



Stakeholder engagement, government policy, and tourist satisfaction

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Article Info	Abstract
<p>Keywords: stakeholder, engagement, development, government, policies, tourist, satisfaction</p>	<p><i>The tourism industry has a complex relationship between geography, and all-natural resources, human, so tourism can create problems in human life. Good management in the tourism industry can create benefits for the nation's economy such as foreign exchange income, business development, and employment opportunities. For the optimum goals, the tourism industry can establish good relations with stakeholders and government policy support. Aim to the research on the evaluation of the effect of stakeholder engagement in tourism development and government policy on tourist satisfaction in the Indonesian tourism industry. This research is based on quantitative to test the hypothesis affecting stakeholder engagement in tourism development and government policy on the Indonesian tourism industry. The sample size of the research 250 with propulsive sampling and the main instrument is a questionnaire. The data analysis to use examine hypothesis with structural equation modelling Amos 20 version. The result of the investigations shows that the stakeholder engagement in tourism development has not been able to provide a level of tourist satisfaction, but the government policies can be influenced by tourist satisfaction.</i></p>

1. INTRODUCTION

Tourism holds significant importance in the global economy, contributing to the GDP of numerous countries. As mentioned by [Salguero et al. \(2017\)](#), it encompasses intricate connections between geography, human, and natural resources. While it may present challenges in certain aspects of human life, tourism also offers benefits like foreign exchange income, business development, and employment opportunities ([Apostolakis, 2011](#)). Women's participation in improving family welfare in fishing villages ([Saidi, 2017](#)). In addition, the development of coastal tourism destinations can also provide economic benefits ([Dimuru, 2023](#)). This industry necessitates an increase in human capital and fosters collaboration among stakeholders, including academics, entrepreneurs, hotels, restaurants, and more, ultimately building loyalty ([Middleton & Clake, 2001](#)). As [Tibon \(2012\)](#) highlights, hotels, resorts, accommodation, restaurants, travel agents, transportation operators, and craft shops are integral components of the tourism sector.



Tourism satisfaction is significantly influenced by various factors, as highlighted by [Anderson \(2011\)](#), [Bowen et al. \(1991\)](#), [Regression \(2012\)](#), [Shushma \(2012\)](#), [Chang \(2012\)](#), [Khairat and Maher \(2012\)](#), and [Chiutsi and Mudzengi \(2012\)](#). These experts emphasize the importance of cooperation and engagement with diverse sectors, such as hotels, agriculture, souvenir providers, tour guides, tour operators, academics, and government policies. By ensuring quality services and legal certainty through well-defined policies and regulations, the tourism industry can guarantee a satisfactory experience for tourists. Based on this background, the research question in this study is whether the relationship between stakeholders and government policy influences tourist satisfaction?

2. LITERATURE REVIEW & HYPHOTESIS DEVELOPMENT

Tourism Stakeholder Engagement

Stakeholder Engagement is a practice that organizations do in engaging stakeholders ([Greenwood, 2007](#)). Coordinating relationships among stakeholders in a destination requires good governance and consideration of targeted coordination mechanisms to balance different inputs, perspectives, values, and interests to optimize collaborative synergies. UNWTO explains that stakeholders in tourism destinations are tourism professionals, public authorities, as well as the press, and other media. According to [Freeman \(1984\)](#), a stakeholder is any group or individual who can influence or be influenced by the achievement of organizational goals. Stakeholders are also people or groups involved in activities related to tourism development, therefore can influence decisions and actions related to those tourism activities ([Waligo et al., 2013](#)). The stakeholders are a significant component to be the success of an organization so as the tourism industry ([Freeman, 1984](#); [Bejou, 1995](#); [Donald & Preston, 1995](#); [Jawahar & Mc Laughlin, 2001](#); [Mitchell, Agle & Wood, 1997](#)). [Selin & Myers \(1998\)](#) stated the results of his study found that effective communication is very important to achieve satisfaction and the existence of strong leadership to get stakeholder involvement in the success of marketing tourism. According ([Medeiros, 1999](#); [Hardy & Beeton, 2009](#); [Aas et al., 2005](#); [Vernon, Essex, Pinder & Curry, 2005](#); [Byrd, 2007](#)) the stakeholder groups can be an influence of the tourism development in many ways, including of tourism supply and demand, regulation, the management of tourism human resources.

[Anderson \(2011\)](#) explains the size of hotels, classes, and nationalities of hotel owners can influence tourist decisions making. [Khairat and Maher \(2012\)](#) stated that tour operators are in many ways the key to achieving more sustainable tourism, tour operators are ideally positioned to support actions that are responsible for their customers. According to [Chang \(2012\)](#), another stakeholder, that tour guides are one of the front line players are the key in the tourism industry, the success of tourism sector can also be achieved if the tourism sector builds links with the agriculture sector (especially as a supplier for hotel needs and reports). This similar ([Bowen et al, 1991](#); [Regression, 2012](#)) explains that building relations between agriculture and tourism is very important to maximize the economic impact of tourism for developing countries. Meanwhile, [Shushma \(2012\)](#) explains that besides the main

stakeholder, souvenirs sales an important role in the tourism industry to create mutual benefits, build and promote the tourism sector.

Effective stakeholder engagement can help achieve a level of success in tourism development (Tosun, 2000; Byrd, 2007; Waligo, Clarke, & Rebecca 2013). In one study it was shown that stakeholder involvement was strengthened when allowed to participate (Gunn, 1994). The results show that stakeholders can support participation in decision making, resource allocation, improved tourism management (Waddock, 1991; Selin & Beason, 1991; Jamal & Getz, 1995). However, the level of stakeholder engagement differs; in some ways responsible for formulating policies, implementing policies, and formulating tourism policies (Miller & Twinning, 2005). Various developed country stakeholders have actively participated in tourism planning and development, but Tosun (2000) found that there are operational, structural, and cultural aspects of factors that limit stakeholder involvement in tourism planning in many developing countries. Nevertheless, according to Jensen (2001), stakeholder positions that appear to be improving much of the controversy over the extent to which companies allocate the value of the company to meet the needs and demands of a broad group of stakeholders outside what is needed to maintain only their intentional participation in the way the company works.

The indicators of the success of tourism activity if optimize development facility facilities, have good links with stakeholders and marketing links. Middleton and Clake (2001) stated the partner of organizations especially holding new attractions, the education sectors, universities or colleges, and the local businesses. According (Cooper et al., 2009; Currie et al., 2009; Mitchell et al., 1997) the main stakeholders have the greatest impact in determining the success goals of the tourism organization. Swarbrooke (2001) classifies stakeholders into five main categories: government, tourists, host communities, tourism businesses, and other sectors. According to Dill (1975), each stakeholder group is very important as a component of a tourist destination because the initiatives and thoughts of the stakeholders are outside strategic planning and management processes. The stakeholder relationship included hotels, resorts, accommodation, restaurants, tour operators, travel agents, transportation operators, and craft shops (Tibon, 2012).

Tourism Stakeholder Engagement toward Tourism Satisfaction

The participation of stakeholders in tourism is an important aspect that significantly affects the satisfaction of tourists. As stressed by Susilo (2016) and Surendra (2018), this involvement is crucial for the development of tourist villages. Susilo stressed the need for better organization, while Surendra discussed government, community, and private sector involvements. Adi (2019) and Hudiono (2020) further explore that traditional villages can stimulate community-based tourism, leading to sustainable development. Effective involvement of stakeholders is crucial to the success of tourism initiatives. By involving all relevant stakeholders, such as governments, communities, and the private sector, and overcoming potential barriers, stakeholder involvement can significantly contribute to the growth and satisfaction of the tourism industry. Based on this, the hypothesis can be formulated as follows: Hypothesis 1: The stakeholder engagement in tourism development positively influences the tourist's satisfaction.

Government Policy

The research shows that the success of public administration depends on the implementation and effectiveness of the policy. [Anderson \(1975\)](#) argues that policy is an action that aims to be followed by an actor or a group of actors in the face of a problem. [Edwards \(1980\)](#) defines policy as the stage of policymaking between the stipulation of a policy, for example, the ratification of a legislative act, the issuance of an executive order, or the announcement of regulatory rules. While [Dror \(1983\)](#) explains that the policy is general directions on the mainline of action to be followed. Meanwhile, [Milakovich & Gordon \(2007\)](#) define public policy as a framework for organizing the goals and rationale for government programs relating to the community.

[Tangkilisan \(2003\)](#) states that government policy is strategic to use of resources to solve public or government problems. [Liu \(2012\)](#) explains that government policy is a policy made through several types of arrangements involving various actors, including representatives from private and government institutions to be implemented independently between the government and the private sector. Therefore, public policy is the focal point of government activity itself. Public policies related to tourism activities must be viewed from the perspective of apolitical activity as well ([Hall, 2000](#)). Public policy can be influenced by economic, social, and cultural conditions characteristics of society, as well as by the formal structure of government and political systems. Tourism development policies must consider various stakeholders and institutions involved in tourism development. Meanwhile, [Asamoah \(2013\)](#) explains that government policies are government decisions, designed to correct some problems, formulated, implemented, and evaluated by actors in the political system. Furthermore, [Asamoah \(2013\)](#) explained government policies related to the development of the tourism industry should ideally consider various stakeholders.

The Indonesian tourism government's policies include the development of tourism policy such as tourism promotion, preparing, improving the quality of servants, quality of tourism products, developing new tourism areas, especially in eastern Indonesia, improving the quality of human resources, and implementing continuous national campaign ([Karyono: 1997](#)). Based on the description above, it can be concluded the government policies are policies or rules that encourage, become a reference for the implementation of the success of the tourism industry. Therefore, to find out the effectiveness of implementing government policies on the tourism industry, this research was conducted. The government policy is providing tourist terminal facilities, providing information on hotels, objects, transportation, shopping centers, cafes, & traditional foods, telephones for complaints and complaints from tourists at every terminal, station, and airport.

Government Policy toward Tourism Satisfaction

Policy responsiveness and information transparency positively influence residents' support of the government policy for accelerating tourism recovery through satisfaction with policy response and trust in government ([Wong, & Lai, 2022](#)). Based on research [Enim's \(2013\)](#) the government policies directly affect tourist satisfaction. [Addendum \(2015\)](#) highlights the significant role of service quality in customer satisfaction, suggesting that government policies related to the provision of services can directly affect tourist

satisfaction. Based on this, the hypothesis can be formulated as follows Hypothesis 2: The government policy positively influences tourist satisfaction.

Tourist Satisfaction

Based on the marketing concept, the success of an organization in realizing its goals is influenced by the ability to identify the needs and desires of customers and providing satisfaction. Customer satisfaction is an important thing in the company to creating marketing competition. Customer satisfaction is a special transaction, is momentary, and is both emotional and personal, and requires experience in evaluating service quality. According (Kotler and Armstrong, 1996; Wiele et al., 2002; Akbar and Parvez; 2009) the customers satisfied have positive feelings that result from having received beyond what was expected, purchase. Formulate the customer satisfaction and dissatisfaction lies in each service delivery interaction, namely recovery, response to service delivery failures, adaptability, anticipation, and adjustment to service needs, spontaneity, giving something impressive and unexpected as a form of compensation for failure, and coping, the ability to manage the situation.

According to Maghzi et al. (2011) the popular topic in academic research that provides revenues and profits and one of the critical components of the hotel industry's customer satisfaction the especially in marketing. Marketing is important to recognize and anticipate customer needs to ensure customer satisfaction is achieved (Dominici and Guzzo, 2010). This is supported by Ranjbarian et al. (2011) stated the customer satisfaction is related to the needs and expectations of the customers towards previous personal experience, well known the company has promised the price of the goods or service. Based on the concepts above, they concluded, customer satisfaction is a feeling of pleasure after consuming a product both goods and services. In the service industry, customer satisfaction is always influenced by the quality of interactions between internal customers and tourist satisfaction in providing service encounters when tourist satisfactions interact in obtaining services.

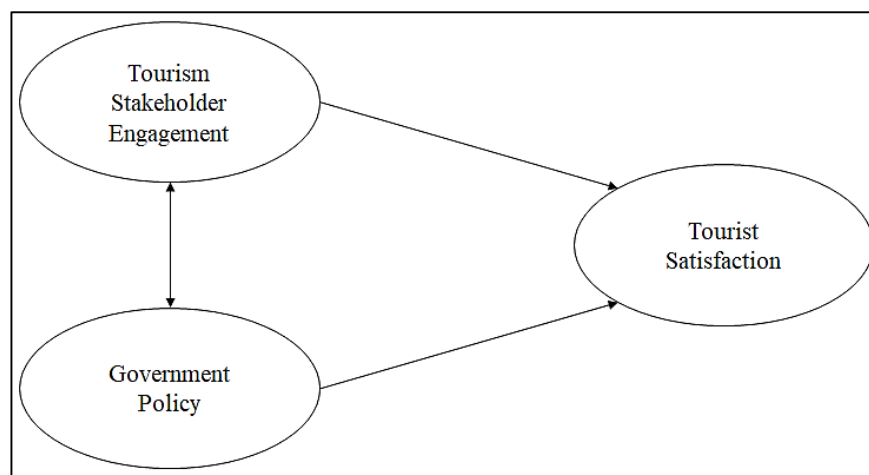


Figure 1. Theoretical Framework

3. METHODOLOGY

Research Methods

This research is a survey, which examines the influence of stakeholder engagement in tourism development and government policies on tourist satisfaction. The population of this research is tourists who are visiting Indonesia. Because of some limitations, not all populations are studied, so this study uses samples. The sample in this study was based on tourists visiting Indonesia, with the sampling technique used propulsive sampling. Propulsive sampling is a technique used in social research to gather data from a specific population. The reason for using this technique might be to obtain a more accurate representation of the population, to access hard-to-reach groups, or to ensure a diverse sample. The number of samples is regulated at least 5 to 10 times the number of [Hair \(1998\)](#) parameters so that it is determined, 250 respondents. The data collection of perceptions of tourists who visit destinations in Indonesia through [1] Direct observation in the field, examine neighbor problem under study. [2] The spread of questionnaires to 5 scale questionnaire design.

Table 1. Measure Indicator

Author(s)	Stakeholder engagement in tourism development
Jumadi (2017)	<ul style="list-style-type: none"> • protection the risk with insurance • the protection from the risk of each tourist attraction • the provides warning signs of danger • provides the information service center of health • the tourism information system that is easily accessible by each potential traveler • transportation and information service center • the availability of transportation facilities for tourist transportation • the travel, electricity, and water travel, as well as adequate communication facilities • provides adequate tourist terminal facilities • information about hotels, attractions, transportation, and the availability of shopping centers, restaurants & traditional food houses, telephone calls for complaints at each terminal, station, and airport.
United Nations World Tourism Organization (UNWTO)	<ul style="list-style-type: none"> • National governments • Local governments with specific in tourism matters • Tourism establishments and tourism enterprises • Institutions engaged in financing tourism projects • Tourism employees, professionals and tourism consultants • Trade unions of tourism employees • Tourism education and training centers; • Travellers, including business travellers, and visitors to tourism destinations, sites and attractions • Local populations and host communities • Other juridical and natural persons having stakes in tourism development

Author(s)	Government Policy
Jumadi (2017)	<ul style="list-style-type: none"> • Government Policy education center • Government Policy local entrepreneurs • Government Policy hotels and restaurants • Government Policy objects and tour guides • Government Policy objects and the agricultural sector • Government Policy cooperation objects and handicraft centers, souvenirs and souvenir centers by SMEs • Government Policy objects and travel agents
United Nations World Tourism Organization (UNWTO)	<ul style="list-style-type: none"> • Development of tourism infrastructure environmental management • Monitoring of the quality of services • Arrangement of tourist permits and applications □ • Development of local tourism resources, including cultural, universe, and cultural • Sustaining small and medium-sized enterprises (SMEs) • Synergy with tourism management agencies
Author(s)	Tourist Satisfaction
Jumadi (2019)	<ul style="list-style-type: none"> • Destination services • Hotel services • Price • Accommodation • Transportation • Suitability of the information
Mangalagiri, S. G., & Ragghavendra, M. S. R. (2007)	<ul style="list-style-type: none"> • Accommodation • Transportation • Attractions • Food and beverage • Safety and security • Customer service • Value for money • Cleanliness • Accessibility • Local culture and traditions
Islam Shajedul, Ba Abdoul (2022)	<ul style="list-style-type: none"> • Product • Price • Place

Research Model

The research model and hypothesis testing are done by using an SEM with a data processor using AMOS version 20.0 software.

$$\eta_1 = \gamma_{1.1}\xi_1 + \gamma_{1.2}\xi_2 + \zeta_1$$

$$\eta_1 = \text{Tourist Satisfaction}$$

$$\xi_1 = \text{Stakeholder engagement in tourism development}$$

$$\xi_2 = \text{Government Policy}$$

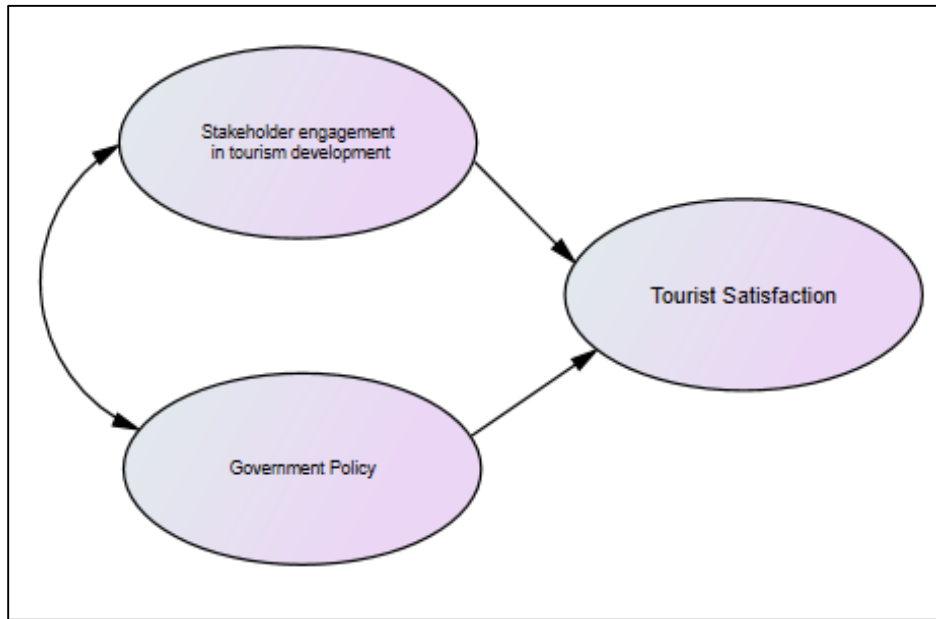


Figure 2. Research Paradigm

4. RESULTS AND DISCUSSION

The based on the evaluation of The test of Suitability Model with SEM assumptions, the results of the evaluation of the full model for SEM has been demonstrated of the criteria for each measure of goodness of fit value is a (CFI: 0,918); (NFI: 0,9); (TLI:0,911) has met the criteria, whereas, (Cmin / DF: 2,56); and (RMSEA: 0,061) are following the expected criteria.

Table 2. The test of Suitability Model

Suitability of the Model	Value Standart	Result	Meaning
Chi Squares	Small Expected	1021	-
P Value	>0,05	0,000	-
RMSEA	< 0,1	0,061	Good
CMIN/DF	2 -5	2.56	Good
TLI	≥ 0,9	0,911	Good
CFI	≥ 0,9	0,918	Good
NFI	≥ 0,9	0,9	Good

Source: Primary data processed

Based on this result can be concluded that the overall structural model has been able to produce a level of truth estimation. Thus, the testing of the research hypotheses can be done. Based on the data collection and the model of research we found the estimated regression coefficient.

Table 3. Significance result of independent variables

Hypothesis	Estimate	S.E.	C.R.	P	Significance
Stakeholder engagement in tourism development	-0,046	0,047	- 0,882	0,378	Nonsignificant
Government Policy	0,344	0,088	4,160	***	Significant

Source: Primary data processed

Based on the table above we can building the model $\eta_1 = -,0046\xi_1 + 0,344\xi_2 + \zeta_1$

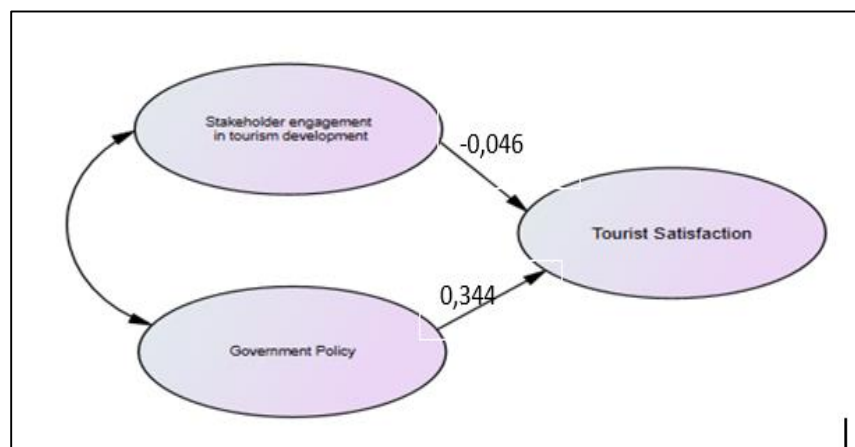


Figure 3. Model Significance Result

Model Significance result of independent variables stakeholders are important factors in tourism, including the education sector, business, hotels, restaurants, tour guides, the agricultural sector, souvenir centers, and travel agents. Based on the results of the investigation of all stakeholder indicators in the high category and able as a generator in growing the tourism industry in Indonesia. The results of this investigation reflect that there has been cooperation between attractions with education, local entrepreneurs, hotels, restaurants, tour guides, the agricultural sector, handicraft centers, souvenirs, and travel agents. The tourism stakeholders in Indonesia include hotels, restaurants, local transportation facilities, universities, shopping (souvenirs), and the agricultural sector.

The success of tourism activities if it can optimize and develop facilities owned facilities and have good links with stakeholders. The results of the investigation show that the supporting sector does not affect Tourist Satisfaction, this is indicated by the value of $(\beta) = -, 046$ $SE = 0.047$ and $CR = -0.882$ and $p = 0.378$ which is not significant at 0.005 and 0.001). The results of this investigation empirically do not support Campo's research; (2008) which concluded that the supporting sector (tour operator) has a relationship with tourist loyalty. Anderson (2011) concluded that the size of hotels, classes, and nationalities of hotel owners can influence tourist decisions. Bowen et.al; (1991) conclude that unique agricultural

products, government policies, and the scarcity of resources are factors that determine relations in the tourism industry.

The government policies in the Indonesian tourism industry are the tourist terminal facilities, providing information, hotels, objects, transportation, shopping centers, cafes, & traditional foods, telephones for complaints and complaints, terminal, station, and airport. Based on the results of the investigation can be obtained the respondent's assessment of government policy is the high category. This condition is caused by the government guaranteeing the existence of protection against the risk of loss with insurance, protection from the risk of accidents while on tourism objects by providing first aid in each tourist attraction, providing warning signs in every tourist attraction, providing health information service centers, providing systems tourism information that is easy for every prospective tourist to access, providing transportation information service centers, providing tourist transportation facilities, providing tourist, electricity and water route facilities as well as communication facilities and providing tourist terminal facilities and providing information about hotels, tourism objects, transportation, and the availability of shopping centers, restaurants & traditional food houses, telephone for complaints at each terminal, station and air terminal.

The results of the investigation of the influence of government policies on Tourist Satisfaction indicate that policies affect Tourist satisfaction, this is indicated by the value of $(\beta) = .334$ SE = 0.088 and CR = 4.160 and $p = 0.000$ (****). This means that empirically proves that government policy can increase Tourist Satisfaction and is a new finding in this study. The results of this study support the study of [Emin \(2013\)](#) who concluded that the government's policy on tourism had a significant effect on the satisfaction of tourist attractions. This research supported by research [Kerr \(2003\)](#) states that government policy on tourism is significant to state policy for the tourism industry as part of the country's industry. This research supported by research [Asomah \(2013\)](#) the tourism policy should ideally consider various tourism development stakeholders and institutions.

Indonesia's government policies can have an impact on tourist satisfaction because the government can protect tourists from the risk of loss during a tour by providing insurance. The government also provides guarantees and protection from accident risks while in tourist attractions by providing accident relief facilities. The government also made a policy towards providing warning signs on each tourist attraction. The government provides a health information service center. Provision of tourism information system services that are easily accessible to every potential tourist and the provision of a transportation information service center for tourists. Besides, the availability of tourist transportation facilities and the provision of facilities for tourists, electric and water travel routes, and adequate communication facilities. Providing tourist terminal facilities, providing information about hotels, objects, transportation, shopping centers, cafes, & traditional food, telephone for complaints and complaints from tourists in each terminal, station, and airport.

5. CONCLUSION

Based on the result of the research stakeholder relationship and government Policy actually, an important sector in the tourism industry and determines the level of tourist satisfaction. The result of investigations shows empirically proves that the stakeholder relationship has not been able to provide a level of satisfaction to visitors. But based on the results of the investigation the government policies can be influenced by tourist satisfaction. Because hotels, tourist attractions, souvenir centers, and travel agents have not become a single unit with the tour packages offered, it has not been able to satisfy the tourists, therefore tourism activities should ideally collaborate with the stakeholder to realize tourist satisfaction. Under these conditions, the supporting sector (stakeholder tourism) must be integrated with the Indonesian tourism industry. Government policy can be tourist satisfaction because of the protection from the risk of loss during tourism projects with insurance. Guarantee and protection from the risk of accidents while on a tourist attraction by providing first aid. Provision of warning signs on each tourist attraction. Provision of health information service centers. Provision of tourism information system services that are easily accessible by every potential tourist and the provision of a transportation information service center for tourists. Besides, the availability of tourist transportation facilities and the provision of facilities for tourists, electricity, and water travel routes as well as adequate communication facilities. Providing tourist terminal facilities, providing information on hotels, objects, transportation, shopping centers, cafes, & traditional foods, telephones for complaints and complaints from tourists at every terminal, station, and airport. Further research can be carried out in relation to assessing the effectiveness of insurance coverage, risk management, and security facilities at tourist sites.

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