

# Sustainable Leadership, Organizational Culture, and Digital Marketing: Enhancing Organizational Capability and Sustainability Performance in Indonesia's Nature Tourism Parks

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**Abstract.** This study examines the effects of Sustainable Leadership and Organizational Culture on Organizational Capability and Sustainability Performance in Indonesia's Nature Tourism Parks (Taman Wisata Alam, TWA), with Digital Marketing as a moderating factor. A quantitative survey of TWA leaders and managers was conducted, and data were analyzed using Structural Equation Modeling (SEM) with WarpPLS. Findings reveal that Sustainable Leadership strengthens Organizational Culture, which mediates its impact on Organizational Capability and Sustainability Performance. Additionally, Digital Marketing enhances the influence of Organizational Culture on both capability and performance, highlighting its strategic role in sustainable tourism. This research uniquely combines Sustainable Leadership, Organizational Culture, and Digital Marketing in one model tailored to nature-based tourism, providing actionable insights for sustainable management and stakeholder engagement in Indonesia's TWAs.

**Keywords:** Sustainable Leadership; Organizational Culture; Digital Marketing; Organizational Capability; Sustainability Performance; Nature Tourism Parks; Taman Wisata Alam; Environmental Conservation

## 1 Introduction

Indonesia is home to a rich natural heritage, including numerous Nature Tourism Parks (Taman Wisata Alam, TWA) scattered throughout the country. These parks play a crucial role in preserving the environment, conserving biodiversity, and simultaneously serving as tourist destinations that support both local and national economies. However, amidst growing global demands for sustainable practices, the management of these parks faces increasingly complex challenges. The primary challenge is how to maintain a balance between environmental conservation and sustainable tourism management that yields long-term economic benefits. This is where the role of Sustainable Leadership becomes critical in driving the development of an adaptive, responsive, and innovative organizational culture.

Sustainable Leadership not only focuses on achieving short-term organizational goals but also on creating lasting impacts by considering ecological, social, and economic sustainability. Such leadership is essential for Nature Tourism Parks (TWA) to address the growing challenges in managing sustainable nature-based tourism areas. Unfortunately, while there is increasing awareness of the importance of sustainability, many TWAs in Indonesia have

not fully implemented comprehensive leadership approaches to enhance Organizational Capability and improve Sustainability Performance.

In addition, Organizational Culture plays a significant role in strengthening organizational capabilities. A strong and responsive organizational culture can foster creativity, innovation, and long-term commitment among employees and management. In the context of TWA, an organizational culture that promotes sustainability can help maximize the potential of both natural and human resources, thus enhancing the organization's capacity to achieve sustainable goals. However, the implementation of an adaptive and sustainability-focused organizational culture is often overlooked, limiting the organization's potential to achieve better performance.

With the rapid advancement of technology, the application of Digital Marketing has also become increasingly important to improve communication and interaction between TWAs and various stakeholders, including tourists, local communities, and private sector partners. Digital marketing allows TWAs to expand their audience reach, provide faster and more interactive information, and build a positive image regarding their sustainability efforts. On the other hand, Digital Marketing also has the potential to strengthen the influence of Organizational Culture on Organizational Capability and Sustainability Performance. Unfortunately, there is limited research that specifically examines the role of digital marketing in the context of TWAs in Indonesia, particularly as a moderating variable in the relationship between organizational culture and organizational capability.

Several previous studies have addressed the importance of sustainable leadership and organizational culture in improving organizational performance. Avery and Bergsteiner (2011) demonstrated that Sustainable Leadership can promote better long-term performance. Kotter (1996) also revealed that a strong organizational culture can positively impact an organization's capability to adapt to external environmental changes. Additionally, research by Hernandez et al. (2014) found that Digital Marketing plays a critical role in enhancing interaction between organizations and stakeholders, which ultimately improves performance. However, while much research has explored the role of leadership and organizational culture in various sectors, very little has specifically examined the nature-based tourism sector in Indonesia, particularly TWA.

This study aims to fill this research gap by exploring how Sustainable Leadership and Organizational Culture influence Organizational Capability and Sustainability Performance in TWAs. Furthermore, this study seeks to understand how Digital Marketing can strengthen the relationship between organizational culture and both organizational capability and sustainability performance. This is crucial given that nature-based tourism faces different challenges compared to commercial or industrial sectors, particularly in terms of environmental sustainability and local community involvement.

The novelty of this research lies in its comprehensive approach by combining three main concepts Sustainable Leadership, Organizational Culture, and Digital Marketing into a single research model focused on TWAs in Indonesia. This study aims to demonstrate that Digital Marketing, often viewed from an external marketing perspective, can also play a key role in strengthening an organizational culture that supports sustainability. Thus, this research contributes to the literature on the management of sustainable nature-based tourism while providing practical recommendations for TWA managers to adopt sustainable leadership strategies, build a strong organizational culture, and optimize the use of digital marketing.

Overall, this research is expected to provide new insights for TWA managers in Indonesia on how to improve Organizational Capability and Sustainability Performance through sustainable leadership, strengthening organizational culture, and applying Digital Marketing. Additionally, the findings of this study can serve as a reference for other tourism sectors facing

similar challenges in achieving a balance between environmental preservation and economic development.

## 2 Theoretical Background

This study employs several theories as a conceptual foundation to understand how Sustainable Leadership, Organizational Culture, and Digital Marketing contribute to enhancing Organizational Capability and Sustainability Performance. The primary theory used is the Resource-Based View (RBV) by Barney (1991), which focuses on internal resources as key factors for achieving competitive advantage. According to this theory, organizations that possess valuable, rare, inimitable, and non-substitutable resources are better positioned to sustain their competitive edge over the long term.

Additionally, the study utilizes Innovation Diffusion Theory by Rogers (1995) as a Middle Range Theory, which explains how innovations are introduced and adopted within societies or organizations. This theory is relevant in this research to understand how technological innovations, such as Digital Marketing, can be adopted to strengthen organizational culture and capabilities in achieving sustainable goals.

To further explore the concept of sustainable competitive advantage, this study also draws upon the Sustained Competitive Advantage theory by Porter (1998) and Al-Shaikh (2015). This theory emphasizes that sustained competitive advantage can be achieved through effective strategies such as product differentiation or cost efficiency, enabling organizations to maintain a competitive position in the market over time, even amidst global changes.

Lastly, the study is supported by Growth Theory from Solow (1952), which highlights the importance of investments in capital, labor, and technology for long-term growth. In the context of this research, this theory helps explain how investments in human resources, innovation, and technology can drive the growth of organizational capabilities and sustainability performance in Nature Tourism Parks. By integrating these theories, the study aims to provide comprehensive insights into how leadership, culture, and technology interact to improve organizational capability and achieve sustainable performance.

**Sustainable Leadership** is a leadership paradigm that increasingly gains attention in modern business, including the tourism industry. It focuses not only on financial goals but also on the social and environmental impacts of the organization. Leaders who practice sustainable leadership act as change agents responsible for not only financial success but also the well-being of society and the environment (Carroll & Shabana, 2010). This leadership style emphasizes long-term orientation, social responsibility, environmental responsibility, and fairness (Waldman & Galvin, 2008). In tourism, sustainable leadership guides organizations to operate in ways that positively impact local communities and the environment (Doherty et al., 2019).

**Organizational Culture** refers to the shared values, norms, and beliefs that shape an organization's unique character. A strong and positive organizational culture can enhance employee performance and customer satisfaction (Denison, 1990). In tourism, where personal interactions and high-quality service are key, a positive organizational culture directly influences guest experiences. Employees who feel engaged and aligned with the company's values tend to provide better service, which strengthens the organization's brand identity (Balmer & Soenen, 1999).

**Organizational Capability** is crucial in ensuring business success, especially in dynamic industries like tourism. It refers to an organization's ability to integrate, build, and reconfigure internal and external resources to achieve sustained competitive advantage (Barney, 1991). In tourism, the ability to innovate and adapt quickly to customer needs plays a key role

in ensuring long-term success. Strong organizational capability allows businesses to optimize resources, improving profitability and fostering sustainable growth (Grant, 1996).

**Sustainability Performance** measures an organization's success in achieving sustainability across economic, environmental, and social dimensions. It is evaluated through indicators such as profitability, resource management, and community engagement (Elkington, 1997). Businesses that integrate sustainability into their core strategies often demonstrate better overall performance and enjoy a stronger market reputation (Porter & Kramer, 2006). In tourism, where environmental conservation and social responsibility are critical, sustainability performance becomes a key competitive differentiator.

**Digital Marketing** refers to the use of digital platforms, such as the internet and social media, to promote and engage with a wider, segmented audience (Smith & Chaffey, 2005). In tourism, digital marketing plays a crucial role in enhancing visibility and personalizing customer interactions. By utilizing data analytics, tourism organizations can refine their targeting strategies and improve customer engagement, ultimately enhancing business performance (Hair et al., 2019). As a moderating variable in this study, digital marketing is expected to strengthen or weaken the relationship between sustainable leadership, organizational culture, and business performance.

### 3 Material and Method

Based on the depth of the problem, research is classified into three types: exploratory research, descriptive research, and explanatory research (Solimun et al., 2017). The quantitative approach in this study employs a survey method, which involves sampling from a population. The variables in this study are latent variables, measured using a research instrument in the form of a questionnaire. The survey was conducted by distributing the questionnaires to respondents. Data analysis was performed using statistical methods, specifically structural equation modeling (SEM).

The population of this study includes all leaders and managers at Nature Tourism Parks (*Taman Wisata Alam*) across Indonesia, who are associated with *Sustainable Leadership*, *Organizational Culture*, *Organizational Learning*, and *Organizational Capability*. However, since the exact number of the population is unknown and no valid data source provides the precise number of leaders or managers in these parks, the sample was determined based on specific criteria.

This study employs a non-probability sampling technique, specifically the snowball sampling method. This method was chosen due to the unknown population size, allowing the researcher to start with a few initial respondents, who then helped recommend or identify other respondents meeting the criteria. The sample collection process continued until the required sample size was reached. In this study, 100 samples were taken, following the *Rule of Thumb*, which suggests a minimum sample size for effective analysis. Using snowball sampling ensured that the selected respondents were relevant to the research focus, namely leaders or managers in *Taman Wisata Alam* involved in aspects of sustainable leadership and organizational capability.

Data analysis was conducted using the PLS (Partial Least Square) analysis model, with the help of the WarpPLS software package (Solimun et al., 2017), for the following reasons: (1) The analysis model is hierarchical, and the structural equation model meets the recursive model. (2) The measurement of latent variables, which are variables that cannot be measured directly.

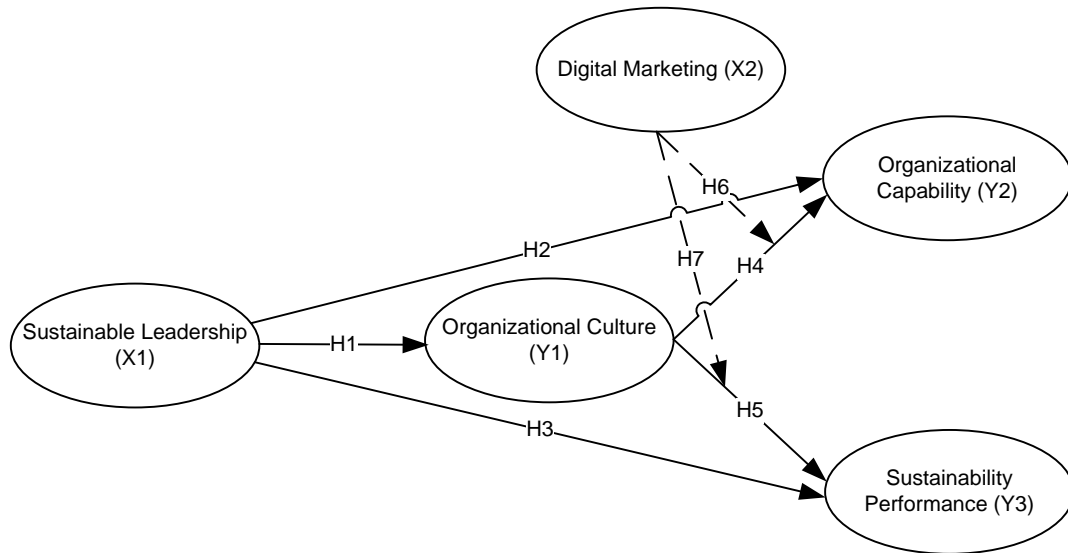


Figure 1. Conceptual Framework

## 4 Analysis Result

### 4.1. Measurement Model

Structural Equation Modeling (SEM) is an appropriate analytical tool for simultaneously testing multiple exogenous and endogenous variables with numerous indicators. This study utilized a questionnaire as the research instrument, which contains two exogenous and three endogenous variables. Each research variable in the questionnaire underwent a validity test to assess the accuracy and precision of the questions and a reliability test to determine the consistency of the instrument. Validity testing was conducted for each item with the assistance of SPSS software. The analysis results indicate that all variables and indicators in this study are valid and reliable.

WarpPLS is a powerful analytical method due to its minimal reliance on assumptions, such as variable distribution requirements. Multivariate normal distribution is not required (indicators with categorical, ordinal, interval, and ratio scales can be used in the same model), and a large sample size is unnecessary (with a recommended minimum range from 30 to 100 cases). According to Solimun et al. (2017, p. 40), WarpPLS is valuable for building powerful structural models aimed at prediction. If a structural model is designed without a strong theoretical foundation and previous research, WarpPLS can be applied within the framework of model building, with the results primarily emphasizing predictive purposes.

This section presents the weight of each indicator as shown by the loading factor. Indicators with a positive and significant loading factor are included in the formation of latent variables. Conversely, indicators with a negative or insignificant loading factor are excluded from latent variable formation to simplify the interpretation of relationships between variables.

Table 1 presents the average values and outer loading of each indicator for each research variable.

**Table 1. Average Value and Outer Loading of Each Indicator**

Indicator	Loading Factor	P-value
Environmental Management (X11)	0.794	<0.001
Support for Local Community (X12)	0.813	<0.001
Ethical Business Management (X13)	0.797	<0.001
SEO Optimization and Digital Content (X21)	0.677	<0.001
Social Media Interaction and Responsiveness (X22)	0.986	<0.001
Creativity and Innovation (Y11)	0.739	<0.001
Commitment to Diversity (Y12)	0.740	<0.001
Personalized and Friendly Customer Service (Y13)	0.766	<0.001
Strategic Resource Allocation (Y21)	0.391	<0.001
Adaptive Organizational Structure (Y22)	0.375	<0.001
Innovation in Service Delivery (Y23)	0.394	<0.001
Green Eco-Tourism (Y31)	0.408	<0.001
Waste Reduction and Natural Resource Management (Y32)	0.408	<0.001
Local Community Empowerment (Y33)	0.405	<0.001

Based on Table 1, all indicators have positive loading factors. Additionally, all indicators have loading factors with p-values less than the 0.01 significance level, indicating that SEM analysis can be conducted with all indicators retained as latent variable constituents.

The research model was developed through SEM analysis using the WarpPLS approach. The model's feasibility and quality are assessed using several fit criteria, as presented in Table 2 below.

**Table 2. Model Fit and Quality Indices**

Quality Indices	Statistic	Criterion
Average path coefficient (APC)	0.286, P<0.001	Significant if $P < 0.05$
Average R-squared (ARS)	0.333, P<0.001	Significant if $P < 0.05$
Average adjusted R-squared (AARS)	0.329, P<0.001	Significant if $P < 0.05$
Average block VIF (AVIF)	1.316	acceptable if $AVIF \leq 5$ , ideally $AVIF \leq 3.3$
Average full collinearity VIF (AFVIF)	1.693	acceptable if $AFVIF \leq 5$ , ideally $AFVIF \leq 3.3$
Tenenhaus GoF (GoF)	0.473	small if $GoF \geq 0.1$ , medium if $GoF \geq 0.25$ , large if $GoF \geq 0.36$
Sympton's paradox ratio (SPR)	1.000	acceptable if $SPR \geq 0.7$ , ideally $SPR = 1$
R-squared contribution ratio (RSCR)	1.000	acceptable if $RSCR \geq 0.9$ , ideally $RSCR = 1$
Statistical suppression ratio (SSR)	1.000	acceptable if $SSR \geq 0.7$

Nonlinear bivariate causality direction ratio (NLBCDR)	0.929	acceptable if NLBCDR $\geq$ 0.7
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Based on Table 2, the tests for APC, ARS, and AARS produced p-values below the 0.05 significance level, confirming significance. Additionally, the AVIF and AFVIF values are ideal, as they are below 3.3. The SPR, RSCR, SSR, and NLBCDR values meet the acceptable criteria, indicating strong model fit. The GoF value of 0.473 falls within the large category, confirming the model's quality. These results suggest that the fit criteria have been met, allowing for hypothesis testing and interpretation.

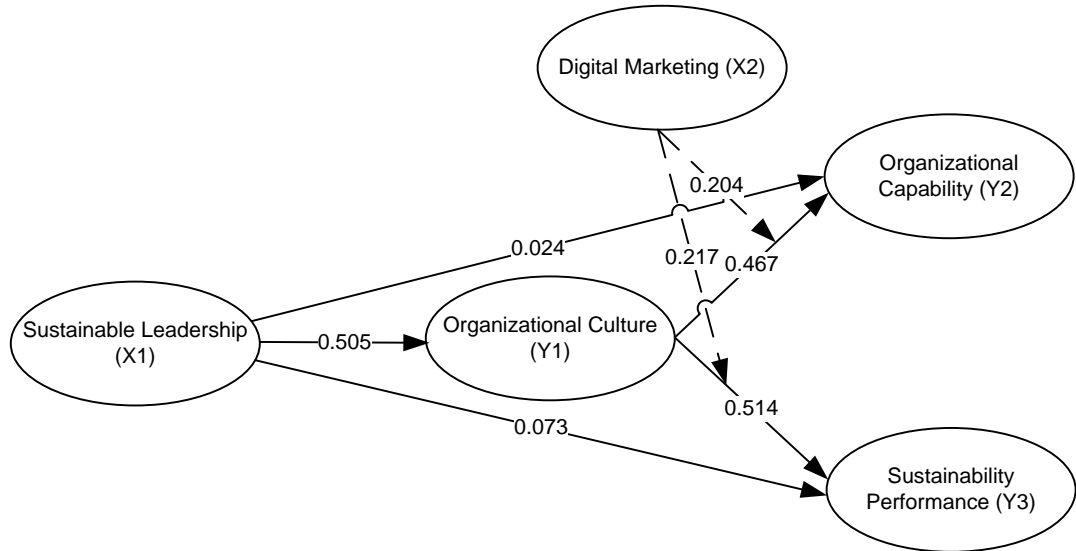
#### 4.2. Analysis Result: SEM

The inner model describes the causal relationships between research variables, both direct and indirect. The strength of these causal relationships is indicated by the path coefficients, where higher path coefficients suggest stronger causal links. The direction of each causal relationship is shown by the sign of the path coefficient, either positive or negative. The significance of each causal relationship is determined by the p-value; a variable is considered to significantly influence another if the p-value is below the 0.05 significance level. The hypothesis testing for this research is presented in Table 3.

**Table 3. Path Coefficients for Direct and Moderating Effects**

Relationship	Coefficient	p-value
<b>Direct Effect</b>		
Sustainable Leadership→Organizational Culture	0.505	<0.001
Sustainable Leadership →Organizational Capability	0.024	0.317
Organizational Culture → Organizational Capability	0.467	<0.001
Sustainable Leadership → Sustainability Performance	0.073	0.077
Organizational Culture → Sustainability Performance	0.514	<0.001
<b>Moderation Effect (Digital Marketing)</b>		
Organizational Culture → Organizational Capability	0.204	<0.001
Organizational Culture → Sustainability Performance	0.217	0.074
<b>Mediation Effect</b>		
Sustainable Leadership → Organizational Culture → Organizational Capability	0.236	<0.001
Sustainable Leadership → Organizational Culture → Sustainability Performance	0.260	<0.001

**Table 3** can be presented in graphical form, as shown in **Figure 2** below.



**Figure 2. Conceptual Framework**

Based on the path analysis in the model, Sustainable Leadership (X1) has a significant direct effect on Organizational Culture (Y1) with a path coefficient of 0.505 (p-value <0.001). However, the direct effect of Sustainable Leadership on Organizational Capability (Y2) is not significant, with a path coefficient of 0.024 (p-value 0.317), indicating that Organizational Culture (Y1) serves as a mediator in this relationship.

A significant effect is also found between Organizational Culture (Y1) and Organizational Capability (Y2) with a coefficient of 0.467 (p-value <0.001), and between Organizational Culture and Sustainability Performance (Y3) with a coefficient of 0.514 (p-value <0.001). Additionally, the moderating effect of Digital Marketing (X2) on the relationship between Organizational Culture and Organizational Capability is significant (coefficient 0.204, p-value <0.001), confirming that Digital Marketing can strengthen this relationship.

Beyond direct and moderating effects, indirect effects were observed between Sustainable Leadership (X1) and Organizational Capability (Y2), and between Sustainable Leadership and Sustainability Performance (Y3). These indirect effects are presented below:

- X1 to Y2 through Y1:  $0.505 \times 0.467 = 0.236$ , p-value <0.001
- X1 to Y3 through Y1:  $0.505 \times 0.514 = 0.260$ , p-value <0.001

Based on these calculations, the indirect effect of Sustainable Leadership (X1) on Organizational Capability (Y2) occurs through Organizational Culture (Y1) with an indirect path coefficient of 0.236 and a p-value <0.001. Similarly, the indirect effect of Sustainable Leadership on Sustainability Performance (Y3) through Organizational Culture has a path coefficient of 0.260 and a p-value <0.001. The overall model attempts to integrate and align the relationships among Sustainable Leadership, Digital Marketing, Organizational Culture, Organizational Capability, and Sustainability Performance.

The first research variable, Sustainable Leadership (X1), refers to values of sustainable leadership that can foster an adaptive and innovative organizational culture. In this study, Sustainable Leadership is measured by three indicators: Environmental Management (X11), Support for Local Communities (X12), and Ethical Business Management (X13). All indicators



are significant in measuring Sustainable Leadership, with Support for Local Communities (X12) having the highest loading factor at 0.813, indicating that community support is a crucial element in enhancing sustainable leadership in Nature Tourism Parks.

The second research variable, Digital Marketing (X2), acts as a moderating variable in this study. Digital Marketing is measured by two indicators: SEO Optimization and Digital Content (X21) and Social Media Interaction and Responsiveness (X22). Both indicators are significant in measuring Digital Marketing, with Social Media Interaction and Responsiveness (X22) having the highest loading factor at 0.986, highlighting that responsive social media interactions are key to implementing digital marketing in Nature Tourism Parks.

The third research variable, Organizational Culture (Y1), focuses on the organization's commitment to understanding and meeting customer needs and supporting diversity. In this study, Organizational Culture is measured by four indicators: Creativity and Innovation (Y11), Commitment to Diversity (Y12), Personalized and Friendly Customer Service (Y13), and Champions Customer Focus Culture (Y14). The indicator with the highest weight is Personalized and Friendly Customer Service (Y13), with a loading factor of 0.766, indicating that personalized service is crucial in building a customer-focused organizational culture.

The fourth research variable, Organizational Capability (Y2), reflects the organization's ability in resource allocation and adaptive organizational structure. Organizational Capability is measured by three indicators: Strategic Resource Allocation (Y21), Adaptive Organizational Structure (Y22), and Innovation in Service Delivery (Y23). All indicators significantly measure Organizational Capability, with Strategic Resource Allocation (Y21) having the lowest loading factor at 0.391, indicating room for improvement in strategic resource allocation within the organization.

The final variable is Sustainability Performance (Y3), which assesses the organization's ability to achieve sustainable performance across economic, environmental, and social aspects. This variable is measured by three indicators: Green Eco-Tourism (Y31), Waste Reduction and Natural Resource Management (Y32), and Local Community Empowerment (Y33). The indicator with the highest weight is Waste Reduction and Natural Resource Management (Y32), with a loading factor of 0.408, suggesting that waste management and natural resource stewardship are important factors in enhancing sustainable performance in Nature Tourism Parks.

These findings indicate that Sustainable Leadership plays a crucial role in shaping a strong organizational culture, which in turn enhances organizational capability and sustainable performance. Additionally, the use of digital marketing as a moderating factor can amplify the effect of organizational culture on organizational capability and sustainable performance. Therefore, leaders in Nature Tourism Parks are advised to adopt sustainability-focused leadership strategies and strengthen the use of digital marketing to support their organizational development.

## **5 Conclusion**

This study highlights the essential roles of Sustainable Leadership, Organizational Culture, and Digital Marketing in enhancing Organizational Capability and Sustainability Performance within Indonesia's Nature Tourism Parks (TWAs). The findings demonstrate that Sustainable Leadership significantly impacts Organizational Culture, which in turn mediates its effect on both Organizational Capability and Sustainability Performance. This underscores the

importance of sustainable leadership practices that go beyond financial goals, emphasizing long-term benefits for society and the environment.

Moreover, Organizational Culture serves as a critical foundation for fostering adaptability and innovation, crucial for TWAs that operate in environments where ecological preservation and community engagement are key. An organizational culture centered on sustainability allows TWAs to maximize their human and natural resources, enhancing their resilience and responsiveness to the unique challenges in nature-based tourism.

The study also finds that Digital Marketing effectively strengthens the influence of Organizational Culture on Organizational Capability and Sustainability Performance, highlighting the need for TWAs to integrate digital strategies in their operations. Through digital platforms, TWAs can expand their reach, improve stakeholder engagement, and build a strong, sustainability-focused brand image.

In conclusion, the integration of Sustainable Leadership, a supportive Organizational Culture, and strategic use of Digital Marketing offers TWAs a comprehensive approach to achieve sustainable growth and competitive advantage. The study provides a valuable framework for TWA managers to enhance their organizational capabilities and sustainability performance, ultimately contributing to Indonesia's sustainable tourism goals.

## 6 Research Limitations

This study has several limitations that may affect the generalizability and precision of the findings. Firstly, as data was collected using a quantitative questionnaire approach, the degree of honesty in responses cannot be fully ensured. While the data obtained is valid and reliable, there remains a limitation in precisely measuring the true values of the variables based solely on self-reported data.

Secondly, this research focused on Sustainable Leadership and Digital Marketing as predictors of Organizational Culture, Organizational Capability, and Sustainability Performance. While these predictors provide insight into how leadership and digital strategies influence sustainable practices within Nature Tourism Parks, other potentially impactful factors, such as external economic influences or government policies, were not included. Future research could incorporate these additional factors to provide a more comprehensive understanding of the determinants of sustainability in tourism-focused organizations.

Lastly, the study employed a snowball sampling method due to the undefined population size, which may introduce sampling bias. Although efforts were made to ensure respondents were relevant to the research focus, future studies could explore alternative sampling techniques for greater sample diversity and broader applicability of the results.

## 7 Recommendations

Based on the findings of this study, the following recommendations are proposed to enhance Organizational Capability and Sustainability Performance in Indonesia's Nature Tourism Parks (TWA):

1. **Adopt and Strengthen Sustainable Leadership Practices:** TWAs should actively promote sustainable leadership approaches that focus on long-term environmental, social, and economic impacts. Leaders should prioritize programs that support local communities, practice ethical business management, and reinforce environmental

stewardship. Sustainable leadership is essential to establishing a culture of responsibility and resilience that aligns with the parks' conservation and tourism goals.

2. **Cultivate an Organizational Culture Focused on Sustainability:** Developing a strong, adaptive organizational culture that values creativity, diversity, and customer-centered service will contribute to improved organizational capabilities and overall performance. TWAs should encourage initiatives that enhance team collaboration, support inclusivity, and prioritize service excellence, creating a culture that aligns with sustainability principles and fosters innovation in park management.
3. **Utilize Digital Marketing to Engage Stakeholders:** By leveraging digital marketing strategies, TWAs can extend their reach, build stronger relationships with tourists, and reinforce the value of sustainable tourism. Key actions include optimizing SEO and enhancing social media responsiveness to engage tourists and local communities effectively. Digital marketing also helps build a positive brand image, showcasing TWAs' commitment to sustainability and supporting tourism growth.
4. **Enhance Digital Marketing's Role as a Supportive Element:** Digital marketing should be positioned as a strategic tool that strengthens the influence of organizational culture on both organizational capability and sustainability performance. TWAs are encouraged to invest in digital tools and training for staff to ensure effective communication with stakeholders, create impactful content, and foster a more digitally integrated organizational culture.
5. **Continuous Investment in Organizational Capabilities:** For sustained growth, TWAs should focus on refining strategic resource allocation and adapting organizational structures to meet evolving needs. This includes regular assessments of resource distribution, process innovations, and capacity-building programs. By prioritizing organizational agility and resource optimization, TWAs can enhance both their operational effectiveness and resilience in a competitive tourism sector.
6. **Encourage Research and Development on Sustainable Tourism Practices:** Further research should be conducted on other factors that might influence sustainable tourism management, such as government policy, technology, and broader economic factors. This can provide TWAs with a deeper understanding of their role in sustainable tourism and help them develop innovative solutions to emerging challenges.

Implementing these recommendations will help Nature Tourism Parks in Indonesia to align their organizational practices with sustainable tourism principles, strengthen their capabilities, and achieve long-term environmental and economic benefits.

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