participation; Tourism                      Destination Development</p>	<p>The purpose of this study is to elucidate how local communities, leadership, communication, and involvement have influenced Mengesta Village's tourism destination development. This study employs an associative design and a quantitative methodology. The entire Mengesta Village hamlet is utilized as the population. Using the probability sampling technique, 100 residents of Mengesta Village made up the sample. In this study, a Likert scale questionnaire was used to collect data. Descriptive analysis, multiple linear regression analysis, determination analysis, the F test, the t test, and the classical assumption test were the methods of analysis employed. The study's findings show that local communities, leadership, communication, and engagement account for 74.7% of the variance in Mengesta Village's development as a tourism attraction. The results of the hypothesis test showed that local communities, leadership, communication, and engagement all significantly and favorably impact Mengesta Village's tourism destinations. The development of more studies to determine the elements that motivate community involvement in tourist development is one suggestion for future research.</p> <p><i>This is an open access article under the <a href="#">CC BY-SA</a> license.</i></p> <div></div>
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## 1. INTRODUCTION

The tourism sector has been designated as one of the nation's leading businesses, capable of driving economic growth, creating business opportunities, and improving community welfare through upstream and downstream tourism activities [1]. Law No. 10 of 2009 concerning Tourism emphasizes the empowerment of local communities. Communities have the right to play an active role in tourism development

and are obligated to maintain the attractiveness and environmental sustainability of tourism destinations.

The growing trend of saturation with modern tourism has sparked interest in tourism villages, which offer authentic rural experiences, interaction with local communities, and exploration of local culture and environment [2]. Tourism villages combine various tourism components such as natural and cultural attractions, accommodation facilities, transportation, and

supporting infrastructure [3]. In the context of ecotourism, this approach encourages responsible travel, creating sustainable business opportunities.

Mengesta Village in Penebel District, Tabanan Regency, Bali, covers an area of 7.51 km<sup>2</sup> and has a population of 3,143, the majority of whom are farmers. However, the conversion of agricultural land to livestock farming or other uses has resulted in significant socio-economic changes and environmental losses [4]. This shift reflects the challenges of maintaining cultural roots and the community's relationship with the local environment.

Mengesta Village's tourism potential includes terraced rice fields managed using the subak system, natural hot springs, waterfalls, ancient sites, and cultural riches such as traditional ceremonies and handicrafts. Optimal management could transform this potential into a source of income for the community through homestays, restaurants, and other tourism services. However, challenges such as minimal infrastructure and ineffective promotion remain major obstacles [5].

In tourism development, the role of local leadership and community participation is crucial. Visionary and communicative leaders can encourage community participation in every stage of tourism development, from planning to implementation. Strong leadership, both formal and informal, can motivate active community involvement, while effective communication strengthens collaboration between leaders and citizens. This allows for the creation of development strategies that align with the needs and aspirations of local communities.

This study aims to explain the influence of leadership, communication, participation, and local community on tourism destination development in Mengesta Village. The results are expected to provide strategic recommendations for stakeholders to maximize tourism potential while improving the well-being of the local community.

## 2. METHOD

Due to issues with leadership, communication, involvement, local communities, and the development of tourism destinations, this study was carried out using a quantitative methodology within the scope of the Mengesta Village research community. Both primary and secondary data sources were employed in this investigation. Questionnaires were used as primary data sources, and books, journals, and articles pertinent to the subject matter as well as firsthand observations made in Mengesta Village served as secondary data sources. Questionnaires, interviews, and observation were used to gather data. Descriptive analysis, multiple linear regression analysis, determination analysis, F tests, t tests, and traditional assumption tests were all used in this study.

The leadership variable (X1) is measured through indicators of encouraging community participation, acceptance of input, participatory policy making, attention to community needs, needs-based decision making, and fairness in leadership. The communication variable (X2) is measured through indicators of message acceptance, pleasant communication environment, impact on attitudes and behavior, improvement of interpersonal relationships, and response to communication. The participation variable (X3) is measured through indicators of physical participation, financial or material participation, moral support, participation in decision making, and representative participation. The local community variable (X4) is measured through indicators of planning, decision making, implementation, acceptance of development results, and participation in evaluation. The tourism destination development variable (Y) is measured through indicators of policy suitability, policy implementation, clarity of objectives, benefits of objectives, effectiveness of infrastructure use methods, and suitability of infrastructure use.

### 3. RESULTS AND DISCUSSION

#### 3.1 Results

##### a. Respondent Characteristics

The research results show the characteristics of respondents based

on data collected from 100 residents of Mengesta Village through a questionnaire. The characteristics of the respondents are shown below.

Table 1. Respondent Characteristics

No.	Criteria	Classification	Amount (Person)	Percentage (%)
1.	Age	20-30 Years	32	32%
		31-40 Years	43	43%
		41-50 Years	18	18%
		> 50 Years	7	7%
Amount			100	100%
2.	Gender	Man	59	59%
		Woman	41	41%
Amount			100	100%
3.	Last education	Elementary/Middle School	7	7%
		High School/Vocational School	36	36%
		Diploma	15	15%
		Bachelor degree)	30	30%
		Postgraduate (S2)	12	12%
Amount			100	100%

Source: Primary Data, Processed

Age-wise, 43% of respondents were between the ages of 31 and 40, while 32% were between the ages of 20 and 30. This suggests that Mengesta Village residents are largely of working age and are motivated to see tourism grow in their community. According to gender, males were more likely than women to participate in the village's tourism development initiatives, with 59% of respondents being male and 41% being female. Additionally, the characteristics of respondents according to their most recent educational experience revealed that 36% of respondents had a high school or technical high school education, while 30% had a bachelor's degree (S1). According to this research, the majority of Mengesta Village residents have a secondary or higher

degree, which gives them an excellent chance of taking part in the region's numerous tourism development initiatives.

##### b. Classical Assumption Test

In order to improve the accuracy and efficiency of the analysis's results and prevent flaws caused by the presence of symptoms of classical assumptions or the question of whether the data used is still relevant for research, the classical assumption test is used to assess the data's accuracy or the significance of the relationship between the independent and dependent variables. The SPSS version 26.0 software, which includes tests for heteroscedasticity, multicollinearity, and normality, was used to conduct the traditional assumption test in this investigation.

Table 2. Normality Test Results

	Unstandardized Residual
N	100
Asymp. Sig. (2-tailed)	0.178

Source: SPSS Data Processing Results

Asymp. Sig. (2-tailed) was 0.178, which is more than 0.05, according to the findings of the normalcy test using the Kolmogorov-

Smirnov method ( $0.178 > 0.05$ ). The findings show that the study's data were dispersed regularly.

Table 3. Multicollinearity Test Results

Variables	Collinearity Statistics	
	Tolerance	VIF
Leadership (X1)	0.235	4,248
Communication (X2)	0.305	3,277
Participation (X3)	0.265	3,767
Local Community (X4)	0.373	2,682

Source: SPSS Data Processing Results

The multicollinearity test findings show that the VIF value is less than 10 and the tolerance coefficients of the independent variables—leadership (X1), communication (X2), participation

(X3), and local community (X4)—are all more than 0.10. These findings suggest that the regression model developed does not contain any multicollinear symptoms.

Table 4. Results of Heteroscedasticity Test

Variables	Sig.
Leadership (X1)	0.803
Communication (X2)	0.737
Participation (X3)	0.250
Local Community (X4)	0.609

Source: SPSS Data Processing Results

Each of the independent variables—leadership (X1), communication (X2), participation (X3), and local community (X4)—has a significance value larger than 0.05, according to the results of the heteroscedasticity test. These findings suggest that the regression model does not have a heteroscedasticity issue.

### c. Multiple Linear Regression Analysis

Multiple linear regression analysis can be used to ascertain how the variables leadership (X1), communication (X2), involvement (X3), and local community (X4) affect the growth of tourism destinations (Y).

Table 5. Results of Multiple Linear Regression Analysis

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.291	1,556		0.187	0.852

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Leadership (X1)	0.351	0.111	0.336	3,158	0.002
Communication (X2)	0.375	0.107	0.365	3,206	0.001
Participation (X3)	0.308	0.114	0.270	2,694	0.008
Local Community (X4)	0.527	0.114	0.392	4,629	0,000
a. Dependent Variable: Tourism Destination Development (Y)					

Source: SPSS Data Processing Results

The following regression equation was derived from Table 5's multiple linear regression analysis results:

$$Y = 0.291 + 0.351X_1 + 0.375X_2 + 0.308X_3 + 0.527X_4 + e$$

The average development of tourist destinations (Y) will be 0.291 if the factors of leadership (X1), communication (X2), participation (X3), and local community (X4) are all zero, according to the results of the multiple linear regression analysis. There is a unidirectional association

between the development of tourist destinations and all independent variables, as indicated by their positive regression coefficients.

#### d. Coefficient of Determination Test (R<sup>2</sup>)

The degree to which leadership (X1), communication (X2), involvement (X3), and local communities (X4) have contributed to the growth of tourism destinations (Y) is assessed using the coefficient of determination test, also known as R Square (R<sup>2</sup>). Below are the findings from the coefficient of determination test.

Table 6. Results of the Determination Coefficient (R<sup>2</sup>) Test

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	0.864	0.747	0.736	1,915
a. Predictors: (Constant), Local Community (X4), Participation (X3), Communication (X2), Leadership (X1)				
b. Dependent Variable: Tourism Destination Development (Y)				

Source: SPSS Data Processing Results

The coefficient of determination (R<sup>2</sup>) or R Square of 0.747 means that 74.7% of the variation in tourism destination development in Mengesta Village is influenced by leadership, communication, participation, and the local community, while the remaining 25.3% is influenced by other factors not included in the research model.

#### e. Partial Hypothesis Test (t-Test)

The influence of leadership (X1), communication (X2),

participation (X3), and local community (X4) on the tourism destination development variable (Y) can be tested individually or in combination using partial hypothesis testing, also known as the t-test. Table 5 displays the findings of the t-test. By comparing the significance value (Sig. t) with the predefined probability level, which is 0.05, one can ascertain the test results, namely whether the hypothesis was accepted or rejected. The hypothesis is disproved if the Sig. t value is greater

than 0.05. The hypothesis is accepted if the Sig. t value is less than 0.05.

Based on Table 5, it is known that leadership has a positive and significant influence on the development of tourist destinations because the beta coefficient value (b1) is positive at 0.351 and the significance value is 0.002, which is less than 0.05 ( $0.002 < 0.05$ ). The development of tourism sites is positively and significantly impacted by communication, as evidenced by the positive beta coefficient value (b2) of 0.375 and the significance value of 0.001, which is less than 0.05 ( $0.001 < 0.05$ ).

Participation has a positive and substantial impact on the development of tourist destinations, as indicated by the positive beta

coefficient value (b3) of 0.308 and the significance value of 0.008, both of which are less than 0.05 ( $0.008 < 0.05$ ). Local communities have a positive and substantial influence on the growth of tourism sites, as evidenced by the positive beta coefficient value (b4) of 0.527 and the significance value of 0.000, which is less than 0.05 ( $0.000 < 0.05$ ).

#### f. Simultaneous Hypothesis Test (F Test)

The F test in this study is to examine the influence of leadership (X1), communication (X2), participation (X3), and local communities (X4) simultaneously on the development of tourist destinations (Y). The results of the F test are shown below.

Table 7. Results of Simultaneous Hypothesis Test (F Test)

ANOVA						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1026,144	4	256,536	69,958	0.000b
	Residual	348,366	95	3,667		
	Total	1374,510	99			
a. Dependent Variable: Tourism Destination Development (Y)						
b. Predictors: (Constant), Local Community (X4), Participation (X3), Communication (X2), Leadership (X1)						

Source: SPSS Data Processing Results

With the caveat that a reasonable probability figure to be utilized as a regression model is less than 5% or  $<0.05$ , the results of the simultaneous hypothesis test are determined using the values specified in the F test. Table 7's F test findings show that there is a substantial influence because the F value of 69.958 with a significance value of 0.000 is less than 0.05 ( $0.000 < 0.05$ ). These findings support the concept that local communities, leadership, communication, and involvement all simultaneously impact the growth of tourist destinations.

### 3.2 Discussion

#### a. The Influence of Leadership on Tourism Destination Development

Based on the test results, leadership has a positive and significant effect on tourism destination development. The results indicate that the better the leadership style implemented by local leaders, the more tourism destination development in Mengesta Village will increase. Conversely, the worse the leadership style implemented by local leaders, the less tourism destination development in Mengesta Village will decrease. Effective leadership plays a crucial role in tourism destination

development because it encourages the active participation of human resources and the local community. Leaders with a clear vision and strong managerial skills can overcome challenges, capitalize on opportunities, and develop policies that support destination growth. Conversely, ineffective leadership can hinder progress through a lack of innovation, communication, or attention to local needs. This research aligns with previous findings by [6]–[8], which demonstrated the positive influence of leadership on tourism development. Good leadership creates synergy between the government, business actors, and the community, supporting innovation, collaboration, and active participation to realize sustainable tourism destination development that benefits the community.

**b. The Influence of Communication on Tourism Destination Development**

Based on the test results, communication has a positive and significant impact on tourism destination development. The results indicate that better communication between the community and local leaders will enhance tourism destination development in Mengesta Village. Conversely, poorer communication between the community and local leaders will diminish tourism destination development in Mengesta Village. Effective communication plays a crucial role in tourism destination development because it enables constructive dialogue between local leaders and the community. This helps understand the needs, expectations, and challenges of destination development, builds trust, and increases community participation in development activities. Conversely, poor communication can lead to

miscommunication regarding project objectives and benefits, thus hindering community collaboration and support for planned programs. This research aligns with previous findings from [9]–[11], which demonstrated the positive influence of communication on tourism development. Effective two-way communication can facilitate information dissemination, foster a sense of ownership among the community, and encourage collaboration that supports the successful development of sustainable and beneficial tourism destinations for the community.

**c. The Influence of Participation on Tourism Destination Development**

Based on the test results, participation has a positive and significant effect on tourism destination development. The results indicate that the higher the level of community participation, the greater the development of tourism destinations in Mengesta Village. Conversely, the lower the level of community participation, the lower the development of tourism destinations in Mengesta Village. Active community participation plays a crucial role in tourism destination development because it ensures that local needs and desires are accommodated, while also fostering a sense of ownership of the project. Participation also encourages the emergence of various innovative ideas, enriches development plans, and increases the attractiveness of tourist destinations. Conversely, low participation can lead to development plans that are not aligned with local needs, lack of support, resistance to projects, and minimal utilization of local resources and innovative ideas, potentially hindering the success of tourism destination development. This

research aligns with previous findings by [12]–[14], which show that community participation has a positive effect on tourism destination development. Areas with high levels of community participation tend to experience more rapid tourism destination development due to strong support and direct involvement in project implementation and maintenance. Community participation creates inclusive and adaptive destination development, accommodates diverse interests, and fosters a sense of ownership and responsibility for project outcomes. This supports the success and sustainability of tourism destination development that benefits the community.

**d. The Influence of Local Communities on Tourism Destination Development**

Based on the test results, local communities have a positive and significant influence on tourism destination development. The results indicate that the higher the level of local community involvement, the greater the development of tourism destinations in Mengesta Village. Conversely, the lower the level of local community involvement, the lower the development of tourism destinations in Mengesta Village.

Local community involvement plays a crucial role in tourism destination development because they can provide moral support and practical contributions that enhance the quality and relevance of development programs. This involvement also enables stakeholders to leverage innovative ideas, understand local needs and preferences, and address challenges. Conversely, a lack of local community involvement can lead to tourism development programs that are not aligned with local needs or

lack the necessary support from the community. This research aligns with previous findings from [15]–[17], which showed that local community involvement positively impacts tourism destination development. These results confirm that local community involvement in the planning and implementation process can improve the quality and relevance of programs and ensure the long-term success of tourism initiatives. Local community involvement also allows projects to be adapted to specific community needs, increasing support, and accelerating more sustainable growth.

**e. The Influence of Leadership, Communication, Participation, and Local Communities on Tourism Destination Development**

Leadership, communication, participation, and the local community simultaneously influence tourism destination development. The results indicate that the success of tourism destination development in Mengesta Village is the result of the collective interaction between effective leadership styles, clear and open communication, the level of community participation, and local community involvement. These four factors support and reinforce each other, creating a synergy that can increase the effectiveness and sustainability of tourism development programs. Good leadership provides direction and strategy, open communication ensures information is conveyed effectively, community participation provides ideas and direct contributions, and local community involvement strengthens support and maintenance of the destination. Conversely, if any of these factors is suboptimal, tourism destination development can be hampered. These



results emphasize the importance of an integrated tourism destination development strategy that simultaneously considers leadership, communication, participation, and the local community. The combination of these four factors can create a more effective, inclusive, and sustainable tourism development program to support the advancement of Mengesta Village as a leading tourism destination.

#### 4. CONCLUSION

The following conclusions can be made in light of the findings and discussion: (1) leadership has a noteworthy and positive impact on the development of tourist destinations; (2) participation has a noteworthy and positive impact on the development of tourist destinations; (4) local communities have a noteworthy and positive impact on the development of tourist destinations; and (5) local communities, leadership, communication, and participation all have an impact on the development of tourist destinations at the same time.

Suggestions include: The Mengesta Village Government needs to evaluate tourism policies to ensure their implementation aligns with community needs and strengthen monitoring mechanisms to positively impact tourism destination development. Leadership quality is also needed by more proactively involving the community in transparent financial planning and management. Furthermore, persuasive and interactive communication needs to be enhanced through engaging media and activities such as focus groups to encourage community participation. Education about the importance of community contributions to tourism development should also be strengthened by explaining the direct benefits. The village government needs to ensure the equitable distribution of economic benefits from tourism through empowerment programs such as skills training, capital assistance, and the formation of cooperatives. Further research is recommended to examine the social factors that encourage community involvement to support inclusive and sustainable tourism development.

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