Leadership that Leads to Performance: The Case of Village Tourism Governance in Indonesia

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ABSTRACT

The rise of tourism in Indonesia has brought numerous advantages to local communities. However, managing tourism villages presents several challenges, particularly due to the diversity of human resources. This study aims to investigate the effects of persuasive and integrative leadership on the collaborative performance of involved stakeholders. Additionally, it explores the role of collaborative stress within these collaborative endeavors. This study involved representative respondents in Indonesia's village tourism sector, and the data were analyzed using SEM-PLS. The findings indicate that persuasive leadership plays a more dominant role in the Indonesian context. The study's conclusion highlights that persuasive leadership significantly enhances collaborative performance in village tourism, aligning with previous research that emphasizes the importance of effective communication in leadership.

Keywords: Collaborative stress, collaborative tourism, leadership solution, tourism village

INTRODUCTION

Indonesia possesses extraordinary tourism potential, enriched by its diverse cultural, natural, and historical heritage (Ollivaud & Haxton, 2019). As the world's largest archipelagic nation, Indonesia offers a wide array of tourist destinations that attract both domestic and international travelers

(Lesmana et al., 2022). Consequently, the tourism and creative economy sectors have significantly contributed to the Indonesian economy, as reflected in the continuous growth of tourism-related gross domestic product (GDP). Notably, Indonesia ranked 32nd in the Travel and Tourism Development Index (TTDI), published by the World Economic Forum (WEF) in 2019, surpassing several other developed countries. The government has launched initiatives to develop new tourist destinations and high-potential areas nationwide to further improve this ranking. Additionally, efforts are being made to improve the quality of human resources in the tourism sector, particularly through developing tourism villages.

A tourist village is a concept in tourism development that harnesses the potential of nature, culture, and local communities as tourist attractions (Basuki et al., 2023; Nawangsih, 2022). Recently, Indonesia's number of tourist villages has grown significantly, emerging across various regions. Beyond generating economic benefits for local communities, their development can also positively impact the area's cultural and environmental aspects (Basuki et al., 2023). However, from a managerial perspective, rural tourism management faces notable challenges (Agustin et al., 2022). Managers of tourist villages must consider the environmental, social, and economic facets to ensure the sustainable operation of these areas. This involves maintaining a delicate equilibrium between economic activities, environmental concerns, and social sustainability.

Developing sustainable tourism products demands innovative approaches while preserving tourism appeal and ecological and social integrity. Given the complexities of managing these diverse aspects, effective leadership plays a pivotal role in ensuring the success and sustainability of tourist villages.

Leadership in the tourism sector, particularly in community-based tourism, is crucial for driving growth in the domestic tourism market. In sociological theory, leadership is vital in shaping organizational governance (Trudeau, Poskas, & Messer, 2015). Leading in the public sector poses distinctive challenges as it must consider organizational interests and the needs of the communities it serves. Effective community leaders are expected to guide organizations by upholding the principles of good governance while ensuring operational efficiency and effectiveness. Furthermore, public leadership must be adaptable to evolving societal dynamics and changes. Ladkin and Weber (2010) posited that a proactive leader is imperative for fostering change. Notably, tourist villages across Indonesia are managed by Tourism Awareness Groups (Pokdarwis) (Ladkin & Weber, 2010). This research focuses on specific tourist villages receiving special attention from the Ministry due to their excellence in various dimensions. For instance, the Hilisimaetano Village in South Nias maintains a strong traditional tourism concept. In contrast, the Pentingsari tourism village in Yogyakarta is a pioneer in Indonesian tourist villages and a reference point for their establishment and growth.

Similarly, the Setanggor tourism village in West Nusa Tenggara (NTB) and the Todo Traditional Village in Manggarai, East Nusa Tenggara (NTT), continue to preserve local cultural traditions passed down by their ancestors.

The dynamics of persuasive and integrative leadership are pivotal in shaping the collaborative performance of these tourism villages. Persuasive leadership focuses on influencing others through communication, emotional intelligence, and trust-building, fostering a shared vision among stakeholders (Northouse, 2013). In the context of tourism villages, persuasive leadership helps overcome resistance to change and aligns diverse community interests toward common goals. Integrative leadership, on the other hand, emphasizes the importance of cooperation and synergy among team members and stakeholders (Weber & Ladkin, 2010). This leadership style is crucial in managing the complexities of tourism village governance, as it promotes inclusivity and collective decision-making, which are key factors in addressing the social, cultural, and environmental challenges these villages face. The effectiveness of both leadership styles directly impacts the collaborative performance of the stakeholders involved in the tourism management process. When applied effectively, these leadership styles enhance communication, improve conflict resolution, and contribute to more sustainable and impactful tourism practices (Bolden, 2011).

Effective leadership is imperative in addressing the challenges faced by sustainable tourism village businesses. The GLOBE (Global Leadership and Organizational Behavior Effectiveness) model, which has been applied across 67 countries worldwide, remains a key reference in global leadership research, particularly in human resource development. Several potential constraints should be considered when evaluating the research limitations concerning persuasive and integrative leadership and its impact on collaborative performance within the context of tourism. First, the research may be limited by its contextual specificity, as findings derived from one tourism context may not universally apply to the distinct dynamics of different settings (Chimirri, 2019). Second, the absence of nuanced theories challenging the notion of collaboration as a seamless mechanism for planning and execution poses a significant limitation in shaping comprehensive and context-specific theories in the realm of collaborative performance in tourism (Chimirri, 2019). Third, methodological constraints such as the lack of spatial features in measuring research leadership might influence collaboration patterns and, subsequently, affect the accuracy of research outcomes (He et al., 2021). Fourth, the lack of geographical diversity among authors publishing research on sports tourism collaboration limits the inclusivity of perspectives within the literature (Mollah et al., 2021). Theoretical and methodological constraints, such as the lack of contributions from field-specialized scholars in collaborative tourism governance, may impact the depth and

breadth of academic discourse in this field (Mollah et al., 2021). Lastly, the notion that cooperation inherently facilitates seamless planning and execution, coupled with a lack of opposing empirical evidence, further constrains the development of more nuanced and comprehensive theories on collaborative performance in the tourism sector (Chimirri, 2019).

This research addresses the challenge of understanding how different leadership styles, specifically persuasive and integrative leadership, impact stakeholders' collaborative performance within Indonesia's tourism villages. While leadership is recognized as a critical factor in organizational performance, its dynamics within the specific context of collaborative governance in tourism villages remain underexplored. Additionally, the role of collaborative stress, which may mediate the relationship between leadership styles and collaborative performance, has not been adequately examined in existing literature. This study seeks to bridge this gap by investigating how persuasive and integrative leadership styles influence stakeholder performance in tourism villages, with collaborative stress as a mediating factor. Focusing on several tourism villages in Yogyakarta, West Nusa Tenggara, and East Nusa Tenggara, Indonesia, this study aims to provide insights into how leadership dynamics affect collaborative outcomes in this unique context.

This study is limited to village tourism as it represents a unique context within the broader tourism industry, characterized by its community-based governance and the involvement of local stakeholders in decision-making processes. Unlike other forms of tourism, village tourism often involves collaboration among multiple stakeholders, including local community members, government authorities, and private sector actors, who must navigate socio-economic and cultural dynamics at the local level. Furthermore, village tourism holds particular significance in the Indonesian context, where many rural areas are investing in tourism development as a strategy for economic growth and cultural preservation. By focusing on tourism villages, this research aims to address the specific challenges and opportunities that arise in this type of tourism governance, offering valuable insights for academic discourse and practical applications in community-based tourism development. Therefore, this research investigates the effect of persuasive and integrative leadership on collaborative performance.

LITERATURE REVIEW

Persuasive and Integrative Leadership: An LBDQ Perspective

Major leadership theories, such as charismatic leadership, contingency theory, and transformational leadership, have predominantly emerged from business studies and corporate settings. This study adopts Valente et al.'s (2015) approach, which states that regional tourism is often seen to serve a diverse community and is based on a non-profit orientation that leads to the adoption of different leadership

models. José Valente et al. (2014) have highlighted that the capacity to mobilize followers and clear articulation of roles and responsibilities is the basis of this study's intention: persuasive leadership and integrative leadership.

In this study, the Leader Behavior Description Questionnaire (LBDQ) is a valuable tool for assessing key dimensions of leadership behavior (Warner-Soderholm et al., 2019). Odermatt et al. (2017) utilized the LBDQ to evaluate the leadership behavior of supervisors, highlighting its practical application in evaluating leadership behaviors within organizational settings. Moreover, Daouk et al. (2021) examined the relationship between transactional leadership, a leadership style that focuses on exchanging rewards for performance, and organizational citizenship behavior (OCB) in tourism-related businesses. Their study highlighted the critical role of psychological contract fulfillment and organizational justice perception in influencing the impact of transactional leadership on employee behavior. Moreover, Zhuang et al. (2022) explored the effects of paternalistic leadership, including authoritarian leadership, and its influence on employee expression and engagement. Their study highlighted the critical role of psychological contract fulfillment and organizational justice perception in influencing the impact of leadership styles, particularly transactional leadership, on employee behavior. Moreover, research by Zhuang et al. (2022) explored the paternalistic leadership effect, including

authoritarian leadership, indicating the influence of leadership styles on employee expression and engagement (Littrell et al., 2012). Meanwhile, Ganzemiller et al. (2021) reported mixed results in their exploration of preferred leadership styles across industries. The use of the LBDQ in their study underscores its relevance in capturing diverse leadership styles, including those associated with integrative leadership (Ganzemiller et al., 2021).

Persuasive Leadership and Tourism Stakeholder Performance

In the tourism sector, persuasive leadership plays a crucial role in influencing employee performance. The concept of persuasive leadership is closely related to other leadership styles, such as empowering leadership, transformational leadership, and authentic leadership, all of which have been shown to positively impact employee performance in the tourism and hospitality industry (Hoang et al., 2021). Empowering leadership, in particular, corresponds with the movement toward giving employees greater autonomy to improve job-related organizational procedures, which can significantly impact their performance (Hoang et al., 2021). Additionally, responsible leadership has been shown to promote team-customer relationship performance in tourism companies, indicating its positive influence on employee performance in the context of customer interactions (Luu, 2023).

Furthermore, leadership styles that influence employee performance in the

tourism industry are shaped by factors such as service innovation, organizational citizenship behavior, and corporate social responsibility. The tourism industry relies heavily on its front-line staff for innovation; therefore, a deeper examination of employment-focused practices and a more comprehensive empirical understanding of service innovation are required to enhance employee performance (Tajeddini et al., 2020). Moreover, supervisory behavior, which is closely related to leadership styles, has a significant impact on how well front-line workers in the tourism industry perform (Freire & Gonçalves, 2021). This suggests that the leadership's influence on employee performance is mediated by factors such as service innovation and organizational citizenship behavior.

Besides the obvious effect on worker performance, leadership styles also affect employee attitudes and well-being, which in turn influence performance. For example, responsible leadership has interactive effects with human resource management (HRM) on task performance and the well-being of millennial employees in the hospitality sector, highlighting the importance of considering the interplay between leadership and HRM practices in enhancing employee performance (He et al., 2019). Moreover, the intricate interaction between leadership and employee attitudes in the tourism sector is further highlighted by the mediating role of organizational commitment in the relationship between authentic leadership and employee performance (Nasab & Afshari, 2019).

It is also crucial to consider the specific context of the tourism industry when examining the relationship between leadership and employee performance. For instance, the study on the Central Jakarta Tourism Ministry found a constructive and noteworthy impact of work discipline and leadership style on staff performance, indicating the context-specific nature of this relationship (Syatoto, 2020). Similarly, the study on change leadership in Pakistan's tourism industry highlights the need to identify leadership styles and employee attitudes that can contribute to the sustainable performance of organizations in the tourism industry, given the industry's social and economic impact (Bashir et al., 2022). Warren et al. (2019) noted that using persuasive communication led by tourist accommodation managers promoted tourist satisfaction, which is one of the indicators of tourism performance. Based on the existing literature and the importance of leadership in driving collaborative performance, we propose the following hypothesis:

H1: Persuasive leadership positively affects the stakeholder collaborative performance

Integrative Leadership and Tourism Stakeholder Performance

Various factors, including collaboration, innovation, and leadership style, influence the effect of integrative leadership on employee performance in the tourism industry. Integrative leadership, which emphasizes collaboration, inclusivity, and the integration of diverse perspectives,

plays a crucial role in fostering employee performance in the tourism industry. Collaboration and innovation are fundamental aspects of integrative leadership that contribute to employee performance in the tourism sector. Research by Zach (2016) emphasizes that successful tourism developments result from the dedication of both leadership and staff, indicating the importance of collaborative leadership in driving innovation within tourism. This suggests that integrative leadership, with its focus on collaboration and inclusivity, can facilitate the development and implementation of innovative practices that enhance employee performance in the tourism industry.

Moreover, the study by Hai et al. (2022) highlights the effect of transformational leadership on worker creativity, mediated by respectful engagement. This finding underscores the significance of leadership styles that integrate and respect diverse perspectives, which can positively impact employee creativity and performance. Integrative leadership, with its emphasis on respect and inclusivity, aligns with the notion of fostering a conducive environment for employee creativity and performance in the tourism context. While not explicitly focused on integrative leadership, this finding supports the broader effect of leadership style on worker performance in the tourism sector (Wijaya & Eppang, 2021). More specifically, to promote tourism entrepreneurship that delivers exceptional tourism products and services, Samkange et al. (2024) proposed an integrated leadership

approach to enhance the quality of tourism governance. Therefore, the hypothesis proposed is:

H2: Integrative Leadership positively affects the stakeholder collaborative performance

Collaborative Stress

Stakeholder stress during collaborative governance processes is a critical aspect that influences the effectiveness and outcomes of collaborative initiatives. The stress experienced by stakeholders can arise from various factors, including conflicting interests, power dynamics, communication challenges, and the complexity of the issues being addressed. Existing research provides valuable insights into the stress experienced by stakeholders in collaborative governance contexts, shedding light on the challenges and dynamics of stakeholder engagement. Kazadi et al. (2016) discuss co-creation with stakeholders during the innovation process, emphasizing the challenges and stress associated with collaborating with different types of stakeholders simultaneously (Kazadi et al., 2016). The complexities of knowledge creation among multiple stakeholders can lead to stress and challenges in the collaborative process. Medina-García et al. (2022) examine socially innovative multi-actor collaborations, questioning the role of researchers and action research in innovative urban governance. Their study provides insights into the stress and challenges faced by stakeholders in socially innovative multi-actor collaborations (Medina-García et al., 2022).

In persuasive leadership, the leader's ability to influence and motivate stakeholders through communication, trust-building, and vision alignment is essential. However, when stakeholders experience stress (due to power imbalances, conflicting goals, or unclear communication), it can hinder the effectiveness of persuasive leadership, as stressed individuals may resist collaboration or withdraw from the process (Kazadi et al., 2016). Therefore, collaborative stress is likely to mediate the relationship between persuasive leadership and collaborative performance. Even effective persuasive leadership may be undermined by unresolved stressors among stakeholders, diminishing the overall collaborative effort.

Similarly, integrative leadership, which focuses on fostering cooperation and inclusivity, may also be affected by collaborative stress. While integrative leaders typically promote open communication and collective decision-making, stress among stakeholders can reduce their ability to engage constructively in these processes, thus affecting the outcomes of collaboration (Medina-García et al., 2022). Stress may dampen the positive effects of integrative leadership, as it can impair trust, trigger interpersonal conflicts, and reduce stakeholders' willingness to collaborate effectively. Thus, collaborative stress is expected to mediate the effect of integrative leadership on collaborative performance, as the stress experienced by stakeholders can counteract the leader's efforts to promote engagement and cooperation. In conclusion, the collaborative performance

of an organization is directly impacted by stakeholder management and collaborative organizational culture. This underscores the importance of addressing stakeholder stress in achieving sustainable collaborative performance. Thus, the proposed hypotheses are:

H3a: Collaborative stress dampens the effect of persuasive leadership on collaborative performance

H3b: Collaborative stress dampens the effect of integrative leadership on collaborative performance

MATERIALS AND METHODS

This research employs a quantitative approach with an explanatory design to examine the role of persuasive and integrative leadership in collaborative performance. It focuses on major tourism villages in Indonesia, specifically in Yogyakarta, West Nusa Tenggara, and East Nusa Tenggara, involving 30 stakeholders engaged in collaborative tourism governance. These 30 respondents represent the person in charge of dealing with day-to-day activities in running the village tourism administration, ensuring that the intended survey is appropriately conducted (Kotrilk & Higgins, 2001). Utilizing adequate data from target respondents, combined with data collection efforts, leads to more reliable and generalizable results. The demographic distribution of these stakeholders is provided in Table 1.

Based on Table 1 above, it is evident that 67% of the respondents were men, while the remaining 33% were women. Among the respondents, 50% fell within the productive

Table 1
Respondent profile

Category	Class	Frequencies	Percentage
Gender	Male	20	67%
	Female	10	33%
Age	21–25	15	50%
	25–30	7	23%
	31–35	5	17%
	36–40	3	10%
Educational Background	Senior High School	15	50%
	Vocational diploma	1	3%
	Bachelors	14	47%
Experiences	<1 years	10	33%
	1–3 years	8	27%
	4–6 years	9	30%
	>6 years	3	10%

Source: Authors' work

age range of 21–25 years, while 23% were between 26 and 30. Regarding educational background, most respondents (50%) held a high school diploma or equivalent, followed closely by those with a bachelor's degree (47%). Concerning work experience, the largest proportion of respondents (33%) had less than one year of experience.

Instrument Development

This research examines the impact of persuasive leadership (X1) and integrative leadership (X2) on the performance of stakeholders within tourism villages (Y), with stress acting as a mediating factor (Z). This study draws on the Multifactor Leadership Questionnaire (MLQ) To measure persuasive and integrative leadership, which is widely used to assess transformational, transactional, and authentic leadership styles, serving as a basis for assessing the persuasive and integrative dimensions of leadership (Carlton et al., 2015; Rosenman

et al., 2015; Sarid, 2016; Walumbwa et al., 2007). Additionally, the research includes questions to assess the level of stakeholder collaboration, focusing on the extent of collaboration, frequency of interactions, and the effectiveness of collaborative efforts (Mollah et al., 2021; Saito & Ruhanen, 2017). The study adapts the Stress Perception Assessment, developing questions that evaluate stakeholders' perceptions of stress within collaborative contexts, including the sources of stress, its impact on collaborative efforts, and the level of stress experienced to assess collaborative stress (Heslop et al., 2017; Semlali & Hassi, 2016).

Data Analysis

This study used a Partial Least Squares (PLS-SEM) technique for data analysis. First, the outer model was assessed using internal validity and reliability tests, followed by hypothesis testing to evaluate the inner model. Their factor loading values

determined the validity of measurement items in factor analysis. Items with strong validity typically exhibit a factor loading of over 0.5. As indicated by Hair et al. (2019), items demonstrating low validity (factor loading < 0.5) should be excluded from the measurement model. This process ensures that only highly valid items contribute to forming factor scores for each variable. The outcomes of the factor loading test conducted on the measurement items for the 12 types of leadership are presented in Table 2. Moreover, the convergent validity results represented by the Average Variance Extracted (AVE) value are provided in Table 3, while discriminant validity, presented by the Fornell-Larcker criterion, is shown in Table 4. Based on the validity test results, the constructs in this study have passed both validity measurements.

Once all measurement items were verified for validity, the reliability of the research instrument was assessed in relation to the variables under study. This evaluation examined the composite reliability value and Cronbach's alpha with a cutoff value greater than 0.7. The outcomes of the research instrument reliability assessment are outlined in Table 3, which indicates that all constructs in the study have passed the reliability test.

The findings from the reliability assessment presented in Table 3 indicate that the composite reliability value for the studied variables exceeds 0.7, confirming the reliability of the research instrument. The discriminant validity was measured by analyzing the square root of AVE, ensuring that the external loading score surpassed the cross-loading score. The analysis revealed that each variable's outer loading scores

Table 2
Validity test results

Variable	Item	Loading Factor	Results
Persuasive Leadership	X1.1	0.938	Valid
	X1.2	0.976	Valid
Integrative Leadership	X2.1	0.845	Valid
	X2.2	0.993	Valid
Collaborative Stress	Z1	0.640	Valid
	Z2	0.838	Valid
	Z3	0.785	Valid
	Z4	0.798	Valid
	Z5	0.790	Valid
Collaborative performance	Y1	0.756	Valid
	Y2	0.645	Valid
	Y3	0.823	Valid
	Y4	0.835	Valid
	Y5	0.807	Valid
	Y6	0.533	Valid
	Y7	0.730	Valid
	Y8	0.704	Valid

Source: Authors' work

Table 3
Instrument validity and reliability test

	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)
Collaborative Stress	0.905	0.903	0.779
Collaborative Performance	0.958	0.881	0.888
Integrative Leadership	0.944	0.919	0.856
Persuasive Leadership	0.997	0.956	0.990

Source: Authors' work

Table 4
Discriminant validity results (Fornell-Larcker Criterion)

	Collaborative Stress	Collaborative Performance	Integrative Leadership	Persuasive Leadership
Collaborative Stress	**0.882**			
Collaborative Performance	0.870	**0.953**		
Integrative Leadership	0.43	0.368	**0.925**	
Persuasive Leadership	0.823	0.942	0.354	**0.995**

Source: Authors' work

surpassed the cross-loading scores. As a result, no issues related to discriminant validity were identified in Table 4.

RESULTS AND DISCUSSION

Research Finding

The result of the inner model assessment, presented in Table 5, includes utilizing the coefficient value (R^2), which signifies the variance explained by the model. As delineated by Chin et al. (2009), R^2 scores are divided into three segments: weak (0.19), moderate (0.33), and substantial (0.67). In the context of this study, the R^2 score was classified as substantial. This designation indicates that the model explains an important level of the observed variables, aligning with the established thresholds set forth by Chin et al. (2009).

Table 5
Model determination results

R-Square	Adjusted R-Square	Results
0.784	0.779	Substantial

Source: Authors' work

The results of the hypothesis testing are presented in Table 6 and Figure 1. The findings from path analysis for hypothesis testing are detailed in the table. This analysis scrutinizes the relationships between persuasive leadership, integrative leadership, and collaborative stress (independent variables), with Y (dependent variable). For the persuasive leadership → collaborative performance path, the path coefficient 0.623 implied a positive and significant relationship. Conversely, the integrative leadership → collaborative performance path demonstrated a weak negative relationship

(coefficient of -0.039), but it was deemed non-significant due to a t-stat of 0.847 and p-value of 0.397. Moreover, the collaborative stress → collaborative performance path exhibited a statistically significant positive relationship with a path coefficient of 0.125, supported by a T-stat value of 2.776 and a p-value of 0.006. In summary, the results indicate that while X1 and X2 do not exhibit statistically significant relationships with Y, variable Z does demonstrate a significant impact on Y within the tested sample.

Table 6
Hypothesis testing results

|	Original sample	Sample mean	Standard deviation	T statistics	P values
Collaborative Stress -> Collaborative Performance	0.125	0.123	0.045	2.776	0.006
Integrative Leadership -> Collaborative Performance	0.245	0.315	0.289	0.847	0.397
Persuasive Leadership -> Collaborative Performance	0.623	0.554	0.269	2.310	0.021
Collaborative Stress x Persuasive Leadership -> Collaborative Performance	-0.163	-0.226	0.253	0.642	0.521
Collaborative Stress x Integrative Leadership -> Collaborative Performance	0.276	0.344	0.277	0.995	0.320

Source: Authors' work
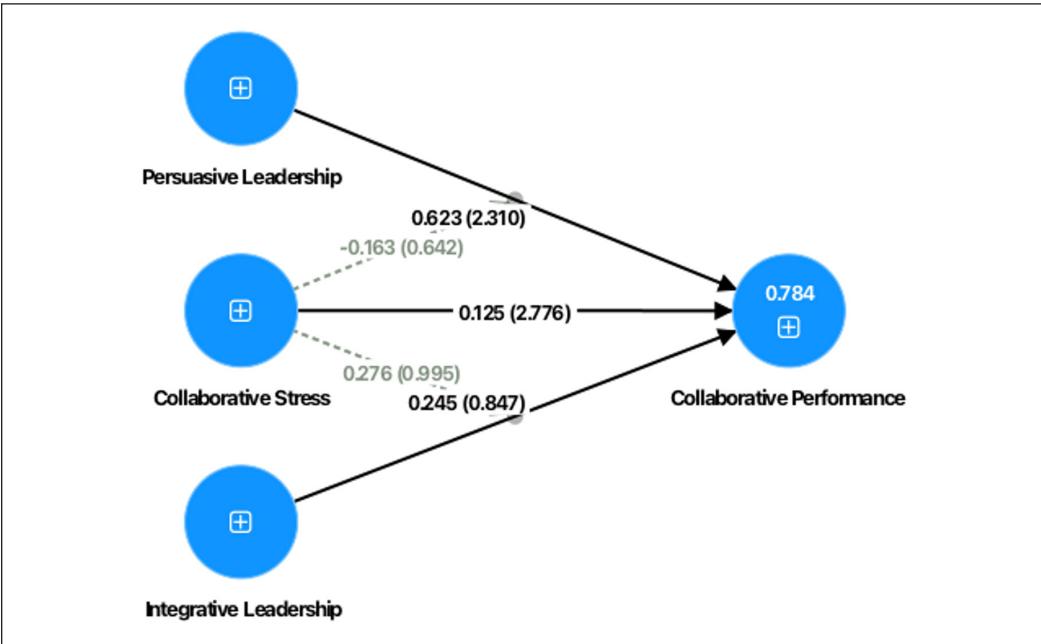
Figure 1. Results (*Source:* Authors' work)

DISCUSSION

The findings indicate that persuasive leadership has a significant and positive impact on collaborative performance, aligning with previous research (Irawanto & Novianti, 2024). Effective communication and persuasive abilities are essential for leaders, as their role involves fostering harmony, addressing differences between group members, and managing interpersonal conflicts within the organization. Creating integration across various organizational aspects is a complex task that demands astute decision-making and the consideration of diverse possibilities. Consistent with qualitative results, effective leadership involves conflict minimization and adeptly handling and resolving conflicts, as highlighted in the research (Irawanto & Novianti, 2024). Recent research studies highlighting several critical facets substantiate the growing prevalence of persuasive leadership in influencing collaborative performance within the tourism industry. Wang et al. (2014) meta-analysis demonstrated that shared leadership and affective outcomes mutually reinforce each other, contributing to enhanced team effectiveness. Barbuto and Wheeler (2006) found significant connections between servant leadership, particularly persuasive mapping, and various positive outcomes such as increased effort, satisfaction, and organizational effectiveness. Chong et al. (2018) highlighted that persuasive influence and other leadership styles significantly correlate with team, detail, and innovation cultures. Additionally, Han

et al. (2019) suggested that relationship-oriented shared leadership notably impacts team performance by reducing job demands such as conflicts. These studies collectively underscore that the positive impact of persuasive leadership, as part of shared and servant leadership, is positive. They include enhancing team effectiveness, organizational culture, and innovation. These findings support the trend that persuasive leadership enhances collaborative performance in the tourism industry.

As supported by recent research studies, the effect of integrative leadership on collaborative performance depends on various conditions. Srivastava et al. (2006) found that empowering leadership positively correlated with team efficacy and knowledge sharing, which correlated with performance. This suggests that empowering leadership may have a more direct impact on team performance compared to integrative leadership. Moreover, Marks and Printy (2003) also discovered that transformational leadership is essential for instructional leadership, although it is not sufficient. This suggests that integrative leadership has limited impacts on collaborative performance. Bouwmans et al. (2019) examined the interactions between formal leaders and team members in vocational education and training schools, suggesting that complex interactions within the organizational context may influence the impact of integrative leadership on collaborative performance. Additionally, Hsieh and Liou (2018) found that collaborative leadership positively

influences organizational performance in a public service agency, indicating that the effectiveness of integrative leadership may vary across different organizational settings. These references collectively indicate that the effectiveness of integrative leadership in increasing collaborative performance may be influenced by the complex interplay of leadership styles, the specific organizational design, and the multifaceted nature of collaborative performance.

Moreover, our studies also find that collaborative stress positively enhances collaborative performance. We argue that a well-defined collaborative ecosystem, supported by clear authority within the collaborative network, creates strict conditions that drive collaborative success. Clear authority among stakeholders in collaboration is necessary to ensure that the strategic planning achieves the long-term goals of tourism management (Sentanu et al., 2023). Furthermore, clear authority creates a better understanding among stakeholders regarding the importance of collaborative governance by ensuring unity, adaptive responses, and environmental stewardship (Sentanu et al., 2024). However, our results do not provide sufficient evidence for the moderation effect. This is due to the positive relationship of the direct effect within the hypotheses.

CONCLUSION

The influence of persuasive leadership on collaborative performance in the tourism industry is evident from several critical facets identified in recent research studies.

The significant and positive influence of persuasive leadership on performance aligns with previous research, emphasizing the importance of effective communication and persuasive abilities in leadership roles. Effective leadership not only minimizes conflicts but also adeptly handles and resolves them. The trend of persuasive leadership influencing collaborative performance is reinforced by various studies highlighting the positive impact of persuasive leadership as part of shared and servant leadership, contributing to enhanced team effectiveness, organizational culture, and innovation.

This study adds to the growing body of literature on leadership by providing empirical evidence of the significant role that persuasive leadership plays in enhancing collaborative performance, particularly within the tourism industry. It reinforces that leadership effectiveness depends not solely on traditional hierarchical approaches but also on the leader's ability to influence and inspire through persuasion. By examining persuasive leadership in the context of tourism villages, this research expands existing theories by highlighting the intersection of persuasive leadership with other leadership styles, such as shared and servant leadership. It explores how these combined approaches can foster more effective team collaboration, innovation, and stakeholder engagement in community-based tourism governance. Moreover, including collaborative stress as a mediating factor offers a novel contribution, emphasizing how stress within collaborative

environments can influence performance outcomes. This study provides a more comprehensive theoretical framework by integrating leadership styles with collaborative dynamics, suggesting that future leadership theories should include persuasive elements and stress's role in enhancing leadership effectiveness. In doing so, it bridges gaps in existing literature and provides valuable insights for both academic theory and practical applications in tourism and collaborative governance.

Implications of the Study

As the tourism sector in Indonesia is viewed as a strategic program for boosting economic revenues, from a practical standpoint, the study provides actionable insights for organizational leaders, especially within the tourism sector, who seek to enhance collaborative performance. Leaders should be encouraged to develop and refine their persuasive communication skills, as these have been shown to positively influence team dynamics, organizational culture, and overall performance. As these skills are needed to integrate complex stakeholders in community tourism, Le et al. (2022) highlighted that emphasizing systematic connections of all relevant stakeholders in community tourism is crucial to pay attention to. Organizations also might consider incorporating training programs that focus on persuasive leadership techniques, conflict resolution, and effective communication strategies. Additionally, the findings suggest that integrating persuasive leadership into existing leadership development frameworks could foster a more collaborative and innovative work environment, ultimately driving better performance outcomes. This may include the adoption of a self-governing institution, as proposed by Yiqing et al. (2025), that can benefit the continuity of rural tourism. Some strategic policy program initiatives that can be recommended from this study include equipping community tourism leaders with leadership capacity training, including persuasive styles, as well as conflict resolution in decision-making. In addition, the theoretical implications of these findings for future research are to add more exogenous management variables that are deemed important in boosting community tourism productivity.

Limitations and Recommendations for Future Research

While these studies provide valuable insights into collaborative performance in the tourism industry, the generalizability of these findings may be constrained due to the diversity in organizational contexts, leadership styles, and other variables that might influence collaborative performance. The limitations may arise from the variations in methodologies and contexts across the studies referenced, potentially impacting the transferability of findings to different settings. Future research in this domain should aim for a more comprehensive understanding by exploring and examining the interaction between various leadership styles and the intricacies of organizational context in influencing collaborative performance. Additionally, longitudinal

studies within specific industry segments or organizational structures could provide deeper insights into the dynamic nature of leadership impact over time. Further investigation into mediating and moderating variables that shape the relationship between persuasive and integrative leadership on collaborative performance will provide a more nuanced understanding and practical implications for organizational leaders striving to enhance collaboration within their respective industries.

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