

Knowledge-Oriented Leadership and Community-Based Tourism Performance of Accommodation Service

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Abstract

This study aims to analyze the relationship between knowledge leadership and community performance through mediating variables such as knowledge sharing that leads to community attachment and community citizenship behaviors, using quantitative research methods and structural equation analysis to find the path analysis among variables. The sample in the study consisted of 286 accommodation service providers in tourism communities according to the criteria of community-based tourism in Thailand. The results of the analysis found that knowledge leadership has an indirect effect on the relationship, while the relationship value must be conveyed to knowledge management, community commitment, community citizenship behavior, followed by performance, with a statistical significance value of 0.05, and a good structural consistency. The results of this study revealed the interplay of leadership impacts knowledge management, fostering community commitment that cultivates community citizenship behavior among community members, which enhancing performance and establishing a causal relationship. the complexity of behaviors in tourism communities with high levels of social exchange, as well as having a complicated form in the same way as organizational management. Therefore, sustainable community-based tourism management should rely on developing internal strength and mutual assistance in order to create a culture to be inherited in the future. To cope with changes, especially community leaders must equitable dissemination of knowledge to guarantee its implementation. Knowledge sharing enhances community members' comprehension of how to attain optimal performance within the group. A community that cultivates a culture of knowledge management promotes a sense of belonging and is prepared to prioritize the collective interests.

Key Words: knowledge-oriented leadership, knowledge management, community commitment, citizenship behaviour, community performance

JEL Classification: D83, O15, Z32

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1. Introduction

The service industry serves as the main economic factor that drives the country. The accommodation business is considered one of the main sources of income for the tourism industry, acting as a hub for providing services to foreign tourists. In 2020, revenues from the hotel industry were worth over 200 billion baht (data from the Ministry of Tourism and Sports). However, in 2021,

the value of the accommodation business decreased due to the pandemic crisis, which caused tourists to be unable to travel to Thailand. The formulation of policies to prevent epidemics posed impacts on tourists in Thailand and abroad. The management of the hotel business has changed in response to the current situation. Taking into account the survival of the business, it is necessary to have a new approach to managing people in the service industry. Therefore, tourism promotion places emphasis on domestic tourism opportunities, offering community-based tourism as a new option for consumers. This study aims to explore the management of tourism communities. The researcher has referred to guidelines from the action plan for achieving sustainable and creative community-based tourism development for the year 2018-2022 by the Office of the Permanent Secretary, Ministry of Tourism and Sports. The implementation is made based on the strategy under the Strategic Plan for Sustainable Community-Based Tourism for the year 2016-2020 of the Designated Areas for Sustainable Tourism Administration (Public Organization) (DASTA), with the process of formulating an action plan for all 6 regions: Central, Eastern, Western, Northern, Northeastern, and Southern region. The objective is to promote tourism in accordance with each situation, using various management strategies, such as marketing promotions, accommodation quality control, and facilitating services provided for the communities and service recipients. The government, private sector, and civil society have collaborated in promoting local wisdom, cultural exchange, environmental management, and community development (social enterprises, cooperatives, or associations, etc.). The administration aims to promote small and medium-sized businesses in the community in order to generate income during crisis situations.

The concepts of community-based tourism integrate various local traditions, including services, cuisine, and communal activities. Since 1994, Thailand has received backing from the government, corporations, and private entities. The national strategy aims to strengthen communities, enhance their competitive capabilities, and promote tourism in Thailand to elevate visibility among tourists. The 2018 survey by the Ministry of Tourism and Sport identified 303 Community-Based Tourism (CBT) enterprises in rural Thailand, allowing visitors to experience local lifestyles in a scenic natural environment. The idea of community-based tourism has demonstrated a demand for this form of tourism in domestic and international community-based tourism visitors. Thailand leverages its agricultural legacy to amalgamate agritourism with community-based tourism. National strategies encompass policies that foster revenue generation for communities via educational initiatives offered by diverse educational institutions, including the Agricultural Research Development Agency (Public Organization) and the Ministry of Higher Education, Science, Research, and Innovation. These projects seek to augment the expertise of smart farmers, who serve as community leaders, thereby empowering them to earn revenue for the support and advancement of their communities. Certain regions employ agritourism as a strategy for sustainable community development (Widtayakornbundit & Luangpituksa, 2023).

Community-based tourism development requires readiness to support various aspects. The development does not only involve the community-based management, but also political or economic conditions, which can be defined as the readiness of the country to reinforce the management. Lankford et al. (2008) mentioned that the community-based tourism and accommodation management framework requires expertise in knowledge management because it is a process of interaction with one's own society and communication with people in other societies. In addition, it is necessary to consider internal management that is sustainable development for its own community. Accommodation management in the tourism community is a combination of culture and friendliness to the overnight guests. Management must take local wisdom and limited resources into consideration. This is different from big chain hotels in various locations based on a community-based peace management framework integrated with the tourism economy (Figure 2). When applying to the Asian context, it refers to a more specific meaning that describes the participation of community members, resulting in sustainable development and mechanisms to drive the economy both inside and outside the community (Y. Li,

2004). Therefore, when applying to management, it should focus on planning and reviewing policies that will enable each community to achieve performance in the same direction.

This study uses the leadership concept to create human resource development approach as an independent variable to explore the transfer or creation of new knowledge that is a specific approach to knowledge management (KM) at present because an organization needs new knowledge and self-adjustment, as well as applying external knowledge to cope with changes and carry out operations effectively in a crisis situation (Selivanovskikh et al., 2020; Tuksatit & Rajiani, 2020), linking to knowledge on organizational management in which members of the organization must report problems encountered, then give cooperation in dealing with problems. This is the principle of a learning organization that encourages members of the organization to gain access to learning at all levels and be able to learn what is required by the organization (Sinclair, 2017). Knowledge-oriented leaderships are often influenced by knowledge management because the process of creating and applying knowledge is the origin of policy or practice guidelines for the management of learning organizations. The results applied in this study are community attachment and functional attachment. Organizational commitment is defined as the state of being dedicated to the community when entrepreneurs or community leaders properly support community members. External changes will certainly affect the tourism community system. Therefore, the study aims to find how to be able to survive in crisis situations along with the development of community personnel together with hotel staff. The sample in this study is a group of commodity entrepreneurs in the community, community leaders, or co-decision-makers who apply community knowledge management to self-adjustment among members (community commitment, Community Behavioral Citizenship) through community performance. The mediating variable is the learning organization which affects organizational commitment and work engagement that influences the performance of community accommodation service providers for sustainable development.

This study aims to analyze the relationship between knowledge leadership and community performance through mediating variables, namely, knowledge sharing that leads to community attachment and community citizenship behavior. Employing the Structural Equation Model (SEM) to examine the interrelations across variables facilitates the identification of community behavior cultivation strategies that can enhance performance results for the community. KOLs can impact behavioral transmission independently of Knowledge Management (KM) due to the distinctions between communities and organizations. Utilizing SEM allows us to delineate factors and create a hierarchical framework of solutions to facilitate implementation. The population will be drawn from the community-based Thailand network coordination sample, comprising community leaders or business proprietors involved in community-based tourism, to complete the questionnaire. Then, the structural equation analysis is conducted in order to identify the relationship between knowledge leadership and community performance. This study will be more likely to provide a rationale in a successive manner rather than summarizing that leadership affects only the community performance. In other words, this study aims to explore related details of behavior aspects that help improve the community performance.

2. Literature review

2.1 Knowledge-oriented leadership (KOL)

“Leadership” in a general context often suggests promoting the performance and satisfaction of subordinates to achieve organizational goals. With regard to the context of knowledge leadership, the term “Leadership” describes a leader who manages to promote professional knowledge of subordinates and seek knowledge necessary for personnel development. The development of knowledge leadership

places emphasis on improving performance. Leaders or executives will consider their existing resources before entering the implementation stage and realizing parts of shortage. In addition, it is also necessary to understand types of knowledge which is suitable for members of the organization in general. This requires the leader's ability to promote identity (idiosyncratic) and truly understand the organization (Sayyadi, 2019). However, the basis of the concept of knowledge leadership is similar to that of transformational leaders proposing the idea of driving success of the organization by providing benefits to subordinates (Avolio & Bass, 1995; Fernet et al., 2015; Thornsri & Pila-Ngarm, 2023). The findings revealed that leaders' influence on subordinates could stimulate knowledge sharing through the intrinsic motivation of employees because knowledge exists within individuals, depending on whether the individual would like to share or apply knowledge, and the organization attempts to spread individual knowledge throughout the organization (Dos Anjos & Kuhn, 2024). The leaders must learn a kind of knowledge that is consistent with the subordinates, and facilitate a joint learning environment. Then, employees will develop knowledge-sharing behavior according to the leader's expectations, and perform the behavior of a leader of change (Leithwood & Jantzi, 2005). Knowledge leadership is divided into two types: formal authority – a leader who has the authority to order to provide knowledge directly to the organization or members; and informal authority – a person who may be a general member in the organization but has profound knowledge, so such person seems to be the strong undercurrent that pushes other members to gain knowledge thoroughly (Zhang & Sun, 2021). The body of knowledge in the study on knowledge leadership is relatively new, which can be acquired from improving the assumptions of leadership that affect knowledge management in the organization for performance, causing an understanding of the knowledge that arises from the relationship between leaders and subordinates through evaluating performance in the organization.

2.2 Knowledge management (KM)

Knowledge management is a modern concept that brings together the interaction between technology and people so as to create the awareness necessary for knowledge management in respect of self-learning and transfer of knowledge to the external parties (Tergan et al., 2006), forming a new perspective on learning and creating innovation from integrating technology into an absorptive capacity (Selivanovskikh et al., 2020) through the process of entering data into the knowledge management system in order to enable learners to access learning resources as much as possible (J. Li & Herd, 2017). Knowledge management is considered a strategy that integrates across disciplines or adapts to the context so that relevant personnel are provided with the necessary information and acquire efficiency from lessons learned in the organization (Ammirato et al., 2020). In other words, knowledge management is an approach to managing information in order to enable human capital to utilize the resources available in the organization to its fullest potential.

To apply it to the business context, one needs to take into account the resource-based view theory, which describes the economic management for the organization to access resources in order to gain a competitive advantage (Helfat & Peteraf, 2003). Knowledge management in business is a type of network learning in which knowledge acquisition is related to knowledge exploitation to create business advantages in terms of development or new innovations for the sake of the organization's business (Grandinetti, 2016), especially when economic values have dynamic changes. Therefore, knowledge is an important asset, ranging from information used on the network, sharing knowledge outcomes, or the relationships between external and internal networks (Gold, Malhotra, & Segars, 2001). Thus, knowledge management must spread the knowledge that exists in both people and systems to be perceived by people in the form of structural actions that enables people in the network to apply available resources to the organizational context to their fullest potential (Irma Becerra-Fernandez, 2001). Knowledge management is similar to the immunization against the effects of changes that knowledge within the organizational network is consistent with supply chain management, which have

an adaptive management model for knowledge flow and knowledge sharing between agencies, contributing to learning in networks and accurate judgments of acquired knowledge (Kalogeraki et al, 2018). Therefore, knowledge management is essential to the business system where organizational executives or responsible authorities must pay attention to the types of knowledge for the organization, including guidelines for knowledge management that enable the entire organization to be thoroughly informed in order to be prepared for organizational changes and outcomes in the future.

2.3 Community commitment (CC)

The definition of community commitment (CC) was described by Buchanan (1974) as a form of connection that creates value among people in an organization, with an emphasis on organizational goals, organizational values, as well as creating organizational benefits. Employee engagement is a key factor for productivity that is an indicator of organizational performance, according to the study of Ennis et al, 2018) which revealed the results obtained from employee engagement that employees who have emotional attachment will strongly wish to remain in the organization due to their own determination without any compulsion. Such attachment describes feelings of attachment to an organization based on characteristics of individuals that feel happy to be members of the organization. Engagement level varies by the management style or the different situations of the organization. To adapt to mission changes could make engagement more specific (Weiherl & Masal, 2016). The definition of organizational commitment varies by person, depending on linking personal identity and organizational proactive behavior in managing the entire work environment.

The mechanism of organizational commitment is considered a psychological model that indicates the relationship between employee characteristics and the organization whether employees will be a part of the organization (Topsakal et al., 2024). As a result, OC becomes the source of other ongoing behaviors, such as satisfaction, resignation from the organization, or loyalty. To create emotions towards the organization is a challenge to management, whether it be, investing in employees, promoting goals together with values for the organization, and harmonizing between people and organizations (Huynh & Hua, 2020). To create an environment or practices that are appropriate for people in the organization will help promote OC, especially human resource management practices, i.e., putting the right man on the right job, educating people in the organization, or using the labor relations approach. All of them are forms of practices that enhance effective working environment for people in the organization. This is a basic emotion of CC that is reinforced by other emotional relationships (Guzeller & Celiker, 2020; Rawashdeh & Tamimi, 2020). In other words, the mechanism of CC can respond to organizational performance emotionally, and can be an indicator of performance. The overall community commitment in the study may involve the use of independent variables to explain the control variables that force employees in the organization to follow organizational objectives, or the conditions of work in the organization that forces employees to be eager to manage outcomes. In fact, not every job can respond to engagement, but functional relationships may be another part of an organization to achieve goals in maintaining its rights.

2.4 Community behavioral citizenship (CBC)

Community citizenship behavior is mostly used as the mediating variable among other variables that affect the behavior of the target group. An example of research by Meynhardt et al. (2020) used community citizenship behavior as the mediating variable between organizational public value and employee life satisfaction. Taking the goals of organizational citizenship into consideration, most researches tend to use it as the mediating variable. When the mind coincides with the organization, there will be a fundamental and dynamic driving force in stimulating various forms of human behavior, including assistance provided to both community members and desirable performance, cooperation to

support operations, or proposed initiatives as if the organization and employees are the same identity. These employees will be referred to as having civic virtue. As a result, it comes up with behavioral management for organizational employees to achieve the ultimate operational goal.

Community citizenship should refer to the theoretical basis for recognizing which identity to be assigned to employees in the organization because community citizenship behavior is the act of being a representative of the organization that will enhance its reputation or symbolic image to be perceived by external parties as a specific community. Therefore, the reference is made to the use of social identity theory, which presents the outcomes of cultivating unique behaviors, for example, creating a society that motivates work performance or an environment that encourages proactive behaviors to improve the community. Taking the proverb "One man's meat is another man's poison" into account, if the inputs are put into the same format but the employees have different identity, the community citizenship outcomes may be completely different from the expectation in the end. Specific investment models and human resource management approaches must be developed in a different way. Based on Dennis Organ's concept, individual behavior is based on their own discretion, not from the direct perception or the reward system. All of these behaviors enable the community to perform its duties efficiently. As the development of economic conditions has increased job responsibilities, the behaviors have to be related to other missions beyond job responsibilities. Community citizenship behavior should place emphasis on performance that support the social environment and work psychology (Park, Song, Yoon, & Kim, 2013).

2.5 Community performance (CP)

Community performance is often assessed by different measures (Rainey & Steinbauer, 1999; Sowa, Selden, & Sandfort, 2004), not to assess only financial ability. The complexity of performance is caused by diverse stakeholders affecting different criteria for measurement and evaluation. In this regard, it is not possible to know what is referred to satisfaction and how to judge the overall effectiveness of a community because performance in each context is diverse (Zammuto, 1984). This study measures four dimensions: 1) Rational goals (RG) which the community's stakeholders set are the dimension of accessing the effectiveness of the community according to the community's ability to achieve the desirable goals; 2) The open system (OS) level relies on the acquisition of important community resources (products or services) from the environment and the combination of resources that lead to the goal, showing the ability to take advantage of the environment due to a lack of valuable resources that lead to functional sustainability; 3) Internal process (IP) is a measure that focuses on information management, communication process, stability, control, and a sense of continuity, all of which can affect the operations of the community; 4) Human relations (HR) - the community will achieve efficiency through participation, openness, and teamwork in order to lead to the overall development of the community (Muterera et al, 2018).

2.6 Hypotheses development

The interaction between KOL and KM occurs when leaders perceive the business goals, especially in social enterprises which normally focus on operating with an understanding of the emotions of people in the community who share the same aspirations (Chang & Lee, 2007). In addition, leaders' goal is to understand how to assign tasks and motivate people in the community at the same time. As it is difficult to make people in the community recognize new knowledge or ideas, KOL must utilize knowledge to motivate individuals to agree to take actions for the community (Krogh et al., 2012). As a result, the social process of knowledge transfer from the inside to the outside requires a different approach from urban accommodations because technology is used to translate messages in urban cases, but social role is used in the case of the community. It takes time to communicate with

members on a face-to-face basis. Particularly, accommodation service providers must adopt guidelines for developing accommodation standards according to the criteria. Community leaders must possess expert-knowledge, and provide service guidelines are process-oriented services for people in the community to be developed, as well as closely observing and improving communication. In addition to integrating knowledge into individuals, it is also necessary not to abandon the ground knowledge of the community which has common beliefs and values so that the community is driven to provide excellent services (Bouncken, 2002). Therefore, the path-goal theory is the source of KOL leadership that must take a role in uniting the goals of individuals and communities to ensure the same direction, and encouraging subordinates to perceive the value of the transferred knowledge (House, 1996). To develop knowledge of leaders and communities will improve their work capability by increasing the creativity of knowledge or keeping knowledge up-to-date, as well as motivating members to learn simultaneously in order to improve overall performance (Ma et al, 2023). The aforementioned data help raise an understanding of the reasons why KOL affects the KM of accommodation service providers for community-based tourism (H1).

H1: KOL affects the KM of accommodation service providers for community-based tourism.

At present, leadership skills or leadership styles are measured in two ways: by performance, and by employee behavior development. These two items go alongside with the service industry where the quality of the service provider influences consumer behavior, leading to the performance of the community (Ladkin & Weber, 2011). Especially in the context of a community, the concept comes from improving the quality of life of local people and reinforcing to raise the competency of people in the community. In principle, KOL provides basic knowledge in operating a business. To focus on individual abilities in a community is a principle that promotes social capital, which is necessary for communities that emphasize rural tourism. Thus, the leadership style is an integration of the leader's distinctive characteristics into various members to be further adapted to the current situation. Moreover, knowledge is stimulated through case studies to understand the values of each community, as well as liaising with the private sector to ensure the survival and sustainability of community business (McGehee et al., 2015). Leaders must therefore aim to create attitudes and behaviors that promote tourism development (Kyle, 2010). The engagement behavior can be derived from making community members to recognize benefits of gaining more knowledge to perform duties at work and positive outcomes from developing good services. Leaders will be able to formulate a service policy and service culture that meets standards and has specific values. Thus, CC is a kind of behavior that makes policy and performance happen. Because the more engagement, the greater the participation, especially in case of operations that requires cooperation from many sectors to provide a single service (Rabiul et al, 2022). It shows that leaders do not only determine physical characteristics, but also help ensure the same direction of the behavioral process without any compulsion in order to make each individual get motivated at work. Thus, the relationship between KOL and CC contributes to developing accommodation services in the community (H2).

H2: KOL and CC contribute to developing accommodation services in the community.

KM which is associated with CC will occur when community members take initiative and try to connect with their community, while the behavior can be interpreted to have linkage to CC relevant to community goals (Ishak et al., 2023; Mohd Rasdi & Tangaraja, 2020). In theory, this creates the organizational engagement for the community. To develop one's knowledge is to help improve one's community. To develop tasks of the community aims to ensure the desirable behavior and tasks of the social group meet with the goals (Ouakouak & Ouedraogo, 2019). As a result, the relationship between the two variables appears to mutually respond to each other, without an emphasis on one direction because the process of knowledge affects attachment based on the fact that knowledge acquisition occurs when people in the community have a good desire for the community, and want the community to achieve progress (Luo et al, 2020). When having attachment, there will be a state of mind that encourages each person to share their outstanding knowledge (Luo et al, 2020). Communities led by

leaders who have knowledge in different ways are linked to the dependency of members who want to make use of intellectual resources, together with the strong desire to develop their communities. Overall, it is the motivation of every person in the community that drives towards the whole capability in creating performance (Maamari et al., 2022; Naqshbandi & Jasimuddin, 2018). Thus, the relationship between process and behavior is in the form of goals of a work system designed to promote behavior that is a key success factor. This case is referred to the fact that the community KM affects the CC of accommodation service providers for community-based tourism (H3). This creates ongoing behavior like CBC that promotes strong relationships within the community. There is concreteness in working in the same direction and helping each other, even at the individual level. If it has a positive impact on the community, they will give assistance and cooperate in taking action. Everyone will work together to develop the business as if it were their own business (Wang et al, 2014). This could reflect to KM affects the CBC of accommodation service providers for community-based tourism (H4).

H3: KM affects the CC of accommodation service providers for community-based tourism.

H4: KM affects the CBC of accommodation service providers for community-based tourism.

Relationships of ongoing behaviors are behaviors that occur and then develop into behaviors that may be more complicated or more concrete. CC poses impact on CBC. Basic behavior like CC is referred to as the emotional attachment that makes people in a social group be dedicated to working for their community. The community approach shifts to maintaining and inheriting community traditions, while being the driving force of the social group and the motivation of its members to serve the community along with its unique culture (Allen & Meyer, 1990; Allen et al., 2011). The improvement of the behavior of community members is a leader's vision towards how to work together through desirable behaviors (Peyton et al., 2023). Particularly, accommodation services have many duties in offering a source of convenience for customers. This raises an understanding of the reasons for CC that affects CBC of accommodation service providers for community-based tourism (H5).

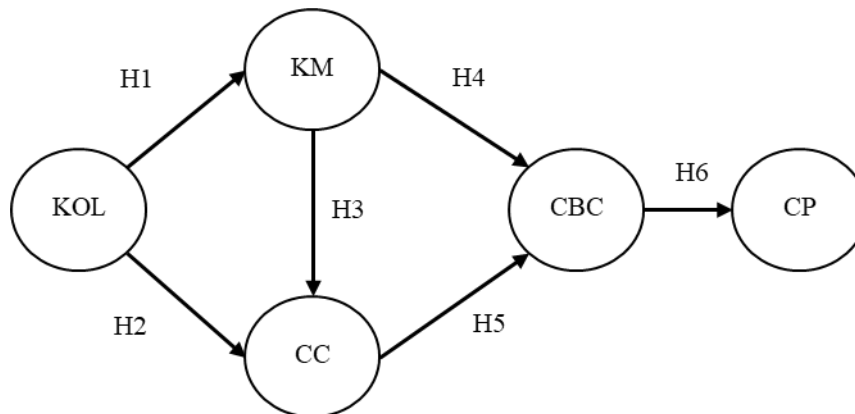
H5: CC that affects CBC of accommodation service providers for community-based tourism.

The community wants to connect knowledge through linking organized strategies and making it easily accessible to individuals. Regarding the linkage of CBC to KM, it must be a person who develops knowledge and manages the duties of people in the community. Helping skills or creativity is comparable to functional connections (Podsakoff et al., 2000). Therefore, KM causes a spillover effect that spreads knowledge, while the knowledge will be utilized by people in the community only if these people are willing to develop tourism or their own businesses in the locality (Lambert, 2010). The linkage of KOL to KM to CBC is an attempt to transfer knowledge to boost the performance and compatibility of people in the community. Individuals have accountability and work hard for the public (Witt et al., 2002). In a reversal relationship, if a community has a high CBC, it will help form the model to manage the situation better, add value to community leaders in relation to resource management, and reduce workload to achieve success (Elche et al., 2020). The basis for creating CBC behavior that is expected to boost performance as well as indicating that various approaches comply with what the leader determines, including guidelines for creating behaviors that are beneficial to the community, which is consistent with CBC that affects the CP of accommodation service providers for community-based tourism (H6) and the CBC which is a kind of behavior that affects the CP of the community.

H6: CBC that affects the CP of accommodation service providers for community-based tourism

The hypotheses based on the research framework and study paradigm can be identified from the Figure 1 as follows:

Figure 1. Research framework



Source: authors

3. Methods

3.1 Research design

This research uses an exploratory method to find the correlation between the independent variable - KOL; the mediating variable - KM, CC, CBC; and the dependent variable -CP. The samples in this study will consist of community leaders or company owners engaged in community-based tourism, sourced from the Thailand network coordination sample. The formulation of an action plan for all six regions: Central, Eastern, Western, Northern, Northeastern, and Southern. It is the community leaders, business owners who have operated their businesses under normal conditions for more than 1 year, and the accommodation businesses in the tourism community area have been certified and be member registered by government. Data was gathered from October to December 2023. Upon receipt of all questionnaires, they were re-evaluated, allowing only those that were complete, devoid of unanswered questions or overly variable responses within the same category. Five hundred questionnaires were disseminated to diverse community sources, resulting in 442 responses. Subsequently, these were evaluated based on the established criteria, resulting in 286 that met the screening requirements. The dependability of these was assessed, demonstrating the normalcy of the variables. Subsequently, Structural Equation Modeling (SEM) was employed for testing due to the necessity of Confirmatory Factor Analysis (CFA) from the modified questionnaires. Given that this was an examination of the Mediating Variable Effect, Structural Equation Modeling (SEM) was utilized for analysis beyond fundamental statistics. This research uses a survey method to collect cross-section data. Hypothesis testing is carried out based on the scores of the Likert scale questionnaire. Then, SEM analysis is conducted to analyze CFA in order to find the factor loading, and then adjust the variables in the study. Next step is to find the correlation between the variables, multiple regression, and path analysis, using the values obtained from statistical analysis to summarize the results. SEM is a causal predictive approach within structural equation modelling that emphasizes prediction in the estimate of statistical models, designed to provide causal explanations. SEM provides the advantage of a normal distribution restriction.

3.2 Population and sampling

The population used in the study consist of leaders, managers, or accommodation service providers in 41 tourism communities. The inclusion criteria for the selection are as follows: Must have

more than 1 year of experience in managing accommodations in the community, must manage under normal conditions before the outbreak situation, and belong to the tourism community group in compliance with the criteria of the Community based Thailand Network Coordination Centre. Then, purposive sampling and convenient sampling are used to collect data. As for the data collection, there is a minimum sample limit based on the number of variables used in the SEM analysis, comprising 5 latent variables. The number of samples in the study is 70-140, but when using maximum likelihood sampling, the minimum number of samples must not be less than 200 for SEM analysis.

3.3 Instrument

The instruments used in the research have been initially tested for validity and reliability by experts, as well as collecting preliminary data from the sample. Then, the questionnaires completed by the sample are analyzed and tested by confirmatory factor analysis (CFA), using a sample of 282 people with a total of 5 latent variables, each of which shows the topic of the question. After that, the validity of the instrument is analyzed by measuring the factor loadings of each variable in the questionnaire in order to remove unstandardized factor loadings. Next step is the confirmatory factor analysis (CFA) which is conducted to obtain measurements that can be applied to path analysis of the model, using the same criteria: a factor loading of not less than 0.5, and not less than 3 variables in each question, in order to have clear measurement and avoid the over-identified model. In the structural equation analysis, the standardized regression weights for each component exceed 0.5 (.56-.88), and Cronbach's Alpha values exceed 0.7. The questionnaire is prepared in the Likert scale format to measure opinions and attitudes towards research variables, comprising 5 levels as follows: (1) strongly disagree - (5) strongly agree. Measurements in each variable are taken from the review of relevant literature and theories, translated into Thai questionnaires, and applied to the context in Thailand. The measurements can be divided as follows: The measurement from the independent variable, i.e., KM, is applied from the questionnaire on KM acquisition process of Gold et al. (2001), and 7 items are applied after the adjustment. The intermediate group, i.e., LO, is developed from DLOQ (Dimensions of the Learning Organization Questionnaires) of Song et al. (2009) containing 21 items, and the dependent variable, i.e., organizational commitment, is adapted from the commitment scale containing 10 items, including work engagement which is developed from Utrecht work engagement scale totaling 9 items. The number of items in the questionnaire is derived from the reliability test and the factor loading analysis using the CFA method

4. Results

This research has established hypotheses based on a research framework that describes the correlation between variables in the structure of community leadership that influences the behavior of community members, according to the management of community-based tourism accommodation. The analysis in this section is divided into 3 structures based on path analysis through creating a variable equation structure to explore the correlation of the path that influences other variables in the structure.

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same criteria: a factor loading of not less than 0.5, and not less than 3 variables in each question, in order to have clear measurement and avoid the over-identified model. In the structural equation analysis, the standardized regression weights for each component exceed .5 (.56-.88), and Construct Reliability has values exceed .6, The average variance extracted (AVE) should be greater than 0.5 (significant at ≥ 0.5) or less than 0.5 if the composite reliability (CR) exceeds 0.6. The researcher provides explanation in detail according to table 1 and 2

Table 1. **Construct validity**

| Observable Variable | Component | Factor Loadings (λ) | Construct Reliability (CR) | average variance extracted (AVE) |
|---------------------|-----------|-------------------------------|----------------------------|----------------------------------|
| KOL | KOL1 | 0.795 | 0.896 | 0.683 |
| | KOL2 | 0.767 | | |
| | KOL3 | 0.873 | | |
| | KOL4 | 0.866 | | |
| KM | KM1 | 0.697 | 0.768 | 0.525 |
| | KM2 | 0.685 | | |
| | KM3 | 0.788 | | |
| CC | CC1 | 0.683 | 0.835 | 0.504 |
| | CC2 | 0.733 | | |
| | CC3 | 0.671 | | |
| | CC4 | 0.730 | | |
| | CC5 | 0.729 | | |
| CBC | CBC1 | 0.787 | 0.837 | 0.508 |
| | CBC2 | 0.714 | | |
| | CBC3 | 0.655 | | |
| | CBC4 | 0.667 | | |
| | CBC5 | 0.732 | | |
| CP | CP1 | 0.742 | 0.701 | 0.442 |
| | CP2 | 0.683 | | |
| | CP3 | 0.555 | | |

Source: authors

Table 2. **Assessment of discriminant validity (Fornell-Larker criterion)**

| Variable | CR | AVE | \sqrt{AVE} | KOL | KM | CC | CBC | CP |
|----------|-------|-------|--------------|-------|-------|-------|-------|----|
| KOL | 0.896 | 0.683 | 0.826 | 1 | | | | |
| KM | 0.768 | 0.525 | 0.724 | 0.382 | 1 | | | |
| CC | 0.835 | 0.504 | 0.709 | 0.265 | 0.493 | 1 | | |
| CBC | 0.837 | 0.508 | 0.713 | 0.223 | 0.306 | 0.356 | 1 | |
| CP | 0.701 | 0.442 | 0.664 | 0.202 | 0.218 | 0.231 | 0.336 | 1 |

Source: authors

The preliminary results of the confirmatory factor analysis have values that meet the specified criteria, so it is further applied in the secondary factor analysis by using the AMOS program to create and adjust appropriate models. The evaluation of statistical values is made, including Chi-square, degree of freedom, Goodness of fit index (GFI), Comparative fit index (CFI) and Root mean square error of approximation (RMSEA). These values will be processed with the second-order component analysis, consisting of: 1) Knowledge leadership; (2) Knowledge management; (3) Community engagement; (4) Community unity; (5) Community performance. The criteria for evaluation are as follows: Chi-

square/df values of no more than 5.00 (Loo & Thorpe, 2000), GFI and CFI values of greater than or equal to 0.90 (Hair et al., 2006), and RMSEA values of less than 0.08 (Hair et al., 1998).

The details of this section indicate at what level the values of the structural equations of each model pass the criteria based on the analysis of the consistency of the model. There will be a table showing the path coefficients (standardized regression weight), p-value (testing significance), and R² values (the squared multiple correlations) of the endogenous construct and exogenous variables. Finally, the paths with statistical significance in the model will be presented. The relative chi-square ratio (X^2/df) is 1.568; The p-value is 0.000; GFI is 0.921; CFI is 0.932, and RMSEA is 0.045, all of which pass the following specified criteria: Chi-square/df values that do not exceed 5.00; GFI and CFI values of greater than or equal to 0.90; RMSEA value of less than 0.08, and a HOELTER value of 214 > 200. This means that the sample size is appropriate. Therefore, it can be concluded that the structural equation using the independent variable of knowledge leadership is harmonious with empirical data, so the measurement model is fit with the theoretical model at an acceptable level. All of these are shown in the table 3.

Table 3. **Explained variance of KOL Model**

| Variable | | | standardized regression weight | regression weight | | | | Two tailed significance | Lower Limit Confidence Interval | Upper Limit Confidence Interval |
|----------|-------|-----|--------------------------------|-------------------|-------|-------|---------|-------------------------|---------------------------------|---------------------------------|
| | | | | Estimate | S.E. | C.R. | P-value | | | |
| KOL | ----> | KM | 0.403 | 1.336 | 0.526 | 2.543 | * | 0.071 | -0.028 | 1.609 |
| | ----> | CC | 0.172 | 0.564 | 0.379 | 1.487 | 0.137 | 0.798 | -0.226 | 1.448 |
| KM | ----> | CC | 0.410 | 0.407 | 0.112 | 3.628 | *** | 0.040 | 0.004 | 0.722 |
| | ----> | CCB | 0.240 | 0.177 | 0.102 | 1.742 | 0.082 | 0.069 | 0.036 | 0.349 |
| CC | ----> | CCB | 0.180 | 0.238 | 0.099 | 2.402 | * | 0.032 | 0.020 | 0.511 |
| CCB | ----> | CP | 0.832 | 0.791 | 0.123 | 6.420 | *** | 0.060 | -0.008 | 0.720 |

Note: * $p < .05$, ** $p < .01$, *** $p < .001$

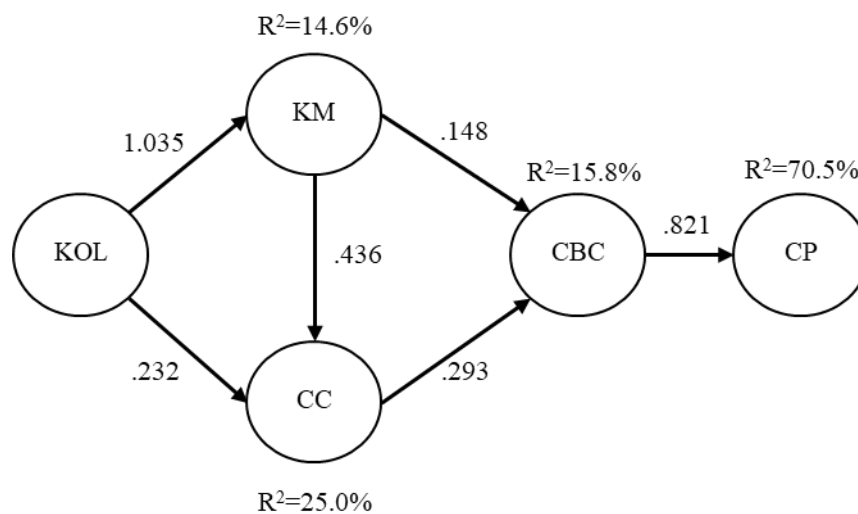
Source: authors

When conducting the path analysis using path coefficients, p-values, and R² values appear as shown in Table 2. This can be used to explain the path of influence of variables in the structure. The explanation is provided as follows: Knowledge management of personnel in tourism communities has an R² of 0.163, representing 16.3% of the variation in KM and requirements due to the influence of KOL (see the influencing variables from Figure 2). However, the path coefficient of KOL to CC is 0.172 with a p-value of 0.137, which has a significance value higher than 0.05. This indicates that there is no causal significance between the two variables. In the table showing the path coefficients, there are three levels of significance ($p = .05, .01, .001$). There are some cases of significance, such as KM which has a standardized regression weight, leading to CC, and CC has a standardized regression weight, leading to community unity, followed by CP. The standardized regression weight that explains

the greatest correlation is community unity, resulting in community performance at 0.832 with an influence of 13.2%.

A model that involves only KOL in bilateral community-based tourism presents a causal relationship between each variable. In Figure 2, the standardized coefficients for the direct effects between the variables in the research framework are presented. There are some variables with no correlation, for example, KOL has no effect on CC, KM is not related with community unity, and the rest are related with one another as shown in the figure.

Figure 2. Model test result



Source: authors

When analyzing the results of multiple regression and comparing the total effect values, the correlation between the variables can be analyzed using the path analysis to prove the direct effect, indirect effect, and total effect of the correlation between knowledge leadership and behavior of people in the community. The calculation is made and summarized in the table of causal relationships as follows: KOL in the structure is related to all variables. The highest direct effect is knowledge management at 0.403, and the lowest value is CC at 0.172. The indirect effect with no value is KM. The highest indirect effect is CC at 0.165, and the least value is CP at 0.128. The highest total effect is KM at 0.403, and the lowest value is community performance at 0.128. As KOL has the best correlation, the emphasis should be placed on managing knowledge of people in the community before dealing with other behaviors

5. Discussion

KOL has a direct influence on community knowledge management because knowledge development is the basis of education that leaders must disseminate to people in the community. It is one of management approaches in which leaders must manage the elements of the organization. In this case, the community must have access to the basis of culture and the environment in the society (Naqshbandi & Jasimuddin, 2018). However, an important part of the environment in Thailand is to share knowledge between each other. Close connections in the society allows guests or service recipients to be aware of the existence of community traditions or culture through explicit knowledge that comes from tacit knowledge gained from community knowledge sharing activities organized by

community leaders (Shamim et al., 2019). The comparison to China has established a concept of community-based tourism that originates from examining the values inherent in tourism communities, including culture, religion, and history. This investigation focuses on the requirements and anticipations of tourists, which are connected to the perceptions of individuals and communities, resulting in collaborative decision-making by the community and society. Knowledge management within the community, directed by informed knowledge-oriented leaders, fosters the values of individuals and communities, alongside the significance of professions that facilitate the simultaneous acquisition of responsibility and economic development for community members (Li, 2004). Thus, performance is required by the community, but development depends on promoting and harmonizing all community work. To develop other behaviors must firstly develop basic activities, such as knowledge sharing. KOL must therefore be complementary to knowledge activities in order to utilize knowledge resources to develop behaviors, such as work engagement or community engagement. As a result, people in the community will be able to develop themselves and gain a competitive advantage in tourism among other communities (Rehman & Iqbal, 2020). A good leader must be dependable in the KOL community, lead people in the community through the perspective of knowledge, and express intellectual skills to solve problems in the community, which is suitable for application to knowledge management processes properly with the current situation in which each community must have guidelines for self-development in a unique way. KOL does not aim to develop engagement, but has a vision of developing their own community knowledge activities, and using the said activities to help connect people in the community together (Gould-Williams & Davies, 2005; S. Widtayakornbundit, & Luangpituksa, C., 2023). Community development therefore requires the integration of knowledge on the connection between competency and behavior to support the community performance outcomes practically, rather than focusing on creating a behavioral culture. Business operations must take into account resource management. Knowledge or community wisdom needs to be put into practice.

Thus, knowledge sharing is the basis of community attachment that is linked to community citizenship behavior. This is because the principles of community citizenship behavior come from the principle of engagement resulting from respect for employers or communities (Allen & Meyer, 1990; S. Widtayakornbundit & Luangpituksa, 2023). This is similar to the values from the work that explain successful management in the hospitality industry entails establishing internal networks and disseminating knowledge. A case study in Portugal regarding the establishment of a community of practitioners in hotels demonstrates that leaders must comprehend the practices of employees engaged in exchanging work experiences and viewpoints, as each individual occupies distinct jobs within the firm, resulting in varied knowledge views. The company or community have to incorporate these variances to comprehend varied perspectives. Organizational leaders will thereafter gain a comprehensive understanding of the task and enhance the skills of practitioners within that community. Expertise in Community-based tourism has mechanisms such as Learning organizations are significantly impacted by knowledge management, as the processes of knowledge development and application underpin policy formation and practices in managing these organizations. This research use community commitment and role commitment as results. Community commitment refers to the emotional dedication individuals feel towards their community, particularly when entrepreneurs or community leaders effectively support its members. community commitment, conversely, arises from employees' experiences related to the organization's job design or suitable task allocations. These actions are regarded as signs of the influence of management science on perceptions of work and the organization as delineated (Sinclair, 2017).

The conditions are based on the working relationship. It seems like a community that works to preserve the internal culture. Community citizenship behavior is an awareness of working together for the sake of the community. Comparing with this study, this study is conducted for the community in which it is located. It is the basic principle of human resource management that encourages people in the community to interact well and motivate each other, create a good working atmosphere, as well as

creating high performance that will help the organization operate according to the goals. (Zayas-Ortiz et al, 2015). The worldwide trend also highlights tourism. The model for community-based tourism management must be adaptable and possess a management approach that facilitates the long-term success of the community or organization. In contrast to community-based tourism management, the management approach will emphasize the identification of knowledge management strategies that empower community members or employees to navigate the complexities of environmental, societal, and economic conditions influenced by external factors and globalization trends (Ogutlu et al., 2023). Moreover, the results of the correlation show that OCB describes the environment and well-being of the working community as having a positive effect on performance (Chughtai & Shah, 2020). Everyone who has a bond and OCB will help each other, demonstrating loyalty to the community. If there is no supportive behavior, the surrounding communities will not be promoted. Importantly, the development of results is the transfer of experiences of each household in the community, or even from the community leaders who intend to convey knowledge and experiences that drive success at work (Al-Romeedy & El-Sisi, 2023). A study conducted by staff in Manavgat, Turkey, revealed that pleasure derived from favorable sentiments toward societal culture influences the advancement of sustainable community tourism. This is primarily predicated on human relationships. Communities must exchange cultural knowledge and promote understanding of tourists to cultivate positive interactions. The evaluation of performance outcomes reveals that the perspective on community tourism development arises from the aspiration to enhance tourism, motivated by a connection of positive emotional attachment. Community tourism is poised for substantial growth in the Mediterranean region, as travelers seek novel attractions and experiences (Uslu et al., 2020). To explain the results of behavior requires linking the knowledge-sharing approach to community attachment before affecting community citizenship behavior.

6. Conclusion

KOL in this study refers to community leaders or stakeholders who perform community management duties. To adapt to administrative policies is to adapt to the changes of globalization. Proactive management principles manage knowledge related to principles of experience in workplaces, and academic principles will enhance community skills. Therefore, internal management is training or enhancing professional competency for community members to understand and apply the knowledge learned from the establishment. Bilateral system management requires community leaders to be aware of the goals to be achieved upon agreement between the community and the market. Policies must enhance members' awareness of problems in order to solve them and increase creativity in developing labor skills, together with training to upgrade labor skills, and training to change career fields. It is noticeable that guidelines for instructors are constantly changing in the same way as industry demands. Knowledge management is a proactive management style because it focuses on managing to achieve the vision of the community manager. The emphasis is placed on internal business principles that are consistent with the knowledge necessary for community members and beneficial to the business. Management principles are not limited to the community only, but include knowledge of the external market, as well as providing an appropriate environment that benefits community members, and formulating policies that create knowledge and learning techniques in accordance with the working system. In addition, the system for reinforcing instructors should be consistent with the government policy, including both monetary and non-monetary compensation policies and necessary teaching materials in the community.

The management of relevant sectors emphasizes the allocation of resources to local populations and the enhancement of their living conditions. Consequently, management prioritizes the generation of knowledge for sustainability and the establishment of self-sufficient organizations within the

communities over the long term. It seeks to create a sustainable and equitable model for community administration. Recommendations for knowledge management and enhancing community ties to tourism may necessitate coordination with local government. In Thailand, organizations like the Community-Based Tourism Office exist to enhance the capabilities of community people. Its primary objectives encompass coordination, community enhancement, and fortifying the community's resilience. This agency advances academic knowledge, emphasizes development organizations, enhances market outcomes, optimizes community competitive potential, and supports local resources with economic instruments. This study aims to identify a suitable crisis management model for the hotel industry in Bangkok and to extend the research to other critical service industries to validate the applicability of the learning management model. This study intends to enhance community-based tourism by ensuring sustainable performance through knowledge management, unifying groups, and promoting commitment behaviors. Local leaders with the necessary knowledge are essential in facilitating this initiative, guaranteeing that community-based tourism equitably allocates advantages to the local people, society, and overall quality of life. Community-based tourism conserves and promotes cultural heritage, systematically and sustainably maintains natural resources and the environment, and establishes service and safety standards that serve as benchmarks for the management of community-based tourism sites.

Leaders should create a culture that adapts to people's way of life in the community. A culture is based on the well-being of its members. Executives should give importance to the culture of teamwork for benefits at large. In this case, the community must review the current policies and how to optimize them to benefit members. After that, a collective agreement is to be made to give each member the opportunity to participate. Employees will be able to adjust more easily when they are aware of the actual problem. The community should be informed of the financial status or various operations. Then, personnel will be likely to agree and understand what the community is doing, interact in a way that is not enforced by any people or rules, leading to mutually agreed norms. In case of changes or problems, they work together or devote themselves to achieving success at work. This is the feedback from operations and evaluation from all parties involved. The goal is to find how to retain members and ensure sustainable performance. Administrators must consider how to hire people sufficiently for work in the community, how to organize training for career development or update knowledge to keep up with economic trends, survey the needs of community members on how to enhance work efficiency, as well as designing an environment that is beneficial to operations. Community citizenship behavior covers several requirements for human resource development, and managerial achievement. Leaders must prioritize incidents so they can thoroughly assess available human resources and be increasingly aware of operational issues. Leaders in each department must closely oversee to detect any shortcomings in their working systems. The results are then analyzed to formulate a policy for community management, possibly in the form of a specific investment in human capital in order to further spread knowledge in the community.

This study may have to take into account the guidelines for community development that is specified in public policies in Thailand which place emphasis on social enterprises, while promoting action in response to the natural environment and ethnicity. This is appropriate to further expand the context and the variable types in the future. Moreover, the study has weaknesses in comparative perspective that may require the classification of types of tourism communities in the future. When reviewing the literature from other studies, it was found that leadership has an impact on many variables in cross-section studies due to changes in the study methods and better personnel development. The blueprint for leading to the desired behavior of personnel in the community also relies on a wider variety of factors. The cross-validation for each variable is different according to the applicable context. Future research may require a combination of community models that conduct various activities in order to compare and understand the key success factors contributing to quality personnel for businesses in Thailand. Overall, the development of research approaches may need to

reflect benchmarks for comparing financial and well-being index in each community, using criteria studied by the government sector to apply in specific contexts so as to ensure that future research on the tourism community provide helpful and reliable information.

The future outlook of community tourism management lies in the adaptation of learning organizations, which should clarify what the organization truly needs. The leader and people of community tourism must assess the organization's demand and resources to ensure they are ready. The organization must then impart appropriate knowledge to its members. Furthermore, the organization's members should understand the importance of control and system management, integrating it with technology to foster a favourable working environment that strengthens the stability of its practices.

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