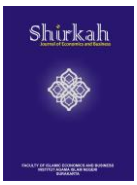
Shirkah: Journal of Economics and Business
Vol. 9, No. 1 (2024), page 74-89
p-ISSN: 2503-4235 e-ISSN: 2503-4243
Journal homepage: http://shirkah.or.id/new-ojs/index.php/home



Research Paper

The Influence of Tourism Industry and Tourism Supply Chain on Tourism Performance

Sri Mulyani

Faculty of Social and Political Science, Universitas Wijaya Putra, Indonesia
srimulyani@.uwp.ac.id

ARTICLE INFO

Keywords
Tourism Industry; Tourism Supply Chain; Tourism Performance; Tourism Stakeholders

Article history
Received: 11 September 2023
Revised: 10 November 2023
Accepted: 19 November 2023
Available online: 26 November 2023

To cite in APA style
Mulyani, S. (2024). The Influence of Tourism Industry and Tourism Supply Chain on Tourism Performance. *Shirkah: Journal of Economics and Business, 9*(1), 74-89.

ABSTRACT

This study explores the influence of stakeholders in the tourism industry in improving the tourism supply chain and tourism performance. This research employs a quantitative method to explore the pivotal role of stakeholders in Central Kalimantan's tourism industry, encompassing academicians and tourism industry professionals. Utilizing a structured questionnaire, 117 participants were selected through proportional stratified sampling. Data analysis employed a structural equation model (SEM). The study's results reveal a statistically significant and positive influence of stakeholders on both the tourism supply chain and tourism performance. Furthermore, it highlights the reciprocal influence of tourism supply chains on tourism performance. This research offers valuable insights for future investigations and informs strategies to boost Indonesia's tourism sector.

Introduction

Tourism is one of the fastest-growing industries since it has a large potential market and attracts people of all backgrounds, ethnicities, races, and ages (Dillette et al., 2018). This sector has evolved into a major global economic and commercial endeavor, experiencing rapid growth (Subramaniam et al., 2022). Previously perceived as remote

and challenging to reach or explore, these tourist destinations have now become more easily accessible (Caciora et al., 2021). The increased tourist excursions (Shen et al., 2020), fosters the creation of requirements and innovation in the supply of tourism amenities (Streimikiene et al., 2021). This, in turn, can yield advantages for the local economy, tourist attractions, and the neighboring areas (Allam & Jones, 2020).

Tourism development is inextricably linked to innovative concepts for tourist sites and services (Pencarelli, 2020). Recognizing the surging demand for tourism, it becomes evident that the allure of tourist destinations is intimately connected to their design and substance (Liu et al., 2017). An attempt is being made to forecast the probability of a rise in tourism demand outside of holidays or certain times (Bokelmann & Lessmann, 2019). The goal is to build a simulation of how events might be designed to enhance tourist visits to inspire an improvement in the quality and appeal of tourist material (Marasco et al., 2018).

The presence of tourist attractions across eight regencies has significantly boosted Central Kalimantan's economy, with a 6% to 7% growth over the past five years (2018-2022). These diverse and plentiful tourist destinations have attracted both local and international visitors, resulting in an average annual increase of around 25% in tourist arrivals. Tourism's beneficial domino impact and spillover effect have resulted in the establishment of hotels and restaurants, land, sea, air transportation, MSME commodities, homestay enterprises, laundry, and other derivative industries (Abdelsalam et al., 2021; Wang et al., 2021).

The success of tourist development is dependent on the performance of the tourism supply chain. Tourist supply chain connections can act as a stimulant for the development of the tourist industry (Verghese et al., 2022). However, complexities related to tourist regulations and challenges within the tourism industry can potentially disrupt its functions (Dutta et al., 2020). The concept of the tourism supply chain is an innovative adaptation of supply chain principles from the manufacturing sector to the travel and tourism industry (Alkier et al., 2022).

The tourism supply chain comprises a variety of enterprises that provide products and services to visitors, such as attraction providers, transportation and lodging providers, gift stores, travel agents, the governmental sector, and so on (Fong et al., 2021). This tourist chain shares similarities with industrial supply chains but is characterized by catering to consumer segments seeking relaxation and convenience at destination locations (Ramanathan et al., 2017; Seyitoğlu & Ivanov, 2020). In contrast to manufacturing supply chains, tourism supply chains produce more personalized products, services, and experiences as their ultimate output, whereas manufacturing supply chains typically offer standardized products (Mandal et al., 2017).

The existence of tourism stakeholders is inextricably linked to the tourist supply chain (Rodríguez Díaz & Espino Rodríguez, 2016). Consequently, the growth and development of tourism, particularly in tourism villages, rely heavily on the role played by stakeholders within the supply chain, both today and in the future (Roxas et al., 2020). Studying the region helps us identify key stakeholders and factors unique to the area for crafting policies that are effective and tailored to the region's context (Lasisi et al., 2023). However, there is a gap in understanding the specific influence of academic stakeholders, tourism industry players stakeholders, and local government stakeholders on both the tourism supply chain and tourism performance, which the hypotheses of this study aim to

address. Hence, this study investigates how stakeholders in the tourism industry can enhance both the tourism supply chain and overall tourism performance.

Hypotheses Development

The Relationship between Stakeholder and Tourism Supply Chain

Stakeholders are individuals or groups who have the capacity to influence or are influenced by organizational goals (Ackermann & Eden, 2011). The involvement and participation of stakeholders are critical in increasing organizational effectiveness (Ashaye & Irani, 2019; Hristov & Appolloni, 2022). Qualified personnel are required to collaborate with stakeholders to promote tourism growth (Eyisi et al., 2020).

Stakeholders can be categorized into different groups based on their strengths, significant positions, and influence on various matters. The Overseas Development Administration employs a stakeholder classification system (Raum, 2018), which distinguishes stakeholders into three distinct categories. First, there are the primary stakeholders, comprising groups directly vested in the program's outcomes, including the local community, community leaders, and public officials. Second, the secondary stakeholders encompass entities not directly tied to the program but who harbor concerns and interests, including Non-Governmental Organizations (NGOs), business entities, and universities. Lastly, the key stakeholders wield decision-making authority and legal power, such as executive, legislative, and relevant administrative bodies at various levels, such as district governments, district/city Regional People's Legislative Councils, or offices directly responsible for the project.

This study uses the triple helix concept as a dimension in stakeholders, namely academics, tourism industry players, and local government. Based on this explanation, the hypotheses proposed in this study are as follows:

H1a: Academic stakeholders influence tourism supply chain.
H1b: Tourism industry stakeholders influence the tourism supply chain.
H1c: Local government stakeholders influence tourism supply chain.

The Relationship between Stakeholder and Tourism Performance

The development of a competitive tourism performance is closely intertwined with the government's role in implementing effective policies (Yang et al., 2023). As a result, precise and up-to-date statistics and information on tourism performance are required as a foundation for tourism performance policy-making and planning, particularly in the future (Banks, 2018). Stakeholder engagement patterns (tourism performance players, government, and academia) must collaborate and be mutualistic in planning and expanding tourism performance (Susyanti et al., 2021). As the core, business actors, in this case, creative business actors, producers, and suppliers, receive government support through regulations, empowerment infrastructure, and capital support (Ma et al., 2018). Likewise, academics will try to develop businesses through innovation obtained through research and development in the form of products, services, management, technology, and coaching (Rizos et al., 2016). As a core, business is expected to provide a multiplier influence to improve the welfare of the surrounding community and increase local revenue (Rahmanita et al., 2020). Thus, the hypotheses built are as follows:

H2a: Academic stakeholders influence tourism performance.

H2b: Tourism industry stakeholders influence tourism performance.
H2c: Local government stakeholders influence tourism performance.

The Relationship between Tourism Supply Chain and Tourism Performance

The production of goods within the domain of tourism performance hinges on the availability of essential raw materials and supportive resources, thereby underscoring the vital role of suppliers (Lüdeke-Freund et al., 2019). Consequently, to reach customers, the final product relies on collaborative partnerships with distributors (Hindarto et al., 2021). Arts and crafts, publishing, and fashion are examples of these industries. The most crucial performance metric for the creative business is timeliness (Chen et al., 2018). The time dimension represents order cycle time, procurement cycle time, delivery cycle time, and storage cycle time. Another performance aspect is dependability, which includes order accuracy and inventory out-of-stock rate (Naliaka & Namusonge, 2015). An additional driving force behind the expansion of creative industries lies in Indonesia's unique culture and distinct innovations evident in each locality (Hidayat & Asmara, 2017). Despite the vast geographical expanse, creative industries can be categorized based on specific industrial characteristics that necessitate the sourcing of raw materials and the marketing of related products (Cherkos et al., 2018).
H3: Tourism supply chain influences tourism performance.

Drawing upon the findings from the literature review and the formulation of hypotheses discussed earlier, a conceptual framework for this study is shown in Figure 1.

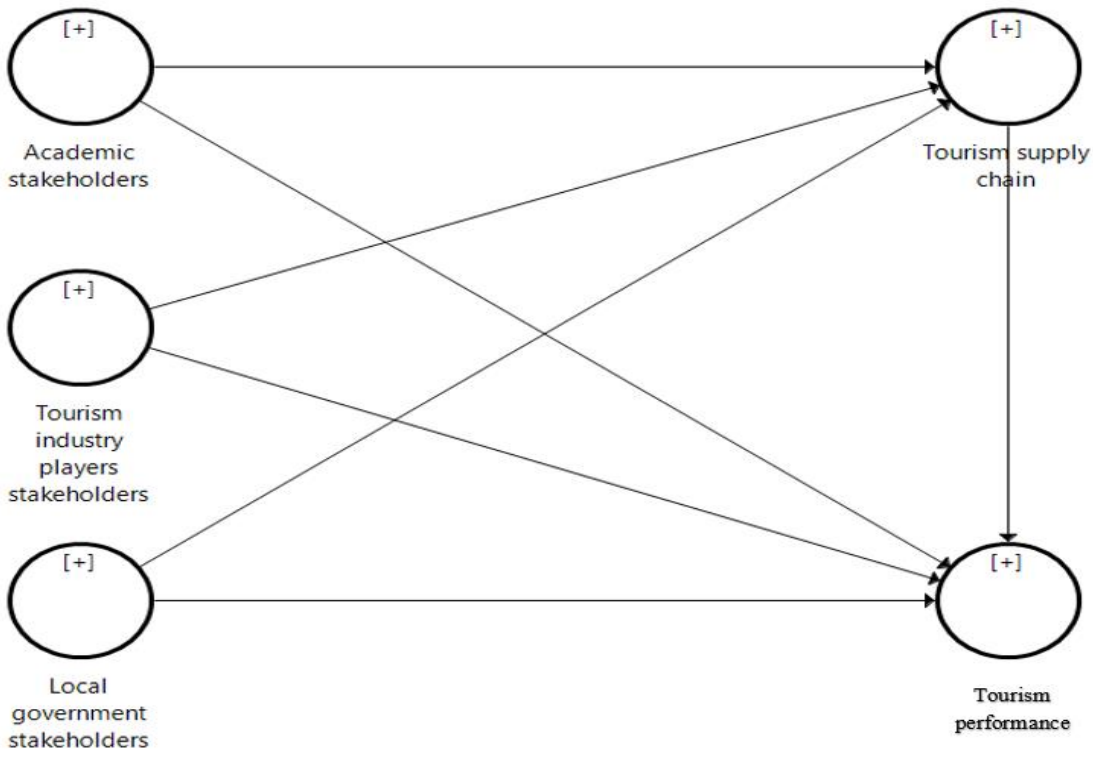


Figure 1. Conceptual Framework

Method

This study employs a quantitative approach by employing structural equation model (SEM) to analyze the data. The population in this study were all tourism stakeholders in Central Kalimantan, Indonesia, totaling 459 people across districts and cities. The sample for this study comprises 130 participants, selected through a proportional stratification sampling method. The participants represent a diverse group, including university academics, personnel from tourism offices, and stakeholders from the tourism industry. The measurement model used in this study incorporates a total of 18 indicators. Among these, as presented in Table 1, 10 indicators are derived from the stakeholder framework (Daulay, 2018), 5 indicators for the tourism supply chain (Dwianto et al., 2023), and 3 indicators for tourism performance (Habib, 2021). Information was collected through a Likert scale with five points, where a rating of 1 signifies strong disagreement, and a rating of 5 indicates strong agreement.

Table 1. Research Variables

Variable	Item	Latent construct	Source
Academic stakeholders	AS1	Conduct training, design, production technology, entrepreneurship, marketing, and export-import	(Daulay, 2018)
	AS2	Activate research and raw material cultivation	
	AS3	Eliminate three blind spots: English proficiency, computer literacy, and internet literacy	
Tourism industry players stakeholders	TPS1	Self-development: enhance business capabilities through participation in outreach programs and design workshops	(Daulay, 2018)
	TPS2	Commercialization and financing mechanism	
	TPS3	Carry out a locomotive-carriage system for large entrepreneurs to small entrepreneurs	
Local Government Stakeholders	LGS1	Facilitate domestic promotions in supermarkets and exhibitions	(Daulay, 2018
	LGS2	Facilitate international promotions	
	LGS3	Revitalizing raw materials	
	LGS4	Intensify business capital assistance	
Tourism supply chain	TSC1	Planning: decisions regarding production quantities, distribution schedules, and inventory management	(Dwianto et al., 2023)
	TCS2	Procurement: sourcing and acquiring raw materials or finished products that meet quality standards at reasonable prices	
	TSC3	Production: manufacturing process to create products meeting client needs and quality standards	
	TSC4	Distribution: delivering products from warehouses or distribution centers to end consumers	
	TSC5	Returns: managing product returns due to defects or damages	

Variable	Item	Latent construct	Source
Tourism performance	CE1	Tourism participants can create something original, new, and appealing to a wide audience	(Habib, 2021)
	CE2	Tourism stakeholders can utilize existing ideas to improve products or processes, making them more valuable	
	CE3	Participants in the tourism industry can innovate by introducing entirely new and unique products or services that have never been seen before	

The data collection period, including face-to-face meetings and electronic correspondence, was extended from February 2023 to April 2023. A total of 130 questionnaires were distributed, yielding 122 complete responses; however, for the final analysis of the study, only 117 responses were considered valid. To investigate the relationship between the previously discussed factors, specifically Ambidexterity and Revenue Performance, we employed the Structural Equation Modeling (SEM) method. Descriptive analysis was conducted using Microsoft Excel 2019, while SmartPLS version 3.0 was utilized for the SEM application.

The utilization of SEM has the potential to mitigate bias influence stemming from measurement errors and the formation of a hidden hierarchical structure. To put structural equation modeling into practice, multivariate assumptions must be satisfied. These assumptions include having an adequate sample size and evaluating multicollinearity (Chin, 2010). To analyze the multicollinearity component, the variance inflation factor (VIF) is applied. This test requires a number that is less than 4. In this context, the results indicate the absence of multicollinearity in the data The empirical findings show that all of the multivariate statistical assumptions for the SEM model are met by the data, which demonstrates the model accuracy.

In terms of validity and reliability, Table 2 presents the assessment of questionnaire data reliability and validity through the outer model test. This evaluation examines the validity of the instrument items by considering loading factors exceeding 0.7, as well as the instrument's overall reliability, which is assessed using Cronbach's Alpha and Rho Alpha, both exceeding 0.6 (Chin, 2010). Consequently, it can be concluded that all instrument items are valid because all of them have a loading factor value above 0.7. The results of the instrument reliability test also showed that all variables obtained Cronbach's Alpha and Rho Alpha coefficients exceed 0.6.

Results

In this section, the author has undertaken the data processing using SEM-PLS and has provided an initial overview of the research findings based on the collected responses. The subsequent phase involves performing experiments to validate the measurement and structural models as well as the research hypotheses.

Outer Model Analysis

The author assessed the validity of the indicators using the convergent method, which is reflected in the external loading factor values. It is worth mentioning that loading

factors between 0.50 and 0.70 are adequate for initial research, particularly when creating a measurement scale in its early stages. Exploratory investigations were the first steps in the construction of a measurement scale. It was observed that the outer loading value for each indicator exceeded 0.70, indicating that they all met the criteria for convergent validity (refer to Table 2).

The second step was to compare the square root coefficient of variance (AVE) taken from each hidden factor with the correlation coefficient between the other factors in the model. This comparison was done to check if a variable had discriminant validity, meaning it can tell different groups apart. The AVE values were found to be significantly greater than 0.5, as shown in Table 2, indicating that all the elements examined in this study had discriminant validity exceeding 0.50 (Fornell & Larcker, 1981). In the last stage, we assessed the composite reliability of the variable indicators. If both the composite reliability and Cronbach's alpha exceeded 0.70 by a significant margin, it indicated that the results could be considered reliable and trustworthy (Chin, 2010).

Table 2. Validity and Reliability Test Results

Construct	Items	Outer loading	Cronbach's Alpha	rho_A	CR	AVE
Academic stakeholders	AS1	0.985	0.901	1.003	0.936	0.833
	AS2	0.979				
	AS3	0.754				
Tourism industry players stakeholders	TPS1	0.957	0.868	0.92	0.919	0.794
	TPS2	0.753				
	TPS3	0.948				
Local government stakeholders	LGS1	0.871	0.883	0.976	0.914	0.726
	LGS2	0.878				
	LGS3	0.866				
	LGS4	0.792				
Tourism supply chain	TSC1	0.973	0.986	0.987	0.989	0.947
	TSC2	0.974				
	TSC3	0.973				
	TSC4	0.974				
	TSC5	0.974				
Tourism performance	CE1	0.882	0.859	0.867	0.914	0.78
	CE2	0.923				
	CE3	0.843				

Notes: AS: Academic stakeholders; TPS: Tourism industry players stakeholders; LGS: Local government stakeholders; TPC: Tourism supply chain; CE: Tourism performance

The computation of composite reliability yielded results within a range greater than 0.70, spanning from 0.715 to 0.982. In simpler terms, the range exceeded 0.70, indicating the reliability of the variable indicators. Furthermore, all Cronbach's alpha values exceeded 0.70, affirming the reliability of the indicators and suggesting their freedom from errors. These scores ranged from 0.917 to 0.992 (Chin, 2010).

Inner Model Analysis

In this study, the author scrutinized each relationship using a simulation technique based on the bootstrap approach, which aims to minimize the occurrence of unusual

research data. The test results employing the bootstrap approach are illustrated in Figure 2.

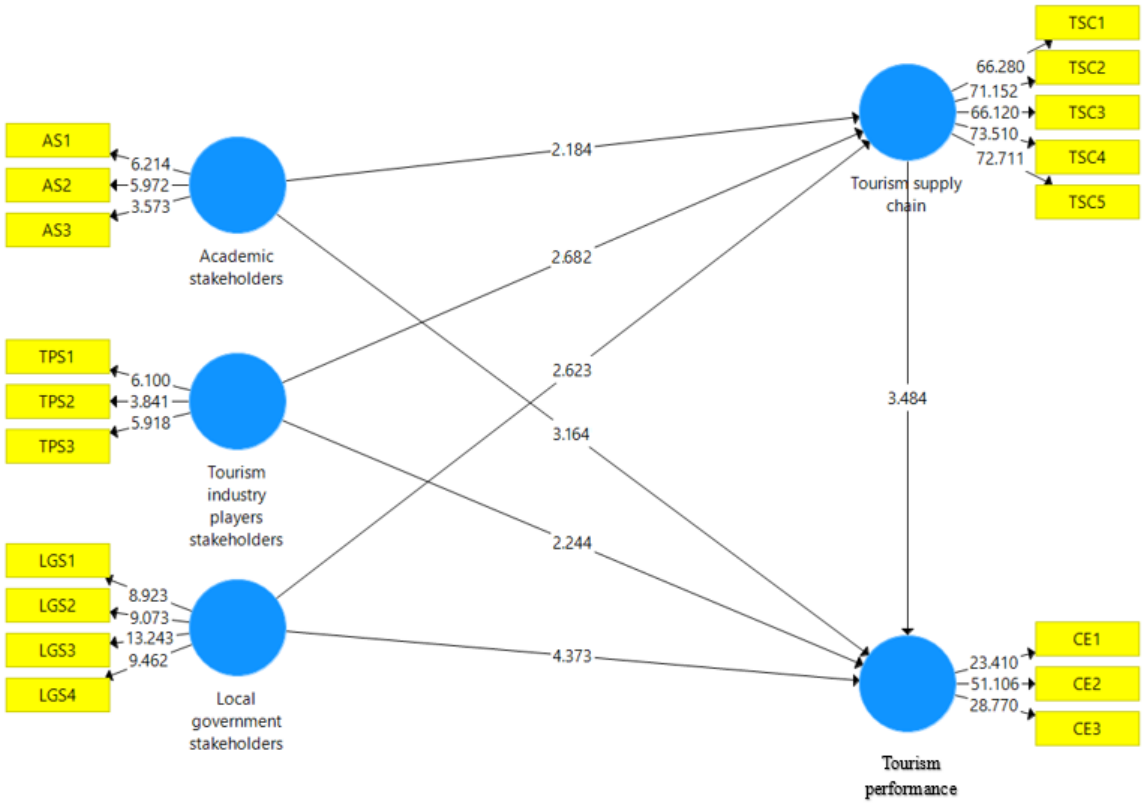


Figure 2. Bootstrapping Inner Model

Path coefficient evaluation is employed to demonstrate how strong the independent variable influences the dependent variable. Figure 2 shows that the most considerable path coefficient value is indicated by the influence of local government stakeholders on tourism performance at 4.373, followed by the influence of the tourism supply chain on tourism performance at 3.484. Additionally, academic stakeholders' influence on tourism performance is at 3.164, succeeded by the influence of tourism industry player stakeholders on the tourism supply chain at 2.682, and then the influence of local government stakeholders on the tourism supply chain. Subsequently, there is the influence of tourism industry player stakeholders on tourism performance at 2.244, and finally, the influence of academic stakeholders on the tourism supply chain at 2.184. Analyzing the p-values enables us to assess the significance level associated with accepting a hypothesis. If the p-values are less than 0.05, it indicates that the study's hypotheses can be considered validated. In the context of Smart-PLS, a bootstrapping procedure is executed on a model that meets the criteria of being valid and reliable, providing the P-value for the model. The results of the bootstrapping process can be found in Table 3.

For the first hypothesis, based on the path coefficient derived between academic stakeholders and the tourism supply chain of 0.218 with a p-value of 0.000 < 0.05, it can be stated that academic stakeholders significantly influence the tourism supply chain. A parameter coefficient with a positive value signifies that the greater the academic stakeholders, the greater the tourism supply chain; hence H1a is accepted. Given that the correlation between tourism industry players' stakeholders and the tourism supply chain

is 0.279 with a p-value of 0.000 < 0.05, it can be concluded that there is a significant relationship between the two. Positive values for the parameter coefficients indicate that the higher the tourism industry players' stakeholders, the higher the achievement of the tourism supply chain; therefore, H1b is supported. Moreover, given that the correlation between local government stakeholders and the tourism supply chain is 0.279 with a p-value of 0.000 < 0.05 it can be said that there is a significant relationship between the two variables. If the parameter coefficient is positive, then hypothesis H1c that the tourism supply chain increases is accepted.

Table 3. Hypotheses Testing Result

Hypothesis	Constructs*)	Original Sample	Std. Deviation	T Statistics	P Values	Results
H1a	AS -> TSC	0.218	0.164	2.184	0.000	Accepted
H1b	TPS -> TSC	0.279	0.174	2.682	0.000	Accepted
H1c	LGS -> TSC	0.279	0.107	2.644	0.000	Accepted
H2a	AS -> CE	0.287	0.137	3.164	0.000	Accepted
H2b	TPS -> CE	0.235	0.157	2.244	0.000	Accepted
H2c	LGS -> CE	0.484	0.118	4.086	0.000	Accepted
H3	TSC -> CE	0.352	0.096	3.670	0.000	Accepted

Notes: AS: Academic stakeholders; TPS: Tourism industry players stakeholders; LGS: Local government stakeholders; TPC: Tourism supply chain; CE: Tourism performance

Secondly, regarding the influence of academic stakeholders on tourism performance, with a path coefficient of 0.287 and a p-value of 0.000 (which is less than 0.05), it has been established that there is a statistically significant relationship between academic stakeholders and tourism performance. The parameter coefficient has a positive value, indicating that the greater the academic stakeholders, the greater the tourism performance, hypothesis H2a is accepted. Furthermore, in the case of tourism industry player stakeholders and their influence on tourism performance, with a path coefficient of 0.235 and a p-value of 0.000 (less than 0.05), it has been confirmed that a significant relationship exists between tourism industry player stakeholders and tourism performance. The positive parameter coefficient suggests that an increased presence of tourism industry player stakeholders is associated with improved tourism performance, leading to the acceptance of Hypothesis H2b. Additionally, when considering the influence of local government stakeholders on tourism performance, with a path coefficient of 0.484 and a p-value of 0.000 (less than 0.05), it has been determined that there is a significant relationship between local government stakeholders and tourism performance. The positive parameter coefficient indicates that a stronger presence of local government stakeholders correlates with enhanced tourism performance, supporting the acceptance of Hypothesis H2c.

Thirdly, in the context of the influence of the tourism supply chain on tourism performance, a path coefficient of 0.352 and a p-value of 0.000 (less than 0.05) have revealed a statistically significant relationship between the tourism supply chain and tourism performance. The positive parameter coefficient signifies that an enhanced tourism supply chain is associated with improved tourism performance, leading to the acceptance of Hypothesis H3.

p-ISSN: 2503-4235

Discussion

Developing countries are gaining prominence as significant participants and are growing increasingly conscious of their economic potential (Rasool et al., 2021). Scholars have emphasized the importance of the supply chain and the essential cooperation among all its stakeholders (Ibarnia et al., 2020). The organizational values that emerge from collaborative relationships among stakeholders in the development of the tourism industry, particularly in implementing supply chains in Central Kalimantan, are reflected in the core values of each institution. These values play a crucial role in facilitating the growth and advancement of tourism destinations within Central Kalimantan. A country's economic growth and tourist supply chain adoption may be boosted by robust tourism (Lasisi et al., 2023). The value of professionalism represents the skill and dedication of professionals who implement tourist development initiatives in Central Kalimantan. Government officials must have knowledge-based competencies to plan and implement strategies, and they frequently have a significant effect on political decision-making based on their expertise (Fischer, 2020). Academics can give input through policies in the tourist supply chain implementation (Tomasi et al., 2020). Additionally, tourism sector participants provide tourism products and services that prioritize the satisfaction of tourists while ensuring that the supply chain complies with societal norms and regulations. Effective coordination entails that each participant in a supply chain conducts their operations with a keen awareness of how their actions can influence the other stakeholders (González-Torres et al., 2021). In addition, effective communication is one of the supporters of the cooperative relationship between stakeholders involved in developing the tourism industry in Central Kalimantan. Communication is essential in tourism activities since it may create knowledge, sentiments, wants, and people's engagement in visiting tourist attractions in a region. Effective communication may help to develop excellent relationships, settle disagreements, and resolve disputes. All players involved in the execution of the tourist supply chain develop communication. All stakeholders actively communicate, particularly those with cooperative ties and coordinating execution. Communication with others may lead to emotional, intellectual, and happy connections.

In terms of tourism performance, the development of sustainable tourism at the regional level requires cooperation and coordination between actors by maximizing the roles of the parties involved. In the realm of tourism, cooperation is commonly seen to attain success and secure the long-term sustainability of tourist destinations (Cehan et al., 2020). Collaboration entails two-way communication and influence between agencies and stakeholders, meeting in a deliberative and multilateral process and directly involved in decision-making. It also entails that non-state stakeholders will bear absolute responsibility for policy outcomes. Collaborative change approaches are being tested at several levels, including within the overarching tourist and tourism performance strategy, within local environmental groups, between cities, and through community and non-profit organizations. In essence, the concept of collaboration in achieving the community's tourism performance arises when the government does not rely solely on the internal capacity to solve public problems through specific policies or programs but also requires the participation of academics and tourism industry players, to improve the tourism performance (Tomasi et al., 2020). The local government that has a role in tourism, culture, and art affairs; tourism development planning arranged in a strategic plan; providers of

access and infrastructure related to tourism and the tourism performance; and facilitating the creative industry sector is the local government bureaucracy that is expected to be involved in the development of the tourism performance in Central Kalimantan. Universities and research institutes, as academic entities, play a pivotal role in fostering a knowledge-based society that contributes to the advancement of tourism performance (Tomasi et al., 2020). Their contribution on society goes beyond supplying a qualified workforce; they also facilitate the growth of economic knowledge. Additionally, they educate students to think critically, develop skills, and generate original, innovative, and entrepreneurial knowledge and abilities. Moreover, the abundance of tourist attractions in Central Kalimantan empowers tourism industry operators to drive the local economy by enhancing tourism performance. Policymakers should seriously contemplate the promotion of the tourism industry (Rasool et al., 2021). The tourism sector is highly dynamic, and its growth is significantly influenced by the role of social media in promoting existing tourist destinations (Chu et al., 2020). Countries are anticipated to reap rewards when they prioritize the tourism sector by making substantial government investments to bolster tourism activities and promotional efforts (Lasisi et al., 2023). They are enabling individuals to do business in the tourist industry. Services provided to consumers, such as tourist objects as the main product offered; tour & travel airline ticket provider, vehicle rental/transportation provider; tour guide; accommodation or lodging; and culinary business, can be developed in this case, as can services or products tailored to the needs and desires of customers.

The presence of a robust tourism supply chain has a positive impact on tourism performance (González-Torres et al., 2021). This implies that when the tourism industry sectors have a more extensive and efficient tourism supply chain, it results in an elevated level of tourism performance. Tourism has a very close link with the activity value chain since it has a variety of enterprises that may absorb new employees, and so develop new business fields for the community. Maintaining good integrity within the tourism business chain is not only an inherent value but also a crucial element in the functioning of the tourism industry and in meeting the expectations of visitors. As a result, the ties in the construction of the tourism sector must be strengthened to establish good integrity in providing quality products and services for visitors (Chen et al., 2020). Tourism performance is now one of the areas predicted to become a new sustainable strength for the national economy, emphasizing adding value to things via human intellect and creativity. Tourism performance has emerged as a significant driver of economic development in Indonesia, especially in light of the global economic recession (Rasool et al., 2021). Effective government initiatives, regulations, training, skills development, and investments in sustainable practices are essential components of a successful policy framework and its implementation (Yang et al., 2023).

Conclusion

Aside from contributing economic value, tourism performance has the capacity to enhance competitiveness through the addition of social, cultural, and environmental value. Furthermore, beyond its role in boosting competitiveness, tourism performance has the potential to improve the overall quality of life in Indonesia. Within the tourism industry's value chain, various activities that influence this value chain can be generated, further contributing to both economic and societal enhancement. These activities can be

further examined to maximize added value chains, thereby substantially boosting tourism performance through the effective involvement of stakeholders, including academics, tourism industry participants, and both local and central government bodies. This study demonstrates the involvement of stakeholders in enhancing the application of the tourist supply chain and tourism performance. This research has confirmed beliefs that support and are regarded to be scientifically valid regarding growing the use of supply chains and tourism performance. These results are expected to be the basis for developing policies in Central Kalimantan, aimed at encouraging the adoption of tourist supply chain practices. This, in turn, can lead to improved tourism performance in the tourism industry, benefiting both the region and the country.

It is important to acknowledge that this study is not without limitations. This study employs a quantitative method with few variables, focusing solely on the link between the role of stakeholders, the tourist supply chain, and the tourism performance in Central Kalimantan. It is important to recognize that various factors can simultaneously influence the implementation of the tourist supply chain and tourism performance. Future research could expand on this by incorporating additional variables, such as legal aspects, human resource capabilities, and knowledge management, which can also influence the implementation of the tourist supply chain and tourism performance. The study object can be broadened within a single province and at the regional and national levels.

Author's Declaration

The author made substantial contributions to the conception and design of the study. The author took responsibility for data analysis, interpretation and discussion of results. The author read and approved the final manuscript.

ORCID

Sri Mulyani https://orcid.org/0009-0006-1061-9255

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