

The Synergy of Charismatic Leadership and Employee Participation in Creating Innovation: Its Impact on Human Resource Effectiveness in the Tourism Sector (A Study of the Ciletuh-Palabuhanratu Amphitheatre UNESCO Global Geopark (UGG))

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ABSTRACT

Objective: This study aims to analyse the influence of charismatic leadership and employee participation on human resource management (HRM) effectiveness, with innovation as a mediating variable. This study was conducted at the Ciletuh-Palabuhanratu Amphitheatre, part of the UNESCO Global Geopark (UGG), which emphasises sustainable tourism management based on local values.

Methodology: The research employed a quantitative approach with an explanatory design. The sample was taken using a total sampling technique, involving the entire population of 100 respondents. Data were collected through a closed-ended questionnaire with a 5-point Likert scale and analyzed using the Structural Equation Modeling (SEM) technique via SmartPLS software.

Findings: The results indicate that charismatic leadership and employee participation have a positive and significant impact on innovation and HR effectiveness. Innovation was also found to act as a mediating variable in the relationship between the two independent variables and HR effectiveness. These findings confirm that visionary leadership and employee engagement are key to shaping an innovative and effective work culture.

Conclusion: This study provides practical contributions in formulating innovation-based human resource management (HRM) strategies in sustainable tourism destinations.

Keywords: Charismatic Leadership; Employee Participation; Innovation; HR Effectiveness.

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INTRODUCTION

The tourism industry has become one of the strategic sectors in driving economic growth, job creation, and preservation of local culture, especially in developing countries such as Indonesia. According to the UNWTO report (2022), the tourism sector's contribution to global gross domestic product (GDP) continues to increase, including in Southeast Asia. In line with this, Indonesia is promoting the development of sustainable tourism destinations by integrating nature and cultural preservation with the strengthening of the local economy.

However, the dynamics of globalisation, digital technology disruptions, and changes in tourist preferences have shifted the destination management paradigm from a conventional model to an innovative approach oriented towards sustainability and competitive advantage (Wijayanto & Santoso, 2021). Tourism organisations must develop adaptive and creative human resource management (HRM). HRM no longer functions only as an implementer but also as a key driver of change and creator of organisational value (Saks, 2022).

The effectiveness of HRM is greatly influenced by the quality of leadership and the level of employee engagement. Charismatic leadership, characterised by transformative vision, inspiring communication skills, and emotional closeness to subordinates, has been empirically proven to increase employee motivation, engagement, and loyalty (Yukl, 2019; Antonakis, 2021). Charismatic leaders also play a crucial role in fostering collective identification with the organisation's vision, which ultimately drives the achievement of strategic goals (Conger & Kanungo, 1998; Judge et al., 2020).

On the other hand, employee participation in decision making and innovation processes contributes to increased responsibility, job satisfaction, and creativity (Kim, 2020). A study by Bhatti et al. (2022) shows that active participation strengthens internal communication and accelerates the organisation's response to changes in the external environment. Therefore, the synergy between charismatic leadership and employee participation is believed to be the foundation of an innovative organisational culture and has a positive impact on HR management effectiveness (Park & Pierce, 2021).

The Ciletuh Palabuhanratu Amphitheatre area, part of the Ciletuh UNESCO Global Geopark (UGG), serves as an exemplary sustainable tourism destination that necessitates a collaborative and innovative managerial approach. This area relies on the beauty of geodiversity and integrates cultural preservation and local community economic empowerment (Haryadi et al., 2021). In practice, geopark management faces challenges, such as limited human resource capacity, resistance to innovation, and the need for inclusive governance (Setiawan & Maryani, 2022). Therefore, visionary and participatory leaders are needed to optimise human resource potential to drive sustainable innovation.

Previous studies have discussed the relationship between charismatic leadership and innovation (Bass & Riggio, 2006; Antonakis et al., 2016) as well as employee participation and organisational effectiveness (Somech, 2006; Lin & Liu, 2021). However, most of these studies still focus on the context of business organisations or general industries, rather than the tourism sector, which involves social and communal interactions and local cultural values. Furthermore, there have been few studies that simultaneously integrate these two factors in a framework that explains how charismatic leadership and employee participation synergize in creating innovation that ultimately improves HRM effectiveness.

This research gap becomes increasingly relevant when linked to the context of Indonesian geoparks, where tourism destination management is not only economically oriented but also rooted in local social, cultural, and ecological values. Most existing theoretical models remain universal in nature and do not adequately accommodate the concepts of collective charisma and deliberative and mutual participation, which are characteristic of Indonesian society. Therefore, this study makes an academic contribution by developing a conceptual model that integrates charismatic leadership, employee participation, innovation, and HRM effectiveness into a single empirical framework within the context of sustainable tourism.

Furthermore, this study not only contributes theoretically to the development of a social innovation-based HRM model, but also offers a replicable framework for other geopark destinations in Indonesia, such as Rinjani (West Nusa Tenggara), Batur (Bali), and Merangin (Jambi), which have similar characteristics namely a combination of geological uniqueness, local cultural values, and community involvement. This model can serve as a reference for comparative research across geoparks to assess similarities and differences in leadership, participation, and innovation patterns in supporting human resource management effectiveness in various sustainable tourism contexts.

Specifically, this study aims to empirically analyse the synergy between charismatic leadership and employee participation in creating innovation, as well as its impact on the effectiveness of human resource management in the tourism sector. This study focuses on the Ciletuh–Palabuhanratu Amphitheatre as the primary research location and as an initial model that has the potential to be replicated in other geoparks in Indonesia. Thus, the results of this study are expected to enrich the theoretical understanding of local value-based tourism management and provide practical contributions in designing adaptive, participatory, and sustainable human resource management strategies in various geoparks in Indonesia.

LITERATURE REVIEW

Charismatic Leadership

Charismatic leadership is a crucial dimension of transformational leadership that influences the behavior and motivation of subordinates through personal power, inspiring vision, and persuasive communication (Conger & Kanungo, 1998). Charismatic leaders can articulate organisational goals emotionally, foster trust, and build psychological bonds between leaders and their followers (Antonakis, 2021). Bass & Riggio (2006) emphasize that the main aspects of transformational-charismatic leadership include idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. In the context of rapidly changing tourism, this leadership style is needed to instil a long-term vision, foster collective commitment, and maintain an innovative culture that is responsive to environmental dynamics (Park & Pierce, 2021).

The results of research by Pudjowati and Mas'adah (2025) also reinforce the relevance of charismatic leadership in the context of public organisations in Indonesia. They found that effective communication and transformational leadership which includes elements of leader charisma significantly enhance employee performance by increasing job satisfaction. The study emphasises that charisma is not merely a personal attribute, but a relational force that drives emotional engagement and intrinsic motivation among subordinates.

In Indonesian organisational culture, charisma does not solely originate from the leader's personality, but from the ability to build harmonious social relationships and bring local values to life. Leaders are considered charismatic if they can maintain manners, harmony, and moral exemplarity, actively participate in deliberation and consensus, and practise cooperation with community members. This form of charisma is collective, not individual leaders become symbols of the connection between institutions and the surrounding community. In the context of community-based geoparks such as Ciletuh Palabuhanratu, collective charisma fosters a sense of psychological security among team members, enabling them to experiment and innovate without fear of making mistakes, while strengthening collective efficacy as the foundation for sustainable Innovation.

Employee Participation

Employee participation refers to the active involvement of individuals in decision-making, problem-solving, and the implementation of organisational strategies (Kim, 2020). The participatory model is considered an empowerment mechanism that strengthens ownership of the organisational vision and increases shared responsibility. Bhatti et al. (2022) demonstrate that high levels of participation are correlated with increased innovative ideas, team collaboration, and organisational trust. Lin & Liu (2021) note that inclusive participation, particularly in the community-based tourism sector, enables employees to contribute strategically to preserving local cultural values.

Research by Singarimbun and Suharti (2024) also emphasizes the importance of inclusive leadership and a psychologically safe work environment in encouraging the participation of young people in Indonesia's hospitality industry. Their study results show that *psychological safety* and participatory engagement strengthen employee commitment and proactive behaviour, especially among millennials. This suggests that effective participation necessitates a collaborative environment that values the diversity of ideas and fosters field experience based Innovation.

In a communal work environment, participation is often realised through deliberation, mutual agreement, and cooperation rather than formal mechanisms. Participation is not only the expression of individual opinions, but also the collective voice resulting from cross-role discussions among tour guides, artisans, MSME actors, and village officials. This kind of involvement strengthens social cohesion and moral accountability, reduces resistance to new policies, and accelerates the flow of information from the operational to the strategic level. As a result, the innovative ideas that emerge are more contextually relevant, easier to implement, and possess strong social legitimacy.

Organisational Innovation

Organisational Innovation transforms ideas into solutions that can improve the effectiveness and competitiveness of an organisation. Damanpour and Aravind (2012) define Innovation as the result of a dynamic process that includes the creation, adoption, and implementation of new practices, technologies, or strategies. In tourism, Innovation is crucial for addressing external pressures such as digitalisation, changing tourist preferences, and the need for sustainability.

Saks (2022) emphasises that an innovative climate within an organisation is inseparable from the support of visionary leadership and a strong participatory system. Charismatic leadership

that provides space to explore ideas and the courage to take risks encourages relevant and impactful Innovation. Especially in sustainable tourism destinations, Innovation plays a vital role in creating responsible, inclusive, and locally-based tourism products (Wijayanto & Santoso, 2021).

Effectiveness of Human Resource Management

The effectiveness of human resource management reflects an organisation's ability to manage the potential, competencies, and motivation of employees to achieve strategic goals. Ulrich et al. (2017) emphasise that effectiveness is evident in administrative efficiency and the strategic role of HR in shaping an innovative and adaptive organisational culture. In tourism organisations, HR effectiveness is crucial in relation to service quality, customer satisfaction, and destination sustainability.

In geopark areas such as Ciletuh-Palabuhanratu, human resource management must consider local ecological and socio-cultural aspects. Setiawan and Maryani (2022) emphasise the need for human resources with technical expertise, ecological awareness, and the ability to interact with local communities. Therefore, the effectiveness of HR management in this context includes the ability to build collaboration, create Innovation, and maintain local values in managerial practices.

Many studies have confirmed the critical role of charismatic leadership in encouraging innovative behaviour and organisational performance (Bass & Riggio, 2006; Antonakis et al., 2016). Employee participation has also been shown to enhance organisational effectiveness through increased commitment, internal communication, and creativity (Kim, 2020; Bhatti et al., 2022). However, most of these studies were conducted in a general industrial context and tested these variables separately.

Comprehensive research exploring the integration of charismatic leadership and employee participation as determinants of Innovation and their relationship with human resource management (HRM) effectiveness in the sustainable tourism sector remains limited. This study aims to fill this important gap by providing new theoretical contributions in the context of complex community-based geoparks.

HYPOTHESES AND RESEARCH FRAMEWORK

The Influence of Charismatic Leadership on Innovation

Collectively experienced charismatic leadership fosters a favorable emotional climate and psychological security, encouraging experimentation. Leaders who serve as moral role models, inspire with a vision of cultural preservation, and actively build social networks foster a spirit of shared learning and trust among team members. This aligns with transformational leadership theory (Bass & Riggio, 2006), which posits that ideal influence and inspirational motivation enhance employees' innovative drive.

Empirical findings support the role of charisma in encouraging innovative behaviour in the service sector (Al-Kumaim et al., 2021; Raza et al., 2020). In the context of Indonesian tourism, charisma combined with local values ignites creative collectivity, generating new ideas such as thematic tour packages, geotourism education programs, or the use of environmentally friendly technology.

H1: Charismatic leadership—institutionalised as collective charisma based on local values—has a positive effect on Innovation in the tourism sector.

The Influence of Employee Participation on Innovation

Employee participation creates a collaborative social space that facilitates the exchange of ideas, joint problem solving, and operational improvisation. Based on participatory theory (Vroom & Yetton, 1973), active involvement strengthens ownership of decision outcomes and fosters collective responsibility. Empirical evidence shows that participation increases creativity and process innovation (Waqas et al., 2022; Zaman et al., 2020).

In the context of Indonesian culture, deliberation and consensus ensure that every individual feels heard, while cooperation serves as a forum for the actualization of ideas into action. This involvement encourages contextual Innovation such as the arrangement of tourist areas based on local wisdom or the modification of performance schedules according to natural conditions.

H2: Employee participation manifested in deliberation and cooperation has a positive effect on Innovation in the tourism sector.

The Influence of Innovation on Human Resource Effectiveness

Organisational Innovation not only contributes to competitive advantage but also enhances the effectiveness of human resource management. According to organisational innovation theory (Tushman & O'Reilly, 1996), an organisation's ability to create and implement Innovation is a key indicator of long-term effectiveness. Innovation strengthens adaptability, efficiency, and cross-functional collaboration within the organisation.

A study by Al-Omari et al. (2023) shows that organisations that foster an innovative culture have higher levels of human resource effectiveness, particularly in terms of time management, team synergy, and job satisfaction. Afsar & Umrani (2020) also state that Innovation strengthens the relationship between the work environment and human resource performance. Therefore, in the highly competitive and rapidly changing tourism sector, Innovation is crucial in enhancing human resource effectiveness.

H3: Innovation has a positive impact on human resource effectiveness.

The Influence of Charismatic Leadership on Human Resource Effectiveness

Charismatic leadership influences employees' work values and morale, and directly contributes to their overall effectiveness. The charismatic leadership theory (House, 1977) posits that charismatic leaders provide meaning to their subordinates' work, strengthen commitment, and enhance intrinsic motivation in task completion. The work environment created by charismatic leaders is more performance-oriented, cohesive, and collaborative.

Research by Wang et al. (2021) shows that charismatic leadership improves human resource effectiveness by increasing employee engagement and loyalty. Khan et al. (2020) also note that this leadership style strengthens team efficiency and synergy, especially in service organisations. Therefore, charismatic leadership has a direct impact on more optimal human resource management.

H4: Charismatic leadership has a direct impact on human resource effectiveness.

The Influence of Employee Participation on Human Resource Effectiveness

Employee participation contributes to work effectiveness by increasing a sense of responsibility, ownership, and intrinsic motivation towards the organisation. Self determination

theory (Deci & Ryan, 2009) states that employee autonomy and active involvement improve work quality and productivity. Employees who are involved in decision making feel valued, which in turn encourages higher commitment and improved work performance.

Sharif and Scandura (2020) found that participation strengthens work effectiveness, especially in collaboration-based teams. In addition, Farooq et al. (2019) proved that participation can strengthen the relationship between organisational support and human resource performance outcomes. In the tourism sector, the interactive nature of work makes participation an important element in supporting employee effectiveness.

H5: Employee participation has a direct effect on human resource effectiveness.

Innovation as a Mediator between Charismatic Leadership and Human Resource Effectiveness

Charismatic leadership fosters an innovative work environment, enhancing human resource effectiveness. In the mediation model, Innovation acts as a connecting mechanism that explains how leadership style influences higher human resource performance. Taneja et al. (2019) show that Innovation connects transformative leadership with organisational outcomes. Liu et al. (2020) confirm that charismatic leaders strengthen individual Innovation, which positively impacts work productivity.

In the tourism industry, human resource effectiveness depends on leadership instructions and the ability to adapt through continuous Innovation. Therefore, Innovation plays an important role as a mediating variable in the relationship between charismatic leadership and human resource effectiveness.

H6: Innovation mediates the effect of charismatic leadership on human resource effectiveness.

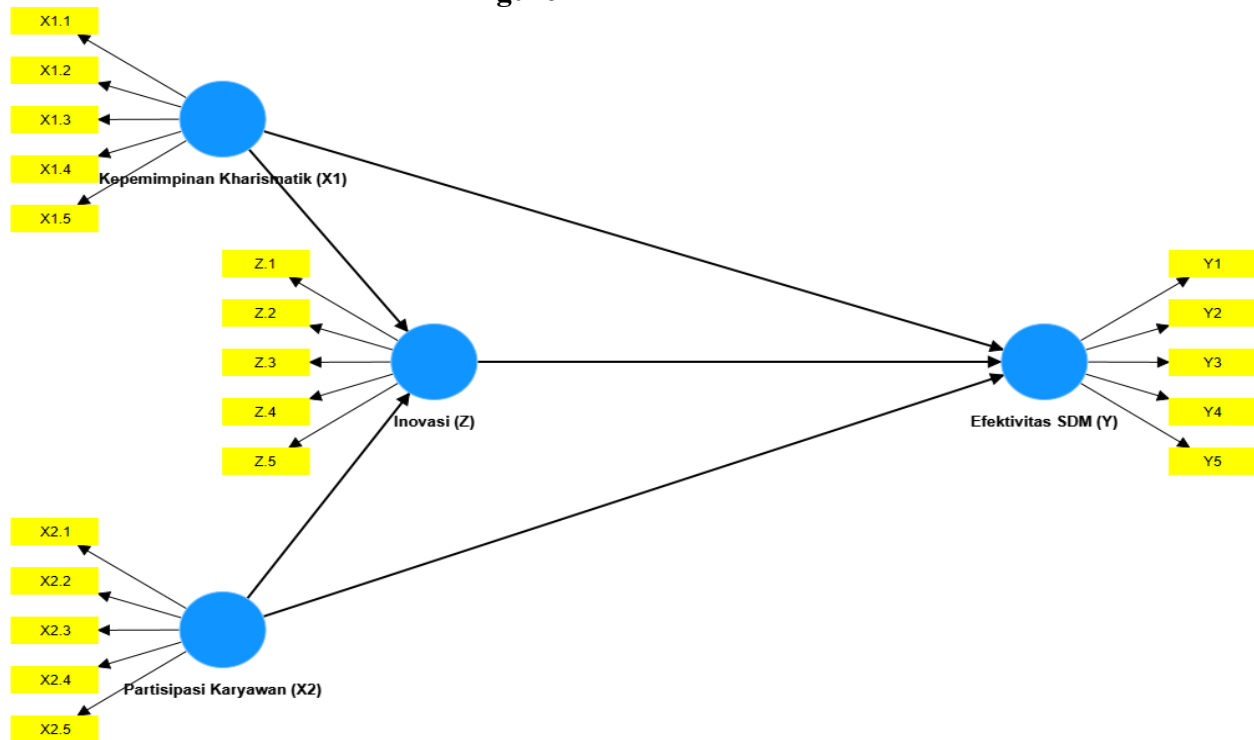
Innovation as a Mediator between Employee Participation and HR Effectiveness

High employee participation creates opportunities to generate new ideas relevant to field conditions. The Innovation that emerges from this participation contributes directly to increased human resource effectiveness. In the mediation framework, Innovation explains how employee involvement in organisational processes can lead to optimal work performance. García Morales et al. (2021) state that participation indirectly influences HR effectiveness through its contribution to Innovation. Bayighomog et al. (2020) note that participatory spaces foster innovative solutions that enhance work efficiency.

Especially in the tourism sector, where quick responses and service adjustments are required, Innovation arising from employee participation is key to improving operational effectiveness and service quality.

H7: Innovation mediates the relationship between employee participation and human resource effectiveness.

Figure 1 Research Model



Source: Data Processing with PLS, 2025

METHOD

This study employs a quantitative approach to examine the relationship between variables determined empirically through inferential statistical analysis. This approach was chosen because it can present objective, systematic, and measurable results regarding the influence of charismatic Leadership and employee participation on human resource management effectiveness, with organisational innovation as an intermediary variable. The quantitative approach is considered appropriate for testing hypotheses deductively and explaining the causal relationship between variables in the research model (Creswell, 2014).

Research Design

This type of research is explanatory quantitative research, which aims to explain the cause-and-effect relationship between independent variables (charismatic Leadership and employee participation), mediating variables (organisational innovation), and dependent variables (human resource management effectiveness). Explanatory research allows researchers to identify and measure the extent of direct and indirect effects between variables (Sugiyono, 2017). A path analysis model was used with statistical software to analyse these relationships.

Population and Sample

The population in this study included all employees involved in the management and operations of the Ciletuh–Palabuhanratu Amphitheatre, which is part of the Ciletuh UNESCO Global Geopark (UGGp) in Sukabumi, West Java. This population consists of permanent

employees, contract workers, and local actors (community members, attraction managers, and micro-businesses in the surrounding area) who play an active role in supporting tourism, education, and conservation activities in the geopark area.

The characteristics of this population reflect a collaborative community-based tourism organisational structure involving local government, local communities, and educational institutions. Thus, the research population represents not only formal workers but also social participants who contribute to the sustainability of the destination.

The sampling technique used was saturation sampling (total sampling), in which all identified members of the population were made respondents in the study. This approach was chosen because the population size was relatively small (approximately 100 individuals) and all units of analysis could be practically reached through field observations and the direct distribution of questionnaires.

This method is considered suitable for explanatory research with a small population size (Etikan, Musa, & Alkassim, 2016), as it enables a more comprehensive analysis without compromising data variation between respondents.

Although the *total sampling* technique strengthens the internal reliability of the data, this study has limitations in terms of external validity because all respondents come from a single geopark location with specific social, cultural, and organisational characteristics. Thus, the results of this study cannot be directly generalised to other tourism destinations that have different governance structures, work cultures, or levels of organisational maturity.

Therefore, the interpretation of the results needs to consider the socio-cultural context of Ciletuh–Palabuhanratu as a community-based destination that emphasises the principles of *deliberation* and *cooperation*.

To minimise bias and enhance the credibility of the findings, this study implemented several control measures:

1. Respondent screening – only individuals who have been actively involved in operational activities for at least one year were included, to ensure their understanding of organisational dynamics.
2. Measurement consistency – the questionnaire was written in easy-to-understand Indonesian and socialised through preliminary interviews to avoid misinterpretation.
3. Social desirability bias control – respondents were guaranteed anonymity, and responses were collected without direct involvement from superiors to reduce the tendency to give socially desirable answers.
4. Contextual control variables – in descriptive analysis, demographic factors such as age, education level, and length of service are examined to see their potential influence on respondents' perceptions of Leadership, participation, innovation, and HR effectiveness.

With this approach, the study seeks to maintain a balance between contextual depth (internal validity) and awareness of external limitations (external validity).

The findings from this location are expected to be a contextual representation of local value-based human resource management practices in sustainable tourism destinations, as well as a basis for comparative research in geoparks or other tourist destinations in Indonesia.

Data Collection Techniques and Instrument Development

Primary data were collected by distributing closed questionnaires to respondents using a 5-point Likert scale, which ranged from 1 (strongly disagree) to 5 (strongly agree). The questionnaire instrument was prepared based on theoretical indicators that had been verified in previous studies, as follows:

1. Charismatic Leadership, adapted from the Bass & Riggio (2006) model, includes the dimensions of ideal influence, inspirational motivation, intellectual stimulation, and individual consideration.
2. According to Kim (2020) and Bhatti et al. (2022), employee participation includes indicators of involvement in decision-making, open communication, and responsibility for work outcomes.
3. Organisational Innovation, according to Damanpour & Aravind (2012), includes the development of new ideas, the application of creative solutions, and the implementation of innovation in organisational operations.
4. According to Ulrich et al. (2017), the effectiveness of HR management includes work efficiency, capability development, and strategic contributions to organisational goals.

Before being used in the main study, the instrument was tested for content validity by involving experts (expert assessment). Additionally, a pre-test was conducted to assess construct validity using the Corrected Item-Total Correlation value and to evaluate the instrument's reliability using Cronbach's Alpha value.

Data Analysis Techniques

The collected data were analyzed quantitatively using two software programs: SPSS for descriptive analysis and classical assumption testing, and SmartPLS or AMOS for structural model testing using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach. This method was chosen because it can test the relationship between latent variables in complex models, even with relatively small sample sizes (Hair et al., 2021).

The data analysis process was carried out through the following stages:

1. Testing the validity and reliability of constructs to ensure the consistency and accuracy of instrument measurements.
2. Testing model fit to measure the suitability of the theoretical model with empirical data.
3. Testing path coefficients to measure the strength and direction of relationships between variables.
4. Testing the direct, indirect, and total effects between variables in the model.
5. Testing statistical significance using t-statistics and p-values through bootstrapping techniques at a significance level of 5% ($\alpha = 0.05$).

Interpretation of the results is based on path coefficient values and R^2 values (coefficient of determination), which evaluate the quantitative and comprehensive contribution of independent variables to dependent variables.

RESULTS AND DISCUSSION

Respondent Characteristics

Table 1 Respondent Characteristics

Characteristics	Description	Percentage
Gender	Male	78
	Female	22
Age Group	26-30	25
	31-35	37
	36-40	15
	41-45	10
	46-50	13
Education	High school equivalent	15
	Bachelor	69
	Master's Degree	16
	Doctor	0

Source: Data processed by researchers

Table 1 shows the distribution of demographic characteristics of respondents involved in this study. Based on gender, the majority of respondents were male (78%), while female respondents accounted for 22%. This indicates that the workforce composition at the research site remains predominantly male, which may be attributed to the work structure and functional roles that involve more male workers in managing the geopark area.

Based on age group, the majority of respondents fell within the 31-35 age range (37%), followed by the 26-30 age group (25%). Respondents in the 36-40 age group accounted for 15%, those in the 46-50 age group accounted for 13%, and those in the 41-45 age group accounted for 10%. This distribution shows that most of the workforce is of productive age, which is theoretically the optimal phase for performance, adaptation to change, and involvement in organisational Innovation.

Regarding educational attainment, most respondents had a bachelor's degree (69%), a master's degree (16%), and a high school equivalent (15%). None of the respondents had a doctoral degree. This composition suggests that the majority of the workforce in the Ciletuh-Palabuhanratu Amphitheatre area possesses a relatively high level of education, which can positively impact their ability to understand the organisation's vision, actively participate in the decision-making process, and contribute to Innovation and the effectiveness of human resource management.

Therefore, the characteristics of the respondents indicate that the unit of analysis in this study has a demographic background that is sufficiently representative to describe the dynamics of human resources in the sustainable tourism sector, especially in the UNESCO Geopark area.

Data Analysis

External Model Assessment or Measurement Model

Using data analysis techniques with SmartPLS to assess the external model requires three criteria: Convergent Validity, Discriminant Validity, and Composite Reliability.

Convergent Validity

The convergent validity of the measurement model with reflective indicators was evaluated based on the correlation between item scores and component scores estimated using PLS software. An individual reflective measure was considered high if its correlation exceeded 0.70 with the measured construct.

Table 2 External Loadings (Measurement Model)

	Human Resource Effectiveness (Y)	Innovation (Z)	Charismatic Leadership (X1)	Employee Participation (X2)
X1.1			0.921	
X1.2			0.902	
X1.3			0.890	
X1.4			0.928	
X1.5			0.902	
X2.1				0.940
X2.2				0.935
X2.3				0.915
X2.4				0.928
X2.5				0.935
Y1	0.863			
Y2	0.896			
Y3	0.912			
Y4	0.888			
Y5	0.881			
Z.1		0.929		
Z.2		0.936		
Z.3		0.934		
Z.4		0.920		
Z.5		0.927		

Source: Data Processing with PLS, 2025

The analysis results in Table 2 show that all reflective indicators in the variables of charismatic leadership, employee participation, Innovation, and HR effectiveness have *factor loading* values above 0.70. The highest value is found in indicator X2.1 (0.940) and the lowest in Y1 (0.863), both of which are still well above the minimum threshold of 0.70 (Hair et al., 2019). Thus, all indicators show a substantial contribution to the construct they represent. This indicates that each variable charismatic leadership, employee participation, Innovation, and HR effectiveness has good internal consistency and accurately explains its latent variable. This means that the model has met the convergent validity criteria.

Discriminant Validity

Discriminant validity is conducted to ensure that each concept of each latent variable is different from other variables. A model has good discriminant validity if each loading value of a different indicator for a latent variable has the largest loading value compared to the loading values on other latent variables. The results of the discriminant validity test are as follows:

Table 3 Discriminant Validity Values (Fornell-Larcker)

	Human Resource Effectiveness (Y)	Innovation (Z)	Charismatic Leadership (X1)	Employee Participation (X2)
Human Resource Effectiveness (Y)	0.888			
Innovation (Z)	0.944	0.929		
Charismatic Leadership (X1)	0.982	0.938	0.909	
Employee Participation (X2)	0.971	0.927	0.971	0.931

Source: Data Processing with PLS, 2025

The results in Table 3 show that the diagonal values (AVE roots) for all constructs are greater than the inter-variable correlation values. For example, the AVE root value for Innovation is 0.929, which is higher than its correlation with other variables (e.g., 0.944 with HR effectiveness).

These results confirm that each construct in the model exhibits distinct differences, with no overlap in measurement between variables. Thus, the model has met the criteria for good discriminant validity.

Composite Reliability.

The validity and reliability criteria can also be assessed by examining the reliability value of a construct and the Average Variance Extracted (AVE) value for each construct. A construct is said to have high reliability if its value is 0.70 and the AVE is above 0.50.

Table 4 Composite Reliability Values

	Cronbach's alpha	Composite reliability (rho a)	Composite reliability (rho c)	Average variance extracted (AVE)
Human Resource Effectiveness (Y)	0.933	0.933	0.949	0.789
Innovation (Z)	0.961	0.961	0.969	0.864
Charismatic Leadership (X1)	0.947	0.948	0.959	0.826
Employee Participation (X2)	0.961	0.961	0.970	0.866

Source: Data Processing with PLS, 2025

Based on the results in Table 4, the Cronbach's Alpha values for all constructs are above 0.90, ranging from 0.933 for HR effectiveness to 0.961 for employee participation. These values far exceed the minimum threshold of 0.70 (Nunnally & Bernstein, 1994), which means that each construct has very high internal consistency.

The Composite Reliability (CR) values also show similar results, ranging from 0.949 to 0.970, indicating that all indicators in each construct are strongly correlated and produce stable measurements.

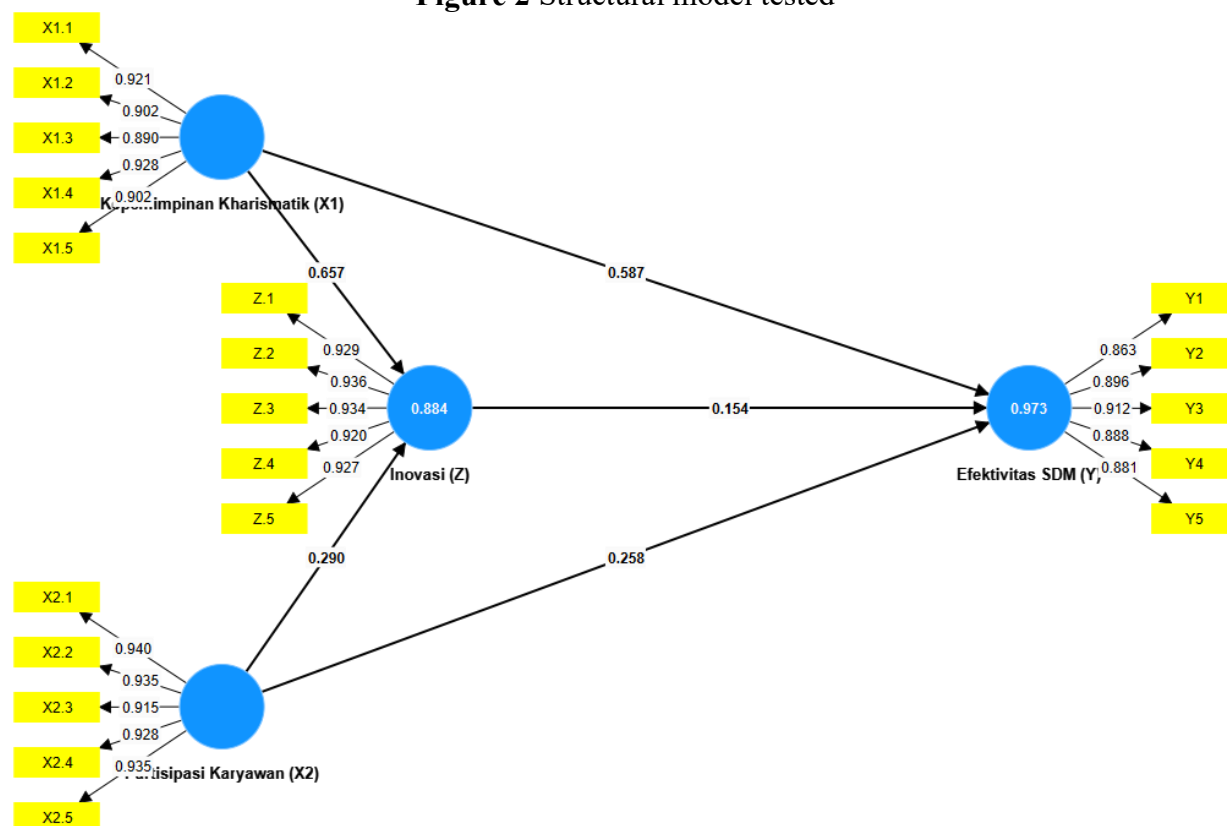
Furthermore, the Average Variance Extracted (AVE) value for all constructs was well above the threshold of 0.50, with the highest value for employee participation at 0.866 and the lowest for HR effectiveness at 0.789. This indicates that the average variance of the indicators that the latent constructs can explain exceeds 78%, signifying that the indicators used have an excellent level of representation of the concepts being measured.

Thus, the combination of high Cronbach's Alpha, CR, and AVE values reinforces the conclusion that the four constructs in this model exhibit excellent measurement reliability and validity, allowing the outer model to be declared reliable and facilitating the progression to the structural model testing stage (inner model).

Structural Model Testing (Inner Model)

Inner model or structural model testing is conducted to examine the relationship between constructs, significance values, and R-squared of the research model. The structural model is evaluated using a t-test for the R-square of the dependent construct d, as well as the significance of the structural path parameter coefficients.

Figure 2 Structural model tested



Source: Data Processing with PLS, 2025

Model assessment with PLS begins by examining the R-squared for each dependent latent variable. Table 8 shows the results of R-squared estimation using SmartPLS.

Table 5 R-Square Values

	R-squared	Adjusted R-squared
Human Resource Effectiveness (Y)	0.973	0.972
Innovation (Z)	0.884	0.882

Source: Data Processing with PLS, 2025

Table 5 shows that the R-Square value for the Human Resource Effectiveness variable is 0.973. This result indicates that Charismatic Leadership and Employee Participation can influence 97.3% of the Human Resource Effectiveness variable. Furthermore, the R-Square value for the Innovation variable is 0.884. This indicates that Charismatic Leadership and Employee Participation can influence 88.4% of the Innovation variable.

Hypothesis Test Results Direct Effect (Partial)

Table 6 Direct Effect (Partial) Hypothesis Test Results

	Original sample (O)	Sample mean (M)	Standard Deviation (STDEV)	T-statistic (O/STDEV)	P-value	Alpha	Conclusion
Innovation (Z) → Human Resource Effectiveness (Y)	0.154	0.159	0.048	3.213	0.001	0.05	Influential Significantly positive
Charismatic Leadership (X1) → Human Resource Effectiveness (Y)	0.587	0.578	0.092	6.398	0.000	0.05	Significant Positive Influence
Charismatic Leadership (X1) - > Innovation (Z)	0.657	0.665	0.135	4.858	0.000	0.05	Significant Positive Influence
Employee Participation (X2) → Human Resource Effectiveness (Y)	0.258	0.263	0.073	3.545	0.000	0.05	Significant Positive Influence
Employee Participation (X2) → Innovation (Z)	0.290	0.281	0.137	2.120	0.034	0.05	Significant Positive Effect

Source: Data Processing with PLS, 2025

Table 6 shows that the partial test results for all the variables studied have a P-value of less than 0.05.

1. Charismatic Leadership on HR Effectiveness: The analysis results show that the influence of the Charismatic Leadership variable on HR Effectiveness has a path coefficient value of

0.587 with a t-value of 6.398 (> 1.984) and a P-value of 0.000 (< 0.05). This result indicates that Charismatic Leadership positively and significantly influences HR Effectiveness.

2. Charismatic Leadership on Innovation: The analysis results show that the influence of the Charismatic Leadership variable on Innovation has a path coefficient value of 0.657 with a t-value of 4.858 (> 1.984) and a P-value of 0.000 (< 0.05). This result means that Charismatic Leadership has a positive and significant influence on Innovation.
3. Employee Participation and Human Resource Effectiveness: The analysis results show that the influence of the Employee Participation variable on Human Resource Effectiveness has a path coefficient value of 0.258 ($p < 0.05$) with a t-value of 3.545 (> 1.984) and a p-value of 0.000 (< 0.05). This result indicates that employee participation has a positive and significant impact on HR Effectiveness.
4. Employee Participation in Innovation: The analysis results show that the influence of the Employee Participation variable on Innovation has a path coefficient value of 0.290 with a t value of 2.120 (> 1.984) and a P value of 0.034 (< 0.05). These results indicate that Employee Participation positively and significantly influences Innovation.
5. Innovation on Human Resource Effectiveness: The analysis results show that the effect of the Innovation variable on Human Resource Effectiveness has a path coefficient value of 0.154 with a t-value of 3.213 (> 1.984) and a P-value of 0.001 (< 0.05). This result indicates that Innovation positively and significantly influences Human Resource Effectiveness.

Mediation Effect

This analysis shows a high coefficient of influence, both directly and indirectly. Mediation testing was conducted to investigate whether the mediating variable successfully mediated the influence of the independent variable on the dependent variable. If the P-value is less than 0.05, the independent variable influences the dependent variable, as indicated in the indirect effect output, provided that the mediating variable mediates the relationship between the independent variable and the dependent variable. The results of the path analysis on the indirect effect output indicate that if the P-value is less than 0.05, there is a mediating effect (Sofyani, 2013).

Table 7 Results of the Mediation Effect Hypothesis Test

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T-statistic (O/STDEV)	P-value	Description
Charismatic Leadership (X1) → Human Resource Effectiveness (Y)	0.101	0.108	0.047	2.153	0.031	Mediation
Employee Participation (X2) → Human Resource Effectiveness (Y)	0.045	0.042	0.022	2.036	0.042	Mediation

Source: Data Processing with PLS, 2025

The Influence of Charismatic Leadership on Human Resource Effectiveness through Innovation

The analysis results show that Charismatic Leadership has a significant indirect effect on HR Effectiveness through Innovation with a path coefficient value of 0.101, a t value of 2.153 (>1.984), and a P value of 0.031 (<0.05). These results indicate that effective charismatic leadership can enhance Innovation, which can contribute to increased human resource effectiveness. This is because the direct effect of charismatic leadership on human resource effectiveness is also significant. Innovation acts as a partial mediator, meaning that Innovation strengthens the influence of charismatic leadership on human resource effectiveness.

The Influence of Employee Participation on HR Effectiveness through Innovation

The analysis shows that Employee Participation has a significant indirect effect on HR Effectiveness through Innovation with a path coefficient value of 0.045, a t-value of 2.036 (>1.984), and a P-value of 0.042 (<0.05). These results indicate that effective employee participation can enhance Innovation, which can contribute to improved human resource effectiveness. This is because the direct effect of employee participation on human resource effectiveness is also significant. Innovation acts as a partial mediator, meaning that Innovation strengthens the influence of employee participation on human resource effectiveness.

Effect Size (F-square)

Effect size (f-squared) is used to evaluate the specific impact of independent variables in predicting dependent variables. This measurement is performed by examining the change in R-squared values after specific independent variables are removed from the model. F square is interpreted as <0.02 small effect, $0.02 - 0.15$ moderate effect, >0.35 significant effect. From the analysis results, the effect size is obtained as follows:

Table 8 Effect Size (F-square)	
	f-square
Innovation (Z) → Human Resource Effectiveness (Y)	0.102
Charismatic Leadership (X1) → Human Resource Effectiveness (Y)	0.609
Charismatic Leadership (X1) → Innovation (Z)	0.216
Employee Participation (X2) → Human Resource Effectiveness (Y)	0.137
Employee Participation (X2) → Innovation (Z)	0.042

Source: Data Processing with PLS, 2025

Based on the results of the table, it can be explained as follows:

1. Charismatic Leadership and HR Effectiveness: The F-Square value for this path is 0.609. This is a significant finding, indicating that charismatic leadership has a substantial impact on HR effectiveness. Charismatic leadership has a profound impact on enhancing HR effectiveness.

2. Charismatic Leadership and Innovation: The F-Square value for this path is 0.216. This is a significant effect, indicating that charismatic leadership has a substantial influence on Innovation. This has a very significant impact on increasing Innovation, which in turn increases HR effectiveness.
3. Employee Participation in HR Effectiveness: The F-Square value for this path is 0.137. This indicates a moderate effect, suggesting that Employee Participation has a moderate impact on HR Effectiveness. However, this has a significant impact on increasing HR Effectiveness.
4. Employee Participation in Innovation: The F Square value for this path is 0.042. This is a moderate effect, indicating that Employee Participation has a moderate influence on Innovation. Employee Participation has a significant impact on increasing Innovation, which in turn increases HR Effectiveness.
5. Innovation and HR Effectiveness: The F-Square value for this path is 0.102. This is a moderate effect, indicating that Innovation has a moderate influence on HR Effectiveness. Innovation has a significant impact on improving HR Effectiveness.

Discussion

The Influence of Charismatic Leadership on Innovation

This study demonstrates that charismatic leadership has a positive and significant influence on organisational innovation. In the context of the Ciletuh Palabuhanratu Amphitheatre, leaders who can foster emotional closeness, convey a vision of cultural and natural preservation in an inspiring manner, and set an example by preserving local values have proven capable of creating an innovative work atmosphere. Creative ideas such as integrating cultural arts with geological narratives and packaging tourism information in an educational format are concrete examples of the contribution of charismatic leadership to innovation.

These findings align with the results of research by Raza et al. (2020) and Al-Kumaim et al. (2021), which demonstrate that charismatic leadership enhances employee innovative motivation. However, García-Sánchez et al. (2018) emphasise that charisma is not enough without the support of an adaptive organisational structure. In the context of Ciletuh Geopark, the context is different, where the leader's charisma is not only personal but also functions as a bridge between various parties including indigenous communities, tourism stakeholders, and village governments in creating collective innovative synergy, overcoming the weaknesses of the personalistic leadership style criticised by Eisenbeiß & Boerner (2013).

The Impact of Employee Participation on Innovation

Active employee participation in the decision-making process has been shown to contribute significantly to innovation at the Ciletuh Amphitheatre. This involvement is not limited to procedural aspects, but also extends to performance schedule planning, tour package development, and visitor experience management. Employees are not only implementers but also creators and executors of innovative ideas based on local dynamics.

These results support the findings of Waqas et al. (2022) and Zaman et al. (2020), which show that employee engagement is directly proportional to product and process innovation. In contrast to the research by Foss et al. (2013), which suggests that participation can slow down decision-making, in Ciletuh, a flexible and community-based work structure accelerates the

response to tourist needs. The potential for conflict of ideas expressed by Knudsen (2007) can also be minimised because participation is developed in the tradition of local deliberation and consensus.

The Impact of Innovation on Human Resource Effectiveness

Innovation has been shown to play a crucial role in improving human resource effectiveness in the study area. Developments such as cultural geological narratives in performances, community-based services, and diverse tour packages have an impact on operational efficiency and the quality of interactions with visitors. Human resources have become more adaptive to tourist dynamics, weather changes, and varying service needs.

These findings reinforce the research of Afsar & Umrani (2020) and Al-Omari et al. (2023), which states that innovation strengthens team flexibility and collaboration. Contrary to the opinion of Damanpour & Schneider (2009), who view innovation as a long term process, innovation in Ciletuh exhibits an immediate impact, as it stems from practical needs in the field. As suggested by Birkinshaw et al. (2008), the risk of initial disruption can also be minimised because the team in the field has a flexible structure and complementary multifunctional roles.

The Influence of Charismatic Leadership on Human Resource Effectiveness

Charismatic leadership also has a significant direct influence on HR effectiveness. At Ciletuh Geopark, leaders are viewed not only from a formal structural aspect, but also in terms of their social acceptance and cultural roles. Leaders who are respected for their sensitivity to local values and their ability to unite various community interests have been proven to increase employee loyalty, morale, and performance efficiency.

These results support the views of Wang et al. (2021) and Khan et al. (2020), who emphasise that charismatic leadership creates a productive work environment. However, in this context, charisma is collective rather than merely an individual image, as highlighted by Judge et al. (2009) and Antonakis et al. (2016). Therefore, HR effectiveness reflects strong social relationships rather than mere perceptions of the leader's personality.

The Influence of Employee Participation on HR Effectiveness

Employees who are involved in organisational decision making show a significant increase in work effectiveness. At the Ciletuh Amphitheatre, this involvement is evident in the management of activity schedules, facility maintenance, and the development of tourism programmes based on visitor needs. Participation strengthens a sense of ownership, increases responsibility, and fosters a collective commitment to the service's success.

These findings reinforce the studies by Sharif & Scandura (2020) and Farooq et al. (2019), which show that participation improves employee performance. However, unlike the results of research by Batt & Colvin (2011) and Kim (2002), which highlight the negative impact of participation in organisations with rigid structures, the work context at Ciletuh allows participation to be part of a natural and dynamic work culture, reinforced by deep-rooted values of deliberation and cooperation.

Innovation as a Mediator between Charismatic Leadership and Human Resource Effectiveness

The study's results also indicate that innovation serves as a mediator in the relationship between charismatic leadership and HR effectiveness. Visionary leaders at the Ciletuh Amphitheatre convey ideas and create space for HR to design and implement changes, such as the development of thematic activities, the incorporation of local content into education, and the creation of story based tourism experiences.

These findings align with those of Taneja et al. (2019) and Liu et al. (2020), who suggest that transformational leaders encourage innovation as a means of enhancing performance. The difference lies in the approach: innovation here is not top-down as in formal organisations, but develops in a participatory and contextual manner. This reflects that charismatic leadership triggers change because it can shape an innovative and inclusive work ecosystem.

Innovation as a Mediator between Employee Participation and HR Effectiveness

Employees who are actively involved in the planning and implementation of tourism programmes also create innovations that impact work effectiveness. At the Ciletuh Amphitheatre, numerous practical innovations emerged from direct field experience, ranging from improvising performances and devising strategies for coping with extreme weather conditions to developing attraction packages tailored to visitor characteristics.

These findings align with García-Morales et al. (2021) and Bayighomog et al. (2020), who emphasize the role of innovation as an essential pathway from participation to improved human resource management performance. However, in this context, innovation is not merely the result of managerial design, but rather the fruit of collective awareness and socio-cultural values. Therefore, the concerns of Cohen et al. (2011) and Slåtten et al. (2011) about weak support for employee ideas are less relevant in this location, as the work structure at Ciletuh Geopark is open and responsive to aspirations from below.

CONCLUSION

This study aims to analyse the influence of charismatic leadership and employee participation on human resource management (HRM) effectiveness with innovation as a mediating variable, conducted at the Ciletuh–Palabuhanratu Amphitheatre, part of the UNESCO Global Geopark (UGG). The results show that charismatic leadership and employee participation have a positive and significant effect on organisational innovation, and innovation has been proven to contribute to increased HRM effectiveness. In addition, innovation acts as a partial mediator in the relationship between leadership and participation with HRM effectiveness. These findings suggest that organisations that combine visionary leadership, communal participation, and an innovative culture can create a more effective and adaptive human resource management system, one that is better suited to the dynamics of the sustainable tourism sector.

In practical terms, the research results emphasise the importance of strengthening local leadership capacity rooted in socio-cultural values such as collective charisma and cooperation, while also opening up space for deliberative and inclusive participation. These efforts must be balanced with the creation of a work environment that fosters social innovation and cross-functional collaboration within the community. However, this study has several limitations that

need to be considered. First, the research was conducted in only one location with specific social and cultural characteristics, so generalizing the findings to other tourism destinations must be done with caution. Second, the quantitative approach based on respondent perceptions has not been able to fully describe the social processes and dynamics of innovation in depth. Third, other variables such as organisational culture, digital technology support, and institutional structure were not included in the analysis model, which may also influence the effectiveness of MSDM.

To strengthen the results and expand the scientific contribution, further research is recommended to broaden the study context to various tourist destinations with different characteristics, using a mixed methods approach so that qualitative dimensions such as local leadership styles and community participation patterns can be explored more comprehensively, and adding other variables such as organisational culture, digital technology, and government support as mediating or moderating factors. Longitudinal studies are also necessary to evaluate the long-term effectiveness of HRM and innovation in the sustainable tourism sector. Thus, this study is expected to serve as a starting point for the development of a human resource management model based on local values and social innovation, which can be applied not only in geoparks but also in other tourist destinations in Indonesia.

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