



The Role of Stakeholders as Moderation on the Effect of Visioning, Affiliating, Altruistic and Autonomous on Intention to act as a Local Champion in Tourism Villages

Akhmad Saufi; Diswandi; Baiq Handayani Rinuastuti

Faculty of Economics and Business, University of Mataram, Mataram, Indonesia

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Abstract

Local champions play an important role in the development of tourism villages. This research aims to determine the influence of characteristics of local champion: visioning, affiliating, Altruistic and autonomous toward Intention to act as a Local Champion in tourism villages, which is moderated by the role of stakeholders. This quantitative research involved 115 respondents from five tourism villages in Lombok. Data was collected using questionnaire and analysed using Smart-PLS. The results show that visionary, Altruistic and autonomous have positive and significant effects on Intention to act as a Local Champion. Meanwhile, affiliating has a negative and insignificant effect. Interestingly, the role of stakeholders is unable to moderate the influence of visionary, affiliated, Altruistic and autonomous on Intention to act as a Local Champion. The current study provides recommendations for community empowerment activities, especially in tourism villages.

Keywords: *Visioning; Afiliating; Altruistic; Autonomus; Intention to Act as a Local Champion*

Introduction

Lombok Island in West Nusa Tenggara Province, Indonesia, is rich with its beautiful nature and unique culture. The island is one of the main tourist destinations in Indonesia which currently developing ninety-nine tourist villages (Ramadhian, 2021). However, the main challenge in the development of the tourist villages is human resources as a driver of development (Saufi, 2008; Saufi, O'Brien, & Wilkins, 2014). In developing countries, such as Lombok, tourist destinations often deal with three main obstacles namely: (1). Lack of coordination between relevant departments (such as the tourism department, industry, and BAPEDA) regarding tourism development planning and implementation; (2). There are different development priorities at the district level, while tourism development planning is at the provincial level; and, (3). Lack of willingness and ability of the community around the tourism area (destination community) to manage tourism potential voluntarily (Saufi, 2013). The three obstacles lead to the weak participation of destination communities in the development of the tourism industry in Lombok.

In fact, in many tourism studies (i.e., Andereck, Valentine, Knopf, & Vogt, 2005; Gursoy, Jurowski, & Uysal, 2002; Gursoy & Rutherford, 2004; Jurowski & Gursoy, 2004; Tosun, 2006; Williams & Lawson, 2001) it is found that the participation of destination communities in tourism industry is critical to the success of sustainable tourism development. This is because the destination communities can act as either subject or object of tourism. They (the communities) can create and sell tourism products or they (with their unique culture and lifestyle) become the tourism product. (Scheyvens, 2003; Weaver & Lawton, 2014).

In other words, the successful development of a sustainable tourism industry requires the participation of destination communities who are able to transform local tourism potential into attractive tourist attractions (Russell & Faulkner, 2004). Meanwhile, to develop optimal tourism, spontaneous community participation is required (Tosun, 2002), meaning that the community becomes the initiator and creator of tourism activities in their respective villages. In fact, such spontaneous participation often initiated by a local champion, namely individuals from within the community members who are able to create changes in the community group (Worthy et al., 2016). In the current study, the term local champion is used interchangeably with tourism village champion.

The local champions link their village to tourism stakeholders from outside of the village. They build and manage their networking both online and offline. They also manage trust and maintain active communication with various parties. (Hartley et al., 1997; Lunenberg, 2010). The roles are particularly significant when linking tourism village to other stakeholder for the purpose of promotion and empowerment (Abas & Halim, 2019). Therefore, a local champion may possess unique characteristics.

Hamzah and Khalifah (2009) found ten key characteristics of a local champion, namely: trustworthy, resilient, independent, patient, excellent communicator, disciplined, knowledgeable, visionary, proactive, passionate and sensitive. However, Lunberg (2010) argues that the characteristics of local champions do not refer to individual traits but to the way or style of seeking and managing change. This is supported by Abas et al. (2021) who contended that local champions' characteristics may be diverse and contextual and are not limited by a certain number of characteristics. They may be dependent on the environmental and social circumstances of the community where they live (Abas et al., 2019).

Furthermore, in many studies such as (Collinson; 2006; Felix et al., 2019; Haven-Tang, C., & Jones, E. 2012; Kearney et al, 2019) there are diverse findings about the characteristics of local champions, which can be categorised into four main characteristics including visioning, affiliating, Altruistic and autonomous. The characteristics stimulate creative ideas that often precedes the changing agent. Therefore, the current study analyses the influence of the four characteristics towards intentions to initiate and create changes in tourism village. The role of tourism stakeholder is also used as moderator variable.

Characteristics of Local Champions

Local champions initiate their tourism businesses and organisations because they have a vision which is based on a sense of pride as a part of their community (affiliating). The vision is strengthened by their Altruistic nature (high willingness to share and help others), and independent actions (autonomous) in managing their business. These four characteristics underpin the decisions and behaviours of a village champion to create changes for their community. Therefore, a tourism village champion should ideally come from within the village community itself (Palmer, Dunford & Akin, 2009; Voehl & Harrington, 2016; Worthy et al., 2016), and the changes are rooted in the characteristics of the local community in order the local champions can encourage their communities to participate in the tourism industry spontaneously (Tosun, 2002).

The four characteristics, visioning, affiliating, Altruistic and independence, encourage a champion to create differences to their community, for example, by starting a new business that create opportunities

to all community members (Abas et al., 2021; Lunenburg, 2010). A village champion has a strong motivation to make changes, and to help others manage the change they create (Abas & Halim, 2021). In fact, the motivation to see their village developed is as strong as the motivation to develop their own business.

Visionary

Visionary leadership is described as one of the most promising leadership approaches in dynamic environmental conditions with continuous change, visionary leadership can provide much-needed orientation and reduce uncertainty about what will happen in the future (Conger & Kanungo, 1998; van Knippenberg & Stam, 2014; Kearney et al, 2019).

Affiliating

The term affiliating (attachment) was first proposed by a British psychologist in 1958 named John Bowlby. Then a more complete formulation was put forward by Mary Ainsworth in 1969. According to Bowlby (in Santrock 2002) affiliating is the existence of a relationship or relationship between a particular social figure and a particular phenomenon that is considered to reflect the characteristics of a unique relationship. According to Ainsworth (1969) affiliating is an emotional bond that is formed by an individual with other people who are specific, binding them in a bond that is eternal over time.

Altruistics

The fundamental thing that distinguishes a leader (local champion) in village tourism activities from corporate leaders is that the interests of followers are more important to achieve than the individual interests of the leader or in other words, a leader must prioritise the interests of the people involved in the organisation over his personal interests which in this study is referred to as the Altruistic character of a champion. (Collinson; 2006; Haven-Tang, C., & Jones, E. 2012)

Autonomous

According to Wanasika et al., 2011, autonomous leadership is a new leadership dimension. The autonomous leadership dimension refers to the independent and individualistic leadership of a leader in the management of the organisation. (Felix et al., 2019) Autonomous Leadership is a dimension of leadership characteristics where this dimension is based on a single attribute of individualism, and includes an independent and autonomous approach (Ashkanasy, 2002). states Autonomous or directive leadership as a character of leaders who play an active role in problem solving and decision making and they expect their followers to comply with their decisions.

Intention to act as a Local Champion

Intention is generally defined as a strong desire for something that can be an early symptom of individual behaviour. In the context of leadership, Nuqul, (2006) states that interest in becoming a leader or Local Champion is a form of conscious individual interest in becoming a leader in an organisation or community in their environment, or in other words, a drive that causes individuals to have attention to leadership or activities to become a leader.

Referring to what London and Sherman said, (2021) there are three main motivations that encourage a person's interest in becoming a leader or in this study as a Local Champion in a rural local community, namely: First, affective motivation, is a person's tendency to lead others and see oneself as a leader. Second, social normative motivation, which is an individual's feeling of obligation or responsibility to lead. Third, non-calculative motivation, relates to the acceptance of the role as a leader who is not materialistically orientated.

Hypotheses

The current study develops eight hypotheses from the literature review, as follow.

H1: Visionary has a positive and significant effect on Intention to act as a Local Champion

H2: Affiliating has a positive and significant effect on Intention to act as a Local Champion

H3: Altruistic has a positive and significant effect on Intention to act as a Local Champion.

H4: Autonomous has a positive and significant effect on Intention to act as a Local Champion.

H5: Stakeholders moderate the effect of visionary on Intention to act as a Local Champion

H6: Stakeholders moderate the effect of affiliating on Intention to act as a Local Champion

H7: Stakeholders moderate the effect of Altruistic on Intention to act as a Local Champion

H8: Stakeholders moderate the effect of autonomous on Intention to act as a Local Champion

Research Methods

This research adopts associative quantitative method and focuses on tourist villages. The 115 respondents were tourism practitioners and the member of local tourism-related organisations in a number of tourist villages within Lombok. The respondents were 59% male aging from 19-27 years. Furthermore, 46,95% of the respondents graduated from high school, and did not continue to university. Data was collected using questionnaire with a Likert scale of 1-5, and then analysed using the SEM (structural equation model) method with the Smart-PLS application. The stages went through the outer model test and inner model test. The outer model test was carried out by looking at the outer loading value of all statement items from each variable. The validity value was > 0.7 ; the AVE value > 0.5 ; and the reliability value > 0.6 . All variables have met the requirements to be good reliability.

Results and Discussion

Table 1. Hypothesis Test Results

Influence between Variables	Original Sample (O)	T Statistics (O/STDEV)	P Values	Description
Affiliating (X2) -> Intention to act as a Local Champion (Y)	-0,032	0,399	0,690	Negative and Not Significant
Altruistic (X3) -> Intention to act as a Local Champion (Y)	0,463	4,651	0,000	Positive and Significant
Autonomous (X4) -> Intention to act as a Local Champion (Y)	0,178	2,658	0,008	Positive and Significant
Moderating Effect 1 -> Intention to act as a Local Champion (Y)	-0,046	0,546	0,586	Negative and Not Significant
Moderating Effect 2 -> Intention to act as a Local	-0,113	1,039	0,299	Negative and Not Significant

Champion (Y)				
Moderating Effect 3 -> Intention to act as a Local Champion (Y)	0,076	0,582	0,561	Positive and Not Significant
Moderating Effect 4 -> Intention to act as a Local Champion (Y)	0,054	0,616	0,538	Positive and Not Significant
Visionary (X1) -> Intention to act as a Local Champion (Y)	0,191	2,328	0,020	Positive and Significant

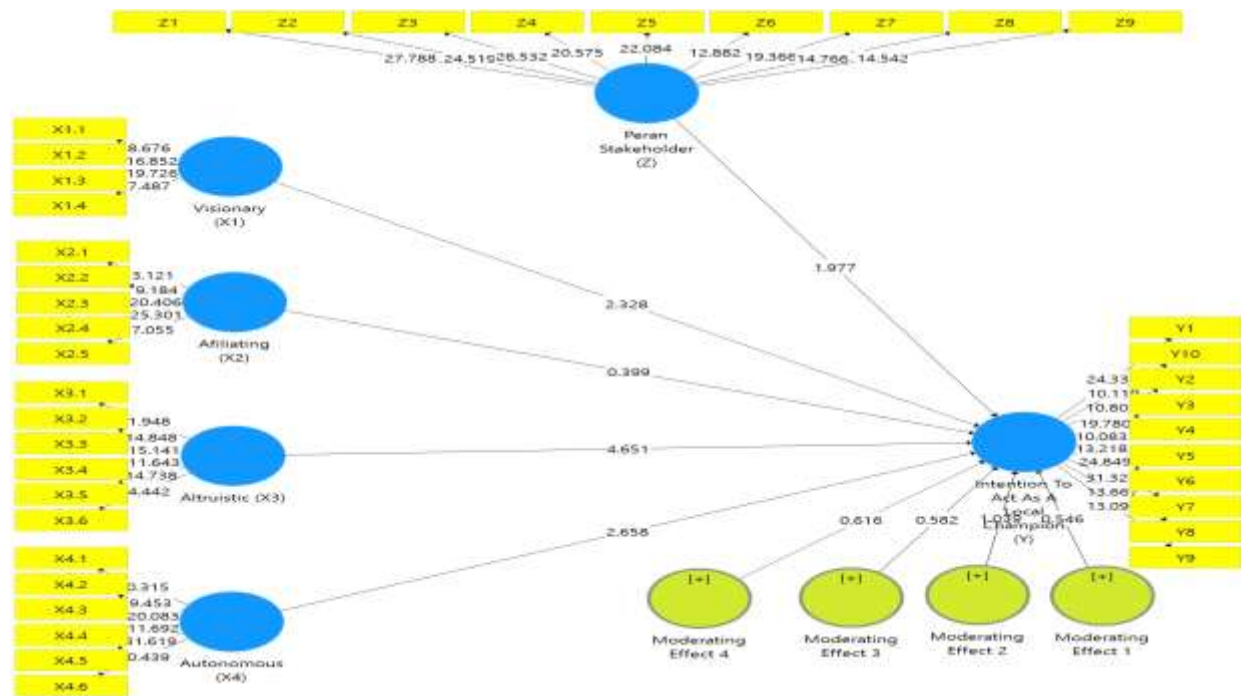


Figure 1. Path Coefficients

Based on the table above, it can be seen that visionary, Altruistic and autonomous have a positive and significant effect on Intention to act as a Local Champion. Meanwhile, affiliating has a negative and insignificant effect on Intention to act as a Local Champion. In addition, for moderating factors, stakeholders’ roles were unable to moderate the influence of visionary, affiliating, Altruistic and autonomous on Intention to act as a Local Champion.

Discussion

Effect of Visionary on Intention to Act as a Local Champion

Based on hypothesis testing (H1), it shows that Visionary has a significant positive effect on Intention to act as a Local Champion with an original sample value of 0.191, t statistics value of 2.328 and P value of 0.020 <0.05. So that hypothesis H1 is accepted. So that hypothesis **H1 is accepted**. original sample value 0.213, t statistics value 3.353 and P value 0.001 <0.05. So that hypothesis **H1 is**

accepted. This shows that the more visionary a person is, the more it will encourage Intention to act as a Local Champion.

The research findings show that overall Visionary has a very high score and explains that local champions have a high understanding of the vision and vision of the future. This can be seen from their efforts to motivate people and communities in their neighbourhood to develop the potential of tourism-related businesses to improve economic quality. In line with what is described by Kearney et al., (2019) about visionary leaders who have communicated a collective image of the future with the aim of motivating others to contribute to its realisation. The skills possessed by a visionary leader are the ability to explain the vision to others, able to express the vision in his leadership and able to expand the vision in different leadership contexts (Pio & Sendow, 2015).

Other findings show that local champions always strive to be pioneers and find new ideas through their ability to read existing opportunities that have the potential to generate benefits for their communities and organisations by prioritising collective interests. Kim et al, (2002) characterised visionary leaders by their high intellect, their ability to express their thoughts in action, and also how they move all members of the organisation towards one goal, namely the vision of the organisation. McLaughlin, (2001; Piuchan, 2019) also explains that a visionary is a leader's ability to build new creative ideas with their imagination and insight and the ability to move others towards a certain vision of a shared dream in the organisation.

This visionary characteristic is an antecedent that encourages respondents to act as a local champion. This can be illustrated from the findings which show that Intention to act as a Local Champion has a very high score. They want to create new businesses, especially in the field of tourism for the surrounding community, which can become a source of income and new jobs so as to create independence and improve the welfare of the surrounding community. The presence of a Local Champion as someone who takes the initiative to change important social and institutional processes for rural tourism communities has a major impact on economy and well-being (Haven-Tang & Jones, 2012). has an important role in community tourism development. They build collaborations that foster community development, liaise with facilitators, and ensure local control over tourism development. In short, these local leaders can be said to be able to perform three main roles, namely as facilitators, mediators, and mobilisers (Ginanjari et al., 2024).

According to Moscardo, (2014) local champions can often be leaders in their field and act as pioneers of new ventures, using their influence to mobilise others in their network to support the new activity. As leaders, local champions are those who are able to build a vision, generate ideas and communicate challenges to all members of their community (Pröbstl-Haider et al., 2014). The presence of local champions has been shown to be one of the driving factors influencing the performance of Community Based Tourism and community development in rural tourism destinations (Lee & Jan, 2019).

The Effect of Affiliating on Intention to Act as a Local Champion

Based on hypothesis testing (H2) shows that Affiliating has a negative and insignificant effect on Intention to act as a Local Champion with an original sample value of -0.032, a t statistics value of 0.399 and a P value of 0.690 > 0.05. So that hypothesis **H2 is rejected**. This shows that one's affiliation with the environment, individuals and the community is not able to create Intention to act as a Local Champion.

The research findings showed that Affiliating scored very high where respondents showed their feelings of attachment to the village and people in their neighbourhood. However, Affiliating was not able to act as a driver for an individual to act and become an agent of change for their village. This interesting finding may be that feelings of affiliation to certain objects such as places or with other people are not the sole factor that encourages local champions to act and become a pioneer for change in village communities, especially in the context of rural tourism development. According to Bowlby (in Santrock

2002) affiliating is the existence of a relationship or relationship between certain social figures with a particular phenomenon that is considered to reflect the characteristics of a unique relationship.

The Influence of Altruistic on Intention to Act as a Local Champion

Based on hypotheses testing (H3) shows that Altruistic has a significant positive effect on Intention to act as a Local Champion with an original sample value of 0.463, a t statistics value of 4.651 and a P value of 0.000 < 0.05. So that hypothesis **H3 is accepted**. This shows that a person's level of Altruistic with the environment, individuals and the community will encourage Intention to act as a Local Champion.

The research findings indicate that Altruistic have a high score value where champions show their Altruistic towards the people around them by always being willing to help and provide help for anyone in need. This implicitly shows the characteristics and character of a champion that distinguishes them from corporate leaders by prioritising the interests of followers or people around them over their own interests. In line with what was conveyed by Collinson; 2006; Haven-Tang & Jones, 2012 local champions are village tourism activities are those who prioritise the interests of their followers over their personal interests.

Other findings also show that the champions become facilitators and get involved and help the community in the process of developing products and services for the advancement of the tourism industry in their village. According to the Altruistic leadership style of these champions can also be said to be human centred or leaders who focus on others beyond themselves, such as the needs of members both in the form of physical and psychological and tend to always sacrifice for the benefit of others (Barbuto & Wheeler, 2006; Salas-Vallina & Alegre, (2018); Abdillah et al, 2022).

The characteristics of Altruistic shown by the respondents are antecedents that encourage them to get involved and act as a local champion in the development of the tourism industry in their village. Based on these characteristics, they have acted as pioneers for the progress of their community and environment. According to Moscardo, (2014) local champions are characterised by business knowledge, good persuasive communication skills, strong networks, perseverance and visionary. They act as coaches, mentors and facilitators for others, focusing on knowledge sharing and building collaborative groups.

The Influence of Autonomous on Intention to Act as a Local Champion

Based on hypothesis testing (H4) shows that Autonomous has a positive and significant effect on Intention to act as a Local Champion with an original sample value of 0.178, a t statistics value of 2.658 and a P value of 0.008 > 0.05. So that hypothesis **H4 is accepted**. This shows that the level of autonomous or a person's sense of independence will encourage Intention to act as a Local Champion.

The research findings show that Autonomous has a high score where pre-champions show high enthusiasm and confidence in their ability to become agents of change. This is reflected in their efforts to create businesses, especially those related to tourism in their villages, because they believe in their potential. Independence according to House et al. (2004; Gruda & Kafetsios, 2022) is a dimension of autonomous leadership. The autonomous leadership dimension refers to the independent and individualistic leadership of a leader in the management of the organisation. (Felix et al., 2019) Autonomous Leadership is a dimension of leadership characteristics where this dimension is based on a single attribute of individualism, and includes an independent and autonomous approach (Ashkanasy, 2002).

The characteristics of independence or autonomy shown by these champions are a strong driver that raises their interest in acting as a local champion. This can be seen from the research findings which show that a sense of independence and a desire to bring about change for the environment encourage

champions to show their involvement in the change process. The main thing they focus on is the availability of new sources of income through tourism businesses that are managed directly by the community in the village. Moscardo (2005) argues that effective tourism leadership in rural tourism development is associated with knowledge and enthusiasm for tourism, strong community networks and the ability to involve many people in tourism decision-making. Local champions are proven to be one of the driving factors that influence the performance of Community Based Tourism and community development in rural tourism destinations (Lee & Jan, 2019). In line with that, Simanjuntak and Sariffuddin, (2017) said that the Local Champion's role as a mediator, facilitator, mobiliser in the implementation of rural tourism activities has led to accelerated development and progress of rural tourism which has an impact on strengthening and improving the economic quality of rural communities.

The Influence of Visionary on Intention to Act as a Local Champion moderated by the Role of Stakeholders

Based on hypothesis testing (H5) shows that the Role of Stakeholders moderates (weakens) the effect of Visionary on Intention to act as a Local Champion with an original sample value of -0.046 t statistics value of 0.546 and a P value of $0.586 > 0.05$. So that hypothesis **H5 is rejected**. This means that the role of stakeholders is unable to strengthen and actually weaken the influence of Visionary on Intention to act as a Local Champion.

Although the research findings show that the role of stakeholders has a high score, it is not able to strengthen and actually weaken the influence of the visionary characteristics of a champion on their interest in acting as a local champion. This is because visionary champions have all the capacities needed to become leaders who can independently mobilise their communities based on the influence they have, sometimes differences in perspectives on the direction and goals of the organisation between champions and stakeholders become an obstacle for them to act as a local champion. According to Crespo, (2010; Molina, 2018) visionary leadership is a quality of a leader that often transcends the organisation where visionary leaders are equipped with skill attributes that allow them to have complete control over the organisation and its members determined by their shared vision and charismatic attitude. Kim et al., (2022) characterised visionary leaders with a high intellect, their ability to express their thoughts in the form of actions, and also how they move all members of the organisation to one goal, namely the vision of the organisation. Visionary leaders are leaders who see clearly what is happening socially or economically, especially with regard to the interests and goals of their organisation, which is then analysed, resulting in a formulation of a clear plan and direction about the future of their organisation (Alongkornpradap et al., 2014).

In addition, without the role and support of stakeholders, local champions are still able to carry out their organisation's collective vision and goals. This is due to their ability to articulate their vision into collective performance and utilise their influence to motivate, direct and control their community. In line with what was stated by Zhou et al., (2018) visionary leadership is very beneficial for increasing creativity in organisations. The same thing is also conveyed by Anshar, (2017) visionary leadership is the action of leaders who can influence or encourage others to create and articulate a realistic, credible and attractive vision of the future.

The Effect of Affiliating on Intention to Act as a Local Champion moderated by Stakeholder Role

Based on hypothesis testing (H6) shows that the Role of Stakeholders moderates (weakens) the effect of Affiliating on Intention to act as a Local Champion with an original sample value of -0.113, a t statistics value of 1.039 and a P value of $0.299 > 0.05$. So that hypothesis **H6 is rejected**. This means that the role of Stakeholders is unable to strengthen and actually weaken the influence of Affiliating on Intention to act as a Local Champion.

Even though the research findings show that the role of stakeholders has a high score, it is not able to strengthen and actually weaken the influence of Affiliating a champion on their interest in acting as a local champion. This is because the actions of the champions are based on a sense of attachment such as a sense of love, and pride as a village community is the main factor that influences their behaviour, which means that the presence or absence of the role of Stakeholder does not affect their attitude and sometimes differences in perspective on the direction and goals of the organisation between champions and stakeholder become an obstacle. Hummon (1992) explains that an individual's bond with a particular object such as a place of residence is referred to as place affiliating which is formed from affective bonds such as love, pride, and a sense of belonging between humans and their place of residence. Referring to what London and Sherman said, (2021) there are three main motivations that encourage a person's interest in becoming a leader or in this study as a Local Champion in a rural local community, namely: First, affective motivation, is a person's tendency to lead others and see oneself as a leader. Second, social normative motivation, is an individual's feeling or need to lead because of a sense of obligation or responsibility. Third, non-calculative motivation, relates to the acceptance of the role as a leader who is not materialistically orientated.

The Effect of Altruistic on Intention to Act as a Local Champion Moderated by the Role of Stakeholder

Based on hypothesis testing (H7), it shows that the Role of Stakeholders moderates (weakens) the effect of Altruistic on Intention to act as a Local Champion with an original sample value of 0.076, a t statistics value of 0.582 and a P value of $0.561 > 0.05$. So that hypothesis **H7 is rejected**. This means that the role of stakeholders is not able to strengthen the influence of Altruistic on Intention to act as a Local Champion.

The research findings show that the role of stakeholders has a very high score. The champions feel that the role of stakeholders is needed by them to help the process of business development, especially in the tourism sector. However, despite having a role in supporting the development of the champions' businesses, the stakeholder role variable is unable to have a significant influence on the influence of the champions' sense of Altruistic on their actions as local champions.

This finding illustrates that the role and support of stakeholders is not the only thing that can strengthen the influence of the champions' sense of Altruistic on their actions as local champions. In the previous discussion, it was said that the characteristics of Altruistic shown by the respondents became an antecedent that encouraged them to get involved and act as a local champion in the development of the tourism industry in their village. Based on these characteristics, they have acted as pioneers for the progress of their community and environment. Altruism is defined as a trait of a leader who is concerned with the interests of others without expecting material rewards from others (Santrock, 2002; Juliadi et al., 2023). Altruistic leadership has several characteristics (Barbuto & Wheeler, 2006; Abdillah et al., 2022). First, Altruistic leaders often place the interests of their subordinates above their own. Second, such leaders sacrifice their interests to serve their subordinates. Third, these leaders help their subordinates go beyond the call of duty. Fourth, Altruistic leaders perform the previous actions voluntarily without expecting anything in return.

The Effect of Autonomous on Intention to Act as a Local Champion moderated by Stakeholder Role

Based on hypothesis testing (H8), it shows that the Role of Stakeholders moderates (weakens) the effect of Autonomous on Intention to act as a Local Champion with an original sample value of 0.054, a t statistics value of 0.616 and a P value of $0.538 > 0.05$. So that hypothesis **H8 is rejected**. This means that the role of stakeholders is not able to strengthen the influence of Autonomous on Intention to act as a Local Champion.

The research findings show that the role of stakeholders has a very high score. The champions feel that the role of stakeholders is needed by them to help the process of business development, especially in the tourism sector. In addition, stakeholders are expected to be a driving force for the emergence of community-based movements that have implications for economic growth, independence and the welfare of rural communities.

However, despite having a role in supporting the development of the champions' businesses, the stakeholder role variable was not able to have a significant influence on the champions' autonomous influence on their actions as local champions. This is because a sense of independence is the main background of their behaviour as a local champion. This can be seen from the research findings which show that a sense of independence and a desire to bring about change for the environment encourage champions to show their involvement in the change process. The main thing they focus on is the availability of new sources of income through tourism businesses that are managed directly by the community in the village. Autonomous Leadership is a dimension of leadership characteristics where this dimension is based on the single attribute of individualism, and includes independent and autonomous approaches (Ashkanasy, 2002). states Autonomous or directive leadership as a character of leaders who play an active role in problem solving and decision making and they expect their followers to comply with their decisions. Autonomous leadership is one of several attributes characteristic of ideal leaders (Gruda & Kafetsios, 2022). Autonomous leadership is a leadership dimension that refers to the attributes of self-reliant and individualistic leadership. An autonomous leader is characterised by "a high degree of independence from superiors and a high social distance from subordinates, a tendency to be aloof and to work alone." An autonomous leader may also display self-regulating behaviour, e.g. acting separately from others (Gruda & Kafetsios, 2022).

Conclusion

In general, the results show that a person's intention to act a Local Champion is driven by: first, the individual's Visionary which relates to the ability to read and predict the future opportunities; second, the altruistic, which is related to the attitude of prioritising the achievement of common interests, especially for improving the social and economic welfare of rural communities; and third, the Autonomous or the strong desire to create an independent business.

Interestingly, the study found that the role of stakeholders was not able to moderate the influence of the Visionary, Affiliating, Altruistic, and Autonomous towards intention to act as Local Champion. The findings indicate that the Local Champions emerge from the response to the complex socioeconomic dynamics that affected the communities' life. In addition, the findings suggest that the tourism stakeholders (particularly the tourism authority and local government) should increase their support to the local champions for they can build and develop their tourism potential independently. The stakeholders should manager their intervention so as to avoid conflicts of interest that will actually hinder the process of change being pursued by Local Champions and their communities.

Finally, the current study found that the role of tourism stakeholder did moderate the influence of the characteristics towards intention to act as a local champion. The findings indicate that the characteristics of local champions may be moderated by some intrinsic variable that come from within the local champions psychological aspects. Such indication should be further studied.

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