The Role of Dynamic Agility Orchestration Resources as A Model for Sunda Strait Coastal Green Tourism Recovery

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***Abstract*—This study aims to first investigate the problem of the low recovery of coastal tourism and, secondly, to bridge the gap between the findings of previous studies on the effect of tourist arrivals on the recovery of coastal tourism. A causal study is used in research to determine cause-and-effect relationships. Purposive sampling was used to select samples. Model testing and data analysis using Structural Equation Modeling (SEM) on the AMOS 21 application with IBM SPSS were used to analyze and test hypotheses. An important finding in this study is that the impact of the tsunami and the COVID-19 pandemic were the main factors in the crisis of the Sunda Strait coastal tourism sector and could be recovered through the important variables of green tourism, dynamic agility orchestration resources, and tourist arrivals. All of them will benefit significantly if disaster management is consolidated. Tourists will definitely visit beach tourism destinations if dynamic agility resources can be implemented jointly by all stakeholders. Restoration of green tourism on the coast of the Sunda Strait will ultimately have a positive and significant impact on tourist visits and the local economy. The tourism crisis, if managed properly, will ultimately have a positive and significant impact on the recovery of Sunda Strait coast tourism, as the formulation of the objectives of this study shows.**

Keywords— dynamic agility orchestration resource, coastal sunda Strait, tourism recovery

I. INTRODUCTION

The COVID-19 pandemic and the aftermath of the tsunami disaster continue to play a significant role in Banten Province's tourism industry's problems, which are difficult to resolve.The effects of the two disasters, as well as the tourism crisis, are to blame for the slow tourism recovery, as evidenced by the fact that the combined length of stay of guests/RLMT (foreign and Indonesian) at five-star hotels in April 2022 was only 1.33 days, a 0.05 point decrease from the previous month.

In comparison to the same month last year, the total RLMT of five-star hotels decreased by 0.38 points [1]. This study was also based on the fact that Banten's tourism industry hasn't recovered, which was linked to the fact that the industry hasn't been doing well, as shown by low hotel occupancy. The current state of tourism recovery as a result of disasters and the COVID-19 epidemic was then investigated in order to track this situation. As a result of disasters in the tourism industry, the performance of this sector, including its recovery, has declined [2]. After terrorist attacks, pandemics, and other similar events, tourism needs ways to get back on its feet [3;4]

The effects of crises and disasters [5], disasters and tourist issues [6], the event of a crisis, you need a plan for how to handle it [7;8]. It was discovered that inappropriate responses were to blame for the decline of tourism [9]. As a result, [10] contend that if the government is successful in containing the outbreak in a systematic and disciplined manner, the tourism industry will grow. [11] emphasize the need for consolidation in terms of tourism empowerment [12; 13].

The cutting-edge explanation clearly demonstrates how this study's perspective differs from previous studies. Variables in this study were repositioned by taking into account their logical relationships, which were supported by the findings of previous studies. The variables at work here were coastal tourism recovery, the tourism crisis, disaster management, and tourist visitation.

The main goal of this study was to figure out how tourist visits affect the recovery of coastal tourism. This offer will undoubtedly benefit the expansion of the corpus of knowledge in tourist studies and strategic management. Because of the problem caused by a specific accident and the COVID-19 epidemic, prior academics are still divided on how to revitalize tourism, particularly seaside tourism. A comprehensive strategy is required for tourism revitalization [14]. Tourists will continue to visit post-disaster tourist destinations because they have a limited understanding of disasters' negative effects [15]. Visitors will continue to arrive, even changing their plans to visit the chosen beach region [16;17]. Following a tragedy, reconstruction may make it easier for tourists to visit [18]. [19] provides compelling evidence for the opposing viewpoint, arguing that if the tourism recovery scenario is not thoroughly investigated, visitor arrivals will not increase. The relationship between visitor numbers and tourism growth was discovered to be non-linear [20; 21]. Tourist preferences for travel during the COVID-19 endemic era have not always been restored in tandem with post-disaster recovery [22].

This study aims to: (1) address the issue of the low level of coastal tourism recovery; and (2) bridge the gaps in the findings of prior studies on the impact of tourist visitation on coastal tourism recovery by developing the novel idea of Dynamic Agility Orchestration Resources, which was then thoroughly investigated and tested.

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II. THEORITICAL REVIEW

A. Disaster Management

Disaster management is a set of steps that are taken to lessen the effects of disasters, restore order, and get things back to normal [23]. Disaster emergency response and conceptual disaster modeling are linked [24]. It is a set of steps used to lessen the effects of disasters, put things back in order, and get back to normal. [25] linked conceptual disaster modeling and emergency response to disasters. They did this by grouping or clustering the disasters and doing a staging theme analysis.

Initial disaster recovery and management efforts in tourist areas are challenging and dispersed [26;27]. Disaster management at tourist sites can be done using a thematic approach [28;29]. [30] advocate a multidisciplinary approach to disaster management. Data presented by [31] and [32] demonstrated the need for a comprehensive disaster recovery paradigm. In the framework for dealing with disaster emergencies in tourist areas, the logistical help for disaster victims is a key part. [33] and [34] another evidence-based review focuses on modeling the operational aspects of humanitarian logistical aid provision. [35], [36], [37], and [38] present a tool that takes into account geography, the number of vehicles and employees available, the aid logistics warehouse, and the basic needs of disaster victims.

In light of the numerous study findings already mentioned, the following hypotheses can be advanced:

H1: The sooner the tourism crisis is resolved, the better disaster management will be.

H2: Dynamic Agility Orchestration Resources perform better as disaster management is improved.

H3: When disaster management is more strictly regulated, post-crisis tourism visits increase.

B. Tourist Visit

Tourism is defined by the United Nations World Tourism Organization (UNWTO) as a fixed or mobile object that appeals to everyone who travels to a country or region that is not their home [40]. Both leisure and business travel are included in tourism (Press, 2005). Tourism is defined around the world as a mix of work and play that lasts at least 24 hours but no more than a year and includes cross-country recreational activities [41].

Evaluating the electronic word of mouth (eWOM) variable to improve how people think about a place is an interesting idea [42; 43]. Since it will make people more likely to visit, it's important to pay attention to the service provision parts, especially for natural tourism destinations [29].

It has been shown that high personal risk-taking situations, like having bad feelings after a disaster, have a big effect on tourist trips after a disaster [44;45]. . Also, [46] put the concept of destination social responsibility (DSR) strategy into three categories: proactive, reactive, and exploratory. In these approaches, information sources are able to moderate the relationship between DSR and tourist attribution.

In light of the numerous study results mentioned above, the following hypotheses can be proposed:

H4: The more tourists there are, the better the resources perform.

H8: The more tourists there are, the faster coastal tourism will recover.

C. Tourism Crisis

Travel problems caused by a lack of tourist attractions and other obstacles to mobility have a direct effect on the travel and tourism industry around the world [40]. The problem with tourism comes from the fact that the public evaluates what the government does in order to find out what resources different government groups have for improving community psychology by making people more aware of what's going on [33]. It is also important to set up economic institutions related to tourism and boost the local economy [45].

[46] reported evidence of Japan's tourist dilemma, which was addressed by implementing behavior change through spatial reconstruction in an integrated care system with the assistance of those who lived near COVID-19. On Twitter, information was obtained by searching for COVID-19. According to the argument in the COVID-19 framework, the government's various measures and subsidies to build post-pandemic tourist resilience frequently exhibit flaws when compared to the operation of market logic, which inherently encounters deviations [47].

The government can make policy by coordinating the sharing of resources and steering policy in a better and more sustainable direction, [6; 48; 49 and 51].

A value-at-risk strategy should be put in place, with a focus on traditional and domestic markets, an understanding of how domestic tourism demand changes over time, and the ability to attract new market groups [50; 40].

Based on the numerous study results mentioned above, the following theory can be proposed:

H6: The faster coastal tourism recovers, the better the tourist crisis is managed.

D. Development of Novelty of Dynamic Agility Orchestration Resources

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1) Dynamic Capability

[52] introduce Dynamic Capability Theory by saying that in a market that is always changing quickly, you need to look at it from two points of view: the changing environment and the fierce competition. It is important to find different options to help businesses design resources and skills that will help them do well in a competitive market.

Assuming that a business is a collection of resources that have been functionally distributed [53] and [54] says that a business is a collection of resources. Businesses must also maintain their competitive advantage [55]. A competitive environment that is always changing and evolving needs resources that can adapt [55; 56; 4]. [57] came up with the ideas of the dynamic approach and the speed of responding to change. They say that dynamics is a learner's behavior in

every organizational action. Dynamic capability is the ability to see, hear, read, understand, take advantage of opportunities, and change in order to manage knowledge [58].

2) Agility

Merriam-Webster defines agility as "the ability to move with grace and ease during physical exertion." To change one's body posture, one must have flexibility, speed, balance, integration, coordination, strength, reflex, and endurance [59]. The foundations of agility are balance and the ability to control balance [60; 13]. [59] and states that dynamic balance and agility go hand in hand, and that a single movement characterized by agility is the fusion of numerous elements.In the context of business and organizations, agility refers to the ability to adapt to change over time [61].

Furthermore, human resource flexibility can contribute to the consistent generation of new ideas [62]. The ongoing creation of communication channels and strategies, particularly when identifying a common goal and utilizing platforms and systems as the operational core of the business, is referred to as agility [60; 21].

3) Orchestration

Since the 1990s, it has been observed in a number of organizational behavior study findings that can be traced back to the earliest time when scientists were discovered to be working on the orchestration concept [62;63] of a "network orchestrator."Also, it was made with a focus on how the organizational structures suggested by [65] fit together. [6] and [64], and others can conclude from this that network orchestration is more dependent on intangible knowledge, such as consumers, sentiment, and networks.

According to [66], [47], orchestration is a strategy that represents how a company's resources can work together to increase goal achievement. According to [67] orchestration fosters collaboration among partners. [68] assert that whenever value is created in the form of a good or a service, orchestration is involved.

4) Proposition of Novelty

Then, evidence that businesses actively networked with partners, shared and interacted in value creation in the form of goods or services, cultivated relationships, exchanged advice, and jointly developed new goods or services is thoroughly examined.

Based on the numerous study results mentioned above, the following theory can be proposed:

H5: The greater the use of dynamic agility orchestration resources, the easier it will be to overcome the tourism crisis.

H7: The faster coastal tourism recovers, the more dynamic agility orchestration resources are deployed.

E. Recovery of Green Coastal Tourism

Green creativity has not yet gotten research support in the tourism industry, especially at beach tourism and hospitality destinations, to encourage green innovation and sustainability [69; 70]. [71] and [72] have already shown that green practices at beach clubs are liked by guests, who see them as part of the quality of service, and that environmental commitment is an important part of making coastal tourism more valuable.

According to [39] study, which used geographical knowledge to carry out post-disaster tourism recovery with predictability and avoidance, coastal tourist recovery can be traced by [21], [43] and [40], who have created the idea of tourism resilience to disasters through four key characteristics, including the following: (1) the ability to comprehend and harness market forces; (2) the ability to collaborate; (3) the ability to collaborate.

III. METHOD

This study was a causal investigation, which, depending on the level of explanation, looks for an explanation in the form of a cause-and-effect relationship.The research subjects, who were tourist actors in the Sunda Strait in Banten Province, were chosen using purposive sampling.

The research was done in the Sunda Strait, which is in the Indonesian province of Banten on the island of Java. The information was gathered with the help of a questionnaire and spread in a snowball effect through different media, observations, interviews, and focused conversations. The data was analyzed using both quantitative and qualitative methods (mix).

Through the use of the IBM SPSS AMOS 21 (Analysis of Moment Structure) tool, descriptive analysis and testing of models and hypotheses were carried out, for the purpose of expressing causality between constructs through the structural equations.

IV. RESULT AND DISCUSSION

A. Descriptive Evaluation

According to the study of the respondent's description above, 83 respondents (61.9%) were male, while only 51 respondents (38.1%) were female.Based on the ages of the respondents, five age categories were established 44 (32.8%) respondents were between the ages of 17 and 25, followed by 27 (20.1%) respondents between the ages of 44 and 45, 25 (18.7%) respondents between the ages of 26 and 34, 24 (17.9%) respondents between the ages of 35 and 43, and only 14 (10.4%) respondents between the ages of 53 and 61.

Based on the respondents' educational backgrounds, five groups were formed. The bachelor category had 48 (35.6%) of the respondents, followed by the postgraduate category with 44 (32.8%), the high school category with 38 (28.4%), and the diploma category with only 3 (3.2%). In terms of marital status, 82 (61.2%) respondents reported being married, while 52 (38.8%) reported being unmarried.

B. Absolute Fit Measures

Absolute fit metrics are objective measurements that show how well the model chosen for the study can predict the data that has already been collected. The model was found to be fit because it passed the test index, which was the rule of thumb that was used. The size was determined using the following absolute fit metrics:

1) Chi-square. The test results revealed a chi-square value of 64,346 rather than the predicted chi-square value of 66.34.

2) DF/CMIN. CMIN/DF is the chi-square value divided by the degree of freedom. This index is made by multiplying the degree of freedom by the CMIN function, which stands for the minimum sample discrepancy function. The model in this study produced a CMIN/DF value of 1.814 or 2, and it was designated as a fit model.

3) Root Mean Square Approximation Error (RMSEA). When the estimate model is applied to the population, the RMSEA value shows the expected goodness of fit. The RMSEA for the model used in this study was 0.078, which means that it fit the data pretty well.

4) GFI (Goodness of Fit Index). The GFI is a non-statistical index with values ranging from 0 to 1. A value of >0.9 indicates a well-fitting model. The GFI score of 0.815 in this study indicated that the model fit the data reasonably well.

C. Discussion

Based on the statistical analysis of the ***first hypothesis***, the effect of disaster management on the tourism crisis is estimated to be 0.425%, with a CR value of 4.488 and a p-value of 0.000. At a relevance level of 5%, disaster management can be said to have significantly alleviated the tourism crisis. Disaster management had a significant and positive impact on the Tourism Crisis. [30] and [33] found that the variable about how disasters were handled had an effect on the variable about the tourist crisis. [32] say that if social media and disaster management are not carefully planned, survivors will have trouble getting information, adapting, being proactive, and staying strong.

Based on the statistical test for the ***second hypothesis***, the estimated effect of disaster management on dynamic agility orchestration resources was 0.285, with a CR value of 2.827 and a p-value of 0.005. Disaster Management significantly improves Dynamic Agility Orchestration Resources at a significance level of 5%. This investigation's findings are consistent with previous research by [12] [14] and [15] that efforts to address problems extend beyond the immediate consequences of disasters.

According to the results of the statistical test on the ***third hypothesis***, the estimated value for the effect of disaster management on tourist visits was 0.657, with a CR value of 6.452 and a p-value of 0.000. This means that, at a 5% level of significance, disaster management had a very positive effect on the number of tourists who came to the country. This indicated that if disaster management was well-managed and supported by a group of volunteers to assist with disaster emergencies, the problem could be better controlled [19; 20; 25].

Based on the statistical analysis of the ***fourth hypothesis***, the estimated value of tourism's effect on dynamic agility orchestration resources was 0.610, with a CR value of 6.088 and a p-value of 0.000. This means that, at a significance level of 5%, tourism had a significant positive effect on dynamic agility orchestration resources. This finding is consistent with the findings of [42; 45] , who discovered that the government had a difficult time recovering from a disaster in terms of tourism visits.

Based on the statistical test for the ***fifth hypothesis***, the estimated effect of Dynamic Agility Orchestration Resources on the tourism crisis was found to be 0.436, with a CR value of 5.286 and a p-value of 0.000. At a significance level of 5%, we can therefore say that Dynamic Agility Orchestration Resources made a big difference in a good way for the tourism crisis. Thus, it is becoming increasingly clear that the development of Dynamic Agility Orchestration Resources can serve as a bridge to address the tourism dilemma [62; 65].

According to the statistical analysis of the ***sixth hypothesis***, the effect of the tourism crisis on the recovery of coastal tourism was estimated to be 0.676, with a CR value of 5.027 and a p-value of 0.000. This means that, at a significance level of 5%, the effect of the tourism crisis was significantly positive. These findings are consistent with research indicating that crises pose a threat to organizations or circumstances that are unexpected, have a short decision-making window, or both [46; 47;50]

Based on the statistical test for the ***seventh hypothesis***, the estimated value for the effect of Dynamic Agility Orchestration Resources on Coastal Tourism Recovery was 0.206, with a CR value of 2.089 and a p-value of 0.037. With a 5% level of significance, we can say that Dynamic Agility Orchestration Resources had a big positive effect on Coastal Tourism Recovery. According to statistical analyses of the unique effects of Dynamic Agility Orchestration Resources on the recovery of coastal tourism, Dynamic Agility Orchestration Resources were a big help. The findings of this investigation are supported by evidence presented in a study conducted by [61; 62; 67].

According to the statistical analysis of the ***eighth hypothesis***, the estimated value for the impact of tourism on coastal tourism recovery was 0.245, with a CR value of 2.177 and a p-value of 0.029, indicating that tourism had a significant positive impact at a significance level of 5%. It is critical to have additional discussions about tourism, which includes business travel [70; 72].

D. Conclusion

The tsunami disaster and the COVID-19 pandemic are both having an impact. These two things are the main reasons why the Sunda Strait coastal tourism industry is still struggling to get back on its feet.This situation, both in terms of the industry and the location, is one of the main reasons why this industry isn't doing much to help the economy recover. So, it's clear that disaster management has had a big effect on the tourism crisis.

The number of tourist visits supports Novelty's dynamic agility orchestration resource. Also, visits from tourists help a lot with both Dynamic Agility Orchestration Resources and the restoration of coastal tourism. Also, if the tourism crisis is dealt with quickly and correctly, it can help coastal tourism recover in a big way. The ability to dynamically consolidate orchestration resources from various sources, particularly stakeholders in the local area, has a significant impact on the Tourism Crisis and Tourism Recovery.

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