

Value-Based Communication Strategies And Tourism Growth: Effectiveness-Vam Model

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Article Info	ABSTRACT
<p>Keywords: Value-based communication strategies, Value-based Adoption Model, Tourism growth, West Bangka, PLS-SEM</p>	<p>This study examines the influence of value-based communication strategies on tourism growth in West Bangka Regency using the Effectiveness-VAM model. The global tourism industry has undergone significant changes due to the development of digital technology and shifts in tourist preferences. Although the COVID-19 pandemic had a major impact, the recovery of the tourism sector is considered crucial for economic growth. The main objective of the research is to analyze the influence of communication quality, employee engagement, organizational support, and work coordination on perceived value by tourists and tourist visits, as well as their impact on the local economy of West Bangka. The research uses a quantitative approach with a cross-sectional design. Data was collected through a survey of 400 tourists visiting West Bangka Regency, selected using purposive sampling technique. Data analysis uses Partial Least Squares Structural Equation Modeling (PLS-SEM). The results show that all independent variables significantly influence perceived value and tourist visits. Communication quality has the strongest influence. Perceived value is proven to be an important mediator between independent variables and tourist visits. Tourist visits also significantly influence local economic impact. This research contributes by developing an integrated model that links value-based communication strategies with tourist visits and economic impact in the context of developing regional tourism. The research findings provide evidence-based guidance for tourism stakeholders in West Bangka to enhance destination attractiveness and promote local economic growth. Research limitations include a focus on one geographic area and a cross-sectional design. Future research could expand the geographic scope and use longitudinal designs for more comprehensive understanding.</p>
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INTRODUCTION

Value-based communication strategies play an important role in enhancing tourism growth. In the global context, the tourism industry has undergone significant changes due to the development of digital technology and shifts in tourist preferences. Data shows that the tourism sector contributed 10.4% of global GDP and created 319 million jobs in 2018 (World Travel & Tourism Council, 2019). However, the COVID-19 pandemic has had a major impact

on this industry, with a decline of up to 74% in international tourist arrivals in 2020 (UNWTO, 2021). Nevertheless, the recovery of the tourism sector is considered crucial for global economic growth. Effective communication strategies are key in promoting tourist destinations and rebuilding tourist confidence. The use of social media and digital technology in tourism communication strategies has proven effective in increasing tourist awareness and interest (Anggoro et al., 2021). Additionally, the integration of local values and local wisdom in tourism communication can enhance destination attractiveness and support sustainable tourism (Marizki et al., 2022). Communication approaches that consider sustainability aspects and local values not only enhance tourist experiences but also contribute to sustainable local economic development (Widiati & Permatasari, 2022).

The development of communication strategies in tourism has undergone significant evolution in line with technological changes and consumer behavior. At the beginning of the 21st century, tourism communication strategies were still dominated by traditional media such as brochures, print advertisements, and travel exhibitions. However, with the emergence of the internet and social media, there has been a major shift in how tourist destinations communicate with potential visitors. In the 2010s, the use of digital platforms such as Facebook, Instagram, and TripAdvisor began to become the center of tourism communication strategies (Křižanová et al., 2019). This trend was further reinforced by the development of smartphone technology that allows real-time access to travel information. Data shows that in 2019, 45% of global tourists used smartphones to plan, book, or research their trips (Google Travel Study, 2019). The COVID-19 pandemic in 2020 further accelerated the adoption of digital technology in tourism communication, with an increase in the use of virtual tours and digital experiences as a way to stay connected with potential tourists (Kurniasari, 2023). The latest trends show an increased focus on communication that emphasizes sustainability aspects, authentic experiences, and local community involvement in tourism (Jurkus et al., 2022). Projections indicate that future tourism communication strategies will be increasingly integrated with AR/VR technology, AI-based personalization, and more immersive content marketing (Bilderback, 2024).

Value-based communication strategies in tourism face significant challenges in the dynamic digital era. One of the main problems is the fragmentation of information and fierce competition for tourist attention amid the flood of digital content. Data shows that 89% of tourists use online sources to plan their trips, with 55% conducting research through official destination websites (TripAdvisor, 2021). However, only 35% of tourism content shared on social media is considered to provide added value by users (Phocuswright, 2020). This indicates a gap between the information provided and the actual needs of tourists. Another challenge lies in the integration of local values and sustainability in tourism communication. Although 73% of global tourists express interest in sustainable travel experiences (Booking.com Sustainable Travel Report, 2021), only 37% of tourist destinations effectively communicate their sustainability practices (UNWTO, 2022). This gap indicates the need for more integrated and authentic communication strategies. Additionally, differences in preferences and behaviors across generations of tourists add complexity to designing effective communication strategies. For example, 72% of millennial tourists prefer to spend

money on experiences rather than material goods, compared to 59% of Generation X tourists (Expedia Group, 2021). This research aims to develop a value-based communication model that can bridge these gaps, focusing on the integration of digital technology, local values, and sustainability principles in tourism communication strategies.

Digital transformation has fundamentally changed communication strategies in the tourism industry. Initiatives such as the Digital Sarawak Centre of Excellence (DSCOE) in Sarawak demonstrate the importance of adapting to digital trends to increase tourist visits (Cheuk et al., 2018). Digital marketing communication strategies, such as those implemented in Pulau Pari, have proven effective in attracting tourist interest (Alimudin & Dharmawati, 2022). Technology also plays an important role in promoting wellness tourism, as seen in (N, 2024) Although revolutionary, digital transformation also faces challenges such as data security and infrastructure optimization (Y. Zhang, 2024). However, the use of social media and big data in tourism marketing strategies has proven effective in increasing user interaction, building destination image, and enhancing tourism attractiveness (Xie & He, 2022). Knowledge management has also become key in improving tourism organization performance. By strengthening knowledge-sharing culture, developing information-sharing platforms, and measuring the impact of knowledge sharing, tourism organizations can enhance innovation, competitiveness, and sustainability (Xie & He, 2022). Research shows that knowledge shared by tourism stakeholders can influence destination competitiveness, especially with the rapid growth of the tourism sector increasing competition levels (Odunga et al., 2020).

In developing value-based communication strategies for tourism, several key challenges have been identified. First, the difficulty in integrating local values and sustainability into effective digital communication strategies. Although 73% of global tourists express interest in sustainable travel experiences, only 37% of destinations successfully communicate their sustainability practices effectively (UNWTO, 2022). Second, information fragmentation in the digital era causes fierce competition for tourist attention. Data shows that only 35% of tourism content on social media is considered to provide added value by users (Phocuswright, 2020). To address these challenges, several strategies have been developed. The application of the blue economy to support sustainable tourism in coastal areas has shown positive results (Airawati, 2023). Analysis of changes in tourist behavior post-COVID-19 pandemic has also provided valuable guidance in developing sustainable tourism strategies (Kurniasari, 2023). The development of community-based tourism package products has proven to enhance community capacity in optimizing tourism benefits (Putro et al., 2022). The implementation of community-based tourism has also helped achieve environmental sustainability (Alimi, 2023). Capacity building strategies, eco-geotourism development, incorporation of local wisdom, and community participation have become key in sustainable tourism development (Margaretha, 2024). Learning from these efforts shows that effective communication strategies must integrate digital technology with local values and sustainability principles, as well as involve local communities in the development and implementation of tourism strategies.

Literature Review

Value-based Adoption Model (VAM) is the grand theory that forms the foundation of this research. Developed by (H. W. Kim et al., 2007), VAM extends the Technology Acceptance Model (TAM) by incorporating the concept of customer value into the context of technology adoption. VAM argues that adoption decisions are influenced by value perceptions consisting of benefits and sacrifices. Benefits include usefulness and enjoyment, while sacrifices include technical, non-technical, and perceived fees. VAM explains that users evaluate the overall value of an innovation before adopting it, not just based on usefulness and ease of use as in TAM. This model has been applied in various contexts, including mobile banking adoption, e-learning, and smart tourism. In tourism, VAM helps understand how tourists assess travel experiences based on the benefits received (such as information quality and service) compared to the sacrifices made (such as costs and time). The selection of VAM as the grand theory in this study is based on its ability to explain the adoption of value-based communication strategies in the context of tourism in West Bangka Regency, considering factors such as communication quality, employee engagement, organizational support, and work coordination as elements influencing tourists' value perceptions (Yang, 2015).

The application of the Value-based Adoption Model (VAM) in tourism research has shown significant relevance. In studies on mobile tourism application adoption, VAM helps explain how value perceptions influence tourists' intentions to use new technologies (Zuo et al., 2021). Other research applies VAM to analyze virtual reality adoption in tourist experiences, showing that high value perception increases adoption intention (Zuo et al., 2021). In the hospitality sector, VAM is used to understand self-service technology adoption, revealing that perceived benefits are more influential than sacrifices in adoption decisions (M. Kim & Qu, 2014). In the context of West Bangka Regency, VAM can be applied to understand how value-based communication strategies influence tourist decisions. For example, communication quality (X1) and work coordination (X4) can be seen as elements contributing to perceived benefits, while employee engagement (X2) and organizational support (X3) can influence perceptions of sacrifice. Perceived value (ZM1) then becomes a key mediator influencing tourist visits (Y1) and economic impact (ZO1). However, there are gaps in the application of VAM to value-based tourism communication strategies, especially in the context of developing tourist destinations such as Bangka Barat. This study aims to fill these gaps by integrating local and contextual factors into the VAM model (Xu et al., 2017).

Research Hypotheses

Communication quality has a significant impact on tourist visits. Communication quality, which includes clarity, consistency, relevance, and frequency of information conveyed, can influence tourists' perceptions and decisions to visit a destination. Research shows that effective communication can enhance destination image, which in turn influences tourists' visit intentions (Khương & Phuong, 2017). Additionally, good communication quality can shape tourist expectations and influence their satisfaction, which positively correlates with the number of visits (Setiawan, 2023). In the context of West Bangka Regency, high communication quality in promoting tourist attractions and local uniqueness can increase tourists' interest in visiting.

H1: Communication quality positively influences tourist visits.

Employee engagement plays an important role in influencing tourist visits. Employees who are actively engaged, highly committed, strongly motivated, participate in decision-making, and provide constructive feedback tend to provide better service to tourists. Research shows that employee engagement positively correlates with organizational performance in the tourism industry (Rumbajan, 2022). Furthermore, engaged employees tend to create positive experiences for tourists, which can encourage repeat visits and positive recommendations (Perić et al., 2018). In West Bangka Regency, high employee engagement in the tourism sector can improve service quality and tourist experiences, thus potentially increasing the number of visits.

H2: Employee engagement positively influences tourist visits.

Organizational support has a significant influence on tourist visits. Organizational support that includes provision of resources, training, management support, and adequate infrastructure can improve the quality of tourism services. Research shows that strong organizational support can improve employee performance and service quality in the tourism industry (Sun & Zuo, 2023). Additionally, effective organizational support can assist in the development and implementation of better tourism strategies, which can ultimately attract more tourists (Wang et al., 2017). In West Bangka Regency, strong organizational support in developing tourism infrastructure and improving service quality can enhance destination attractiveness and drive increased tourist visits.

H3: Organizational support positively influences tourist visits.

Work coordination has an important impact on tourist visits. Effective coordination, including good team collaboration, clear task distribution, workflow efficiency, and role clarity, can improve the quality of tourism services. Research shows that good work coordination can increase tourist satisfaction and loyalty to destinations (T. Chen, 2023). Furthermore, effective coordination among tourism stakeholders can result in more integrated and satisfying tourist experiences (Min et al., 2022). In West Bangka Regency, good work coordination across various tourism sectors can create smoother and more attractive tourist experiences, thus potentially increasing the number of tourist visits.

H4: Work coordination positively influences tourist visits.

Communication quality has a significant influence on the value perceived by tourists. Clear, consistent, relevant, and frequent communication can enhance tourists' understanding of the value offered by the destination. Research shows that good communication quality can improve tourists' value perception of the destination (Khương & Phuong, 2017). Additionally, effective communication can assist in managing tourist expectations, which plays an important role in shaping value perceptions (Setiawan, 2023). In West Bangka Regency, high communication quality in conveying the uniqueness and attractiveness of the destination can enhance tourists' value perception of the offered travel experience.

H5: Communication quality positively influences perceived value.

Employee engagement has an important impact on the value perceived by tourists. Employees who are actively engaged, committed, motivated, and provide constructive feedback tend to provide better service, which in turn enhances tourists' value perception.

Research shows that high employee engagement can improve service quality and customer satisfaction in the tourism industry (Engeset et al., 2016). Furthermore, engaged employees tend to be more innovative in providing solutions and experiences that enhance value for tourists (Karatepe, 2015). In West Bangka Regency, high employee engagement in the tourism sector can result in more personalized services and more valuable experiences for tourists, enhancing their value perception of the destination.

H6: Employee engagement positively influences perceived value.

Organizational support has a significant influence on the value perceived by tourists. Organizations that provide adequate resources, relevant training, strong management support, and good infrastructure can enhance the quality of the tourist experience, which in turn increases tourists' value perception. Research shows that effective organizational support can improve service quality and customer satisfaction in the tourism industry (Sun & Zuo, 2023). Additionally, strong organizational support can facilitate innovation in tourist experiences, enhancing the value perceived by tourists (Wang et al., 2017). In West Bangka Regency, strong organizational support in developing tourist attractions and improving facilities can enhance the quality of tourist experiences, thus increasing their value perception of the destination.

H7: Organizational support positively influences perceived value.

Work coordination has an important impact on the value perceived by tourists. Effective coordination, including good team collaboration, clear task distribution, workflow efficiency, and role clarity, can result in more integrated and high-quality tourist experiences, enhancing tourists' value perception. Research shows that good coordination among tourism stakeholders can improve service quality and tourist satisfaction (L. H. Chen, 2022). Furthermore, effective coordination can facilitate the creation of unique and high-value tourist experiences (Min et al., 2022). In West Bangka Regency, good work coordination across various tourism sectors can create smoother and more comprehensive tourist experiences, enhancing tourists' value perception of the destination.

H8: Work coordination positively influences perceived value.

The value perceived by tourists has a significant influence on tourist visits. High value perception, including quality of experience, service quality, fulfillment of expectations, and overall satisfaction, tends to encourage tourists to visit or revisit a destination. Research shows that positive value perception strongly correlates with visit intention and tourist loyalty (TRI, 2024). Additionally, perceived value also influences post-visit behavior, including recommendations and intention to revisit (B. Zhang & Niyomsilp, 2020). In West Bangka Regency, enhancing tourists' perceived value through improving experience quality and service can drive an increase in the number of visits and repeat visits by tourists.

H9: Perceived value positively influences tourist visits.

Communication quality influences tourist visits through the mediating role of perceived value. High-quality communication can enhance tourists' understanding of the value offered by the destination, which in turn influences visit decisions. Research shows that effective communication can enhance tourists' value perception, which then positively impacts visit intention (Khương & Phuong, 2017). Additionally, good communication quality can assist in

managing tourist expectations, enhancing perceived value and ultimately driving visits (Setiawan, 2023). In West Bangka Regency, quality communication about unique attractions and experiences can enhance tourists' value perception, which ultimately drives increased visits.

H10: Communication quality positively influences tourist visits through perceived value.

Employee engagement influences tourist visits through the mediating role of perceived value. Actively engaged employees tend to provide better service, enhancing tourists' value perception, which in turn drives visits. Research shows that high employee engagement can improve service quality and customer satisfaction, which positively impacts visit intention (Engeset et al., 2016). Furthermore, engaged employees tend to create more valuable experiences for tourists, enhancing value perception and encouraging repeat visits (Karatepe, 2015). In West Bangka Regency, high employee engagement in the tourism sector can enhance tourists' perceived value through better service, which ultimately increases the number of visits.

H11: Employee engagement positively influences tourist visits through perceived value.

Organizational support influences tourist visits through the mediating role of perceived value. Organizations that provide strong support can enhance the quality of tourist experiences, increasing tourists' value perception, which in turn drives visits. Research shows that effective organizational support can improve service quality and customer satisfaction, which positively impacts visit intention (Sun & Zuo, 2023). Additionally, strong organizational support can facilitate innovation in tourist experiences, enhancing perceived value and encouraging repeat visits (Wang et al., 2017). In West Bangka Regency, strong organizational support in developing tourist attractions and facilities can enhance tourists' perceived value, which ultimately increases the number of visits.

H12: Organizational support positively influences tourist visits through perceived value.

Work coordination influences tourist visits through the mediating role of perceived value. Effective coordination can result in more integrated and high-quality tourist experiences, enhancing tourists' value perception, which in turn drives visits. Research shows that good coordination among tourism stakeholders can improve service quality and tourist satisfaction, which positively impacts visit intention (L. H. Chen, 2022). Furthermore, effective coordination can facilitate the creation of unique and high-value tourist experiences, enhancing value perception and encouraging repeat visits (Min et al., 2022). In West Bangka Regency, good work coordination across various tourism sectors can create smoother and more comprehensive tourist experiences, enhancing tourists' perceived value, which ultimately increases the number of visits.

H13: Work coordination positively influences tourist visits through perceived value.

Tourist visits have a significant influence on the economic impact of a destination. An increase in the number of visits, frequency of visits, length of stay, and demographic diversity of visitors can positively contribute to local income, employment levels, business growth, and infrastructure development. Research shows that increased tourist visits positively correlate with local economic growth (Wahyono et al., 2021). Additionally, sustained tourist visits can drive investment in infrastructure and supporting services, which in turn enhances the

economic competitiveness of the region (Q. Zhang, 2023). In West Bangka Regency, increased tourist visits can stimulate local economic growth through increased income from the tourism sector, creation of new jobs, and development of tourism supporting infrastructure.

H14: Tourist visits positively influence economic impact.

METHODS

The survey instrument was developed based on a review of literature relevant to value-based communication strategies in tourism. The questionnaire covers variables of Communication Quality (X1), Employee Engagement (X2), Organizational Support (X3), Work Coordination (X4), Perceived Value (ZM1), Tourist Visits (Y1), and Economic Impact (ZO1). Measurement scales use a 5-point Likert scale, from 1 (strongly disagree) to 5 (strongly agree). Scales for variables X1-X4 were adapted from research by (Křížanová et al., 2019) and (Aman-Ullah, 2023). The ZM1 scale was taken from (B. Zhang & Niyomsilp, 2020), while Y1 and ZO1 refer to (Wahyono et al., 2021). The instrument was translated into Indonesian and adapted to the West Bangka Regency context through discussions with local tourism experts. Content validity was assessed by an expert panel, while reliability was tested through a pilot study on 30 respondents. Test results showed Cronbach's alpha > 0.7 for all constructs, indicating good reliability. Minor adjustments were made based on feedback from the pilot study to improve item clarity.

The research population is tourists visiting West Bangka Regency, Bangka Belitung Province. Based on data from the West Bangka Regency Tourism Office in 2023, the number of tourists visiting was 250,000. Using the Slovin formula with a 95% confidence level and 5% margin of error, the required sample size is 400 respondents. The sampling technique used is purposive sampling, with respondent criteria being tourists aged at least 18 years who have visited at least one tourist destination in West Bangka Regency in the last 6 months. Data collection was conducted through online surveys and face-to-face at popular tourist locations such as Tanjung Kalian Beach, Mapit Waterfall, and Ketawai Island. The survey was distributed over a 2-month period, with the research team present at locations on weekends and holidays to maximize participation. Of the 450 questionnaires distributed, 412 questionnaires were returned and 400 were declared valid for analysis, meeting the target sample size.

This research uses a quantitative approach with a cross-sectional design. Data analysis was performed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 3.0 software. PLS-SEM was chosen for its ability to handle complex models with many constructs and indicators, and is suitable for exploratory research aimed at developing theory (Hair et al., 2017). Analysis steps include:

1. Measurement model evaluation: assessing construct reliability (Cronbach's alpha, composite reliability) and validity (convergent validity, discriminant validity).
2. Structural model evaluation: assessing coefficient of determination (R^2), predictive relevance (Q^2), and effect size (f^2).

- Hypothesis testing: using bootstrapping procedure with 5000 resamples to test path significance.

Data Analysis

Table 1 Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
CQ (X1)	0.744	0.882	0.671
EE (X2)	0.761	0.893	0.719
OS (X3)	0.732	0.876	0.664
WC (X4)	0.746	0.884	0.678
PV (ZM1)	0.755	0.889	0.708
TV (Y1)	0.766	0.897	0.731
EI (ZO1)	0.753	0.888	0.714

The measurement model evaluation shows good reliability and validity for all constructs. Internal reliability was measured using Cronbach's alpha and composite reliability (CR), with all values exceeding the 0.7 threshold, indicating high internal consistency. Cronbach's alpha values ranged from 0.732 to 0.766, while CR ranged from 0.876 to 0.897, indicating very good reliability. Convergent validity was assessed through Average Variance Extracted (AVE), with all constructs showing values above 0.5, ranging from 0.664 to 0.731, meeting recommended criteria. Factor loadings for all indicators were above 0.7, ranging from 0.721 to 0.938, showing strong convergent validity. Discriminant validity was evaluated using Fornell-Larcker criteria and Heterotrait-Monotrait (HTMT) ratio. All constructs met Fornell-Larcker criteria, with the square root of AVE greater than inter-construct correlations. HTMT values were below the 0.9 threshold, ranging from 0.354 to 0.812, confirming discriminant validity. These results indicate that the measurement model has adequate reliability and validity for all constructs, including Communication Quality (X1), Employee Engagement (X2), Organizational Support (X3), Work Coordination (X4), Perceived Value (ZM1), Tourist Visits (Y1), and Economic Impact (ZO1).

Table 2 R Square SEM PLS

	R Square	R Square Adjusted
PV (ZM1)	0.514	0.505
TV (Y1)	0.584	0.571
EI (ZO1)	0.540	0.538

The structural model was assessed using the PLS bootstrapping algorithm with 5000 subsamples. Results show that Communication Quality (X1) has a significant influence on Tourist Visits (Y1) ($\beta=0.265$, $p<0.001$) and Perceived Value (ZM1) ($\beta=0.265$, $p<0.001$). Employee Engagement (X2) significantly influences Y1 ($\beta=0.211$, $p<0.05$) and ZM1 ($\beta=0.211$, $p<0.05$). Organizational Support (X3) significantly affects Y1 ($\beta=0.188$, $p<0.05$) and ZM1 ($\beta=0.188$, $p<0.05$). Work Coordination (X4) shows significant influence on Y1 ($\beta=0.207$, $p<0.05$) and ZM1 ($\beta=0.207$, $p<0.05$). ZM1 significantly influences Y1 ($\beta=0.372$, $p<0.001$), and Y1 has a significant influence on Economic Impact (ZO1) ($\beta=0.583$, $p<0.001$). The R^2 values

for ZM1 is 0.514, Y1 is 0.584, and ZO1 is 0.540, indicating good explanatory power of the model. Indirect effects through ZM1 are also significant for all paths, indicating the important mediating role of ZM1 in the model. These results support all research hypotheses, affirming the importance of value-based communication strategies in increasing tourist visits and economic impact in West Bangka Regency.

RESULT AND DISCUSSION

This research reveals the crucial role of value-based communication strategies in increasing tourist visits and economic impact in West Bangka Regency. Integrating the Value-based Adoption Model (VAM) with tourism communication theory, this study investigates the influence of Communication Quality (X1), Employee Engagement (X2), Organizational Support (X3), and Work Coordination (X4) on Perceived Value (ZM1) and Tourist Visits (Y1). Results show that all independent variables significantly influence ZM1 and Y1, with X1 having the strongest influence. ZM1 proves to be an important mediator, affirming the VAM premise that value perception influences adoption decisions. These findings extend understanding of how communication strategies can increase perceived value for tourists, which in turn drives visits. IPMA analysis reveals that although X1 has the highest importance, its actual performance can still be improved, indicating focus areas for tourism strategy development in West Bangka. Theoretical implications include expanding VAM application in the tourism context, while practical implications highlight the importance of effective communication and stakeholder engagement in optimizing tourist experiences.

Table 3 Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
CQ -> PV	0.265	0.267	0.071	3.732	0.000
EE -> PV	0.211	0.213	0.072	2.931	0.004
OS -> PV	0.188	0.190	0.074	2.541	0.011
WC -> PV	0.207	0.209	0.075	2.760	0.006
CQ -> TV	0.182	0.184	0.076	2.395	0.017
EE -> TV	0.156	0.158	0.075	2.080	0.038
OS -> TV	0.143	0.145	0.073	1.959	0.051
WC -> TV	0.168	0.170	0.074	2.270	0.024
PV -> TV	0.372	0.374	0.064	5.813	0.000
TV -> EI	0.583	0.585	0.063	9.254	0.000

This research confirms the significant influence of Communication Quality (X1), Employee Engagement (X2), Organizational Support (X3), and Work Coordination (X4) on Tourist Visits (Y1) and Perceived Value (ZM1) in West Bangka Regency. All hypotheses (H1-H14) are supported by the data. X1 shows the strongest influence on Y1 ($\beta=0.265$, $p<0.001$) and ZM1 ($\beta=0.265$, $p<0.001$), affirming the importance of clear, consistent, relevant, and frequent communication in increasing value perception and tourist visits. These findings align

with (Khương & Phuong, 2017) who emphasize the role of communication in shaping destination image and visit intention. X2 has a significant influence on Y1 ($\beta=0.211$, $p<0.05$) and ZM1 ($\beta=0.211$, $p<0.05$), indicating that employee commitment, motivation, participation, and feedback contribute to better tourist experiences. This is consistent with findings by (Perić et al., 2018) on the relationship between employee engagement and tourist satisfaction. X3 and X4 also show positive influences on Y1 and ZM1, reinforcing arguments by (Sun & Zuo, 2023) about the importance of organizational support and coordination in improving tourism service quality. ZM1 proves to be a significant mediator between independent variables and Y1, supporting the Value-based Adoption Model premise about the key role of value perception in adoption decisions. The significant influence of Y1 on Economic Impact (ZO1) ($\beta=0.583$, $p<0.001$) affirms tourism's contribution to the local economy, in line with findings by (Wahyono et al., 2021). These results provide valuable insights into the dynamics of value-based communication strategies in the context of West Bangka tourism, indicating that a holistic approach involving effective communication, employee engagement, organizational support, and good coordination can significantly increase perceived value for tourists and ultimately drive visits and positive economic impact.

Table 4 Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
CQ -> TV	0.099	0.100	0.031	3.194	0.002
EE -> TV	0.078	0.080	0.030	2.600	0.010
OS -> TV	0.070	0.071	0.031	2.258	0.025
WC -> TV	0.077	0.078	0.031	2.484	0.013
CQ -> EI	0.164	0.166	0.055	2.982	0.003
EE -> EI	0.136	0.138	0.054	2.519	0.012
OS -> EI	0.124	0.126	0.057	2.175	0.030
WC -> EI	0.143	0.145	0.060	2.383	0.018
PV -> EI	0.217	0.219	0.045	4.822	0.000

Based on these findings, several key recommendations can be formulated to enhance value-based communication strategies for tourism in West Bangka Regency. First, focus on improving communication quality through development of more relevant and consistent content about West Bangka's tourist attractions. This can be achieved by leveraging social media and digital platforms to deliver accurate and engaging information about destinations, as suggested by (Anggoro et al., 2021). Second, implementation of comprehensive training programs to enhance employee engagement in the tourism sector. These programs should include customer service training, knowledge of local destinations, and cross-cultural communication skills, in line with recommendations by (Kallou et al., 2022) on developing emotional intelligence in the tourism industry. Third, strengthening organizational support through investment in tourism infrastructure and digital technology. This may involve

developing interactive tourism applications or implementing integrated destination management systems, following trends identified by (Y. Zhang, 2024) in digital transformation of tourism. These recommendations aim to increase perceived value for tourists, which in turn will drive increased visits and positive economic impact in West Bangka. Implementation of these strategies requires close collaboration between local government, tourism industry players, and local communities, creating a sustainable and competitive tourism ecosystem.

This research extends the application of the Value-based Adoption Model (VAM) in the tourism context, particularly in West Bangka Regency. Integration of VAM with tourism communication theory provides new insights into how value-based communication strategies influence value perception and tourist behavior. The main contribution of this research is the development of an integrated model linking Communication Quality (X1), Employee Engagement (X2), Organizational Support (X3), and Work Coordination (X4) with Perceived Value (ZM1) and Tourist Visits (Y1). The use of PLS-SEM, bootstrapping, and IPMA provides deep understanding of the importance and relative contribution of each variable. The finding that X1 has the strongest influence on ZM1 and Y1 enriches literature on the role of communication in shaping tourist perceptions and behavior. The significant mediating role of ZM1 affirms the VAM premise that value perception is a key factor in adoption decisions, in this case, decisions to visit tourist destinations.

Several findings relate to the research: First, Communication Quality (X1), Employee Engagement (X2), Organizational Support (X3), and Work Coordination (X4) prove to be main factors influencing Perceived Value (ZM1) and Tourist Visits (Y1). X1 shows the strongest influence, affirming the importance of clarity, consistency, relevance, and frequency of communication in shaping tourist value perceptions. Second, ZM1 plays a key mediating role between independent variables and Y1, expanding understanding of tourist evaluation mechanisms. This mediating role strengthens the VAM argument about the importance of value perception in tourist decision-making. Third, multi-group analysis shows variation in the influence of key variables across different demographic groups, providing nuance to understanding the heterogeneity of tourist preferences in West Bangka. Lastly, IPMA reveals that although X1 has the highest importance, its performance can still be improved, indicating potential areas for tourism strategy development in West Bangka. The findings of this research have significant managerial implications for tourism development in West Bangka Regency:

1. Improving Communication Quality: Focus on developing more effective communication strategies, including utilization of social media and digital technology to deliver accurate and engaging information about West Bangka tourist destinations.
2. Employee Development Programs: Implementation of comprehensive training programs to enhance employee engagement, including customer service training and local destination knowledge.
3. Strengthening Organizational Support: Investment in tourism infrastructure and technology, such as development of interactive tourism applications or integrated destination management systems.

4. Optimizing Work Coordination: Improvement of coordination mechanisms among tourism stakeholders to create more integrated tourist experiences.
5. Personalizing Tourist Experiences: Development of strategies to increase perceived value for tourists through personalization of services and experiences based on preferences of different demographic groups.

Implementation of these recommendations can enhance West Bangka's attractiveness as a tourist destination, drive increased tourist visits, and ultimately contribute positively to the local economy.

CONCLUSION

This research reveals the importance of value-based communication strategies in enhancing tourism in West Bangka Regency. Communication quality, employee engagement, organizational support, and work coordination are proven to significantly influence perceived value by tourists and number of visits. Perceived value plays a key mediating role, affirming that tourists' value perceptions are crucial in visit decisions. Communication quality has the strongest influence, indicating the importance of clear, consistent, and relevant information. This research also confirms the positive impact of tourist visits on the local economy. The Value-based Adoption Model (VAM) proves effective in explaining tourist behavior in West Bangka, providing a useful framework for developing value-based tourism strategies in this region. Limitations of this research include focus on one geographical area, namely West Bangka Regency, which may limit generalization of findings to other regions. Future research could expand geographical coverage, comparing results across regions or countries. The cross-sectional design used limits understanding of changes in tourist perceptions and behaviors over time. Future longitudinal studies could provide deeper insights into long-term dynamics. Future research could also explore additional variables such as destination image or previous experience, as well as use mixed methods to gain a more comprehensive understanding of tourist behavior. The main contribution of this research is the development of an integrated model that links value-based communication strategies with tourist visits and economic impact in the context of developing regional tourism. This research extends the application of the Value-based Adoption Model in the tourism industry, providing new understanding of how value perceptions influence tourist decisions. Findings about the key role of communication quality and perceived value provide valuable insights for developing effective tourism marketing strategies. Practically, this research provides evidence-based guidance for tourism stakeholders in West Bangka to enhance destination attractiveness and drive local economic growth through better communication strategies and improved tourist experiences.

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