

The Relationship Between Organizational Commitment and Environmental Leadership with Community Satisfaction for Sustainable Ecotourism Development at Danau Sipin, Jambi

Citra Sherly Gita¹, Ahman Sya², Ananto Kusuma Seta³, Eliana Sari⁴, Dwi Atmanto⁵
^{1,2,3,4,5}Master of Environmental Management, Universitas Negeri Jakarta, Indonesia

Article Info

Article history:

Received 2025-12-21

Revised 2026-01-13

Accepted 2026-01-19

Keywords:

Community satisfaction

Danau Sipin

Environmental leadership

Organizational commitment

Sustainable ecotourism

ABSTRACT

The development of sustainable ecotourism requires a balanced integration of economic benefits, social well-being, and environmental conservation, with local communities playing a central role in tourism management. This study aims to examine the influence of organizational commitment and environmental leadership on community satisfaction in supporting sustainable ecotourism development at Danau Sipin, Jambi City. A quantitative, correlational research design was employed. Data were collected through questionnaires and interviews with 60 respondents, including local community members, tourism awareness groups, and stakeholders directly engaged in ecotourism management. The sampling technique combined multistage purposive sampling and simple random sampling. Data analysis included validity and reliability testing, multiple linear regression analysis, coefficient of determination analysis, and hypothesis testing using t-tests and F-tests. The results indicate that all research instruments were valid and reliable. Simultaneously, organizational commitment and environmental leadership had a significant effect on community satisfaction in sustainable ecotourism development. Partially, each independent variable also demonstrated a positive and significant influence on community satisfaction. These findings highlight the importance of strengthening organizational commitment and environmentally oriented leadership to enhance community satisfaction and participation, thereby supporting the long-term sustainability of ecotourism management at Danau Sipin, Jambi City.

This is an open-access article under the [CC BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license.



Corresponding Author:

Citra Sherly Gita

Master of Environmental Management, Universitas Negeri Jakarta

Email: citrasherlygita_9914821001@mhs.unj.ac.id

1. INTRODUCTION

Ecotourism is a form of tourism activity designed to minimize negative impacts on the natural environment while promoting conservation and sustainability [1], [2]. The International Ecotourism Society defines ecotourism as travel activities that emphasize

environmental awareness, social impacts, and increased ecological understanding of visited destinations [3]. In practice, ecotourism differs fundamentally from mass tourism. It prioritizes environmental protection, community welfare, and educational value, whereas mass tourism generally develops through short-term economic orientations and conventional market-driven approaches.

The development of mass tourism is often dominated by free-market principles that prioritize revenue generation, frequently neglecting environmental and social considerations and local community development [2]. Mass tourism has been associated with various environmental problems, such as deforestation, erosion, and water pollution, as well as socio-cultural degradation, including the erosion of local traditions and cultural values [4], [5]. In contrast, ecotourism is expected to reduce ecological damage through responsible management practices and long-term sustainability-oriented planning.

Beyond environmental considerations, ecotourism is expected to generate economic benefits for local communities through empowerment programs and long-term tourism-based enterprises. Local culture is positioned as a central component, providing space for communities to preserve and develop their cultural values. Effective ecotourism development, therefore, requires participatory approaches involving all relevant stakeholders, supported by continuous monitoring to identify both positive and negative impacts [6].

Previous studies have emphasized the importance of leadership in ecotourism management. Nugroho and Negara demonstrated that leadership plays a central role in identifying management priorities and implementing environmental and cultural conservation visions [7]. Innovation and collaborative management were found to enhance alternative development pathways and increase the value of ecotourism services. Similarly, Pamungkas highlighted that effective ecotourism management depends on leadership capacity, identification of organizational and cross-organizational benefits, and evidence of effective resource allocation [8]. However, weak environmental leadership factors may limit the direct influence of organizational commitment, underscoring the need for additional variables, such as community satisfaction, to strengthen the relationship between organizational factors and sustainable ecotourism outcomes.

Jambi Province is known for its diverse tourism potential derived from both natural and cultural resources. Tourism development in the region has shown significant growth, supported by government initiatives and community involvement in destination management. Danau Sipin, located in Jambi City, represents one of the city's prominent ecotourism destinations. Commonly known by residents as Solok Sipin, the lake offers natural scenery and functions as an urban ecological asset. Its management involves coordination between provincial and municipal governments to ensure effective and integrated governance of the tourism area.

Traditionally, Danau Sipin has been used by surrounding communities for daily activities, including bathing, washing, fishing, and transportation. As the lake developed into a tourism destination, residents increasingly engaged in tourism-related economic activities. This development has generated both positive and negative impacts, including employment opportunities, environmental issues, and social conflicts. Community participation in

ecotourism activities is organized through local tourism awareness groups, including operators of traditional boats, water recreation, and culinary services [9].

Sustainable ecotourism development at Danau Sipin is expected to enhance local economic welfare while maintaining environmental balance through responsible resource utilization. The lake also plays a crucial ecological role as an urban water reservoir, a flood-control area, and an ecosystem stabilizer. Positive community perceptions toward ecotourism development are therefore essential, as active local involvement is a determining factor for successful and sustainable ecotourism management. This study examines the relationships among organizational commitment, environmental leadership, and community satisfaction in supporting sustainable ecotourism development at Danau Sipin, Jambi City.

2. METHOD

This study employed a quantitative correlational research design to examine the relationships among organizational commitment, environmental leadership, and community satisfaction in the context of sustainable ecotourism development. Correlational research is used to analyze the degree of association between two or more variables based on data obtained through systematic measurement [10]. The quantitative approach uses numerical data to test hypotheses and predict relationships among variables through statistical analysis [11]. In this study, community satisfaction with sustainable ecotourism development at Danau Sipin served as the dependent variable, while organizational commitment and environmental leadership were treated as independent variables.

The research was conducted in Jambi City, specifically involving the Environmental Agency, the Regional Development Planning Agency, the Public Works Agency, and communities residing in the Danau Sipin and Telanaipura districts. These locations were selected because they are directly connected to the management and utilization of Danau Sipin as an ecotourism area and involve active participation from local tourism awareness groups. Data collection was carried out during the designated research period, following the preliminary observation, proposal development, field data collection, and thesis completion stages.

The sampling technique used in this study combined multistage purposive sampling and simple random sampling to obtain a representative sample of respondents. Multistage purposive sampling was used because the research population spanned a broad geographic area and included diverse stakeholder groups [12]. In the initial stage, the research location was purposively selected based on its strategic role in sustainable ecotourism development. Subsequently, respondents from government institutions and ecotourism management organizations were selected purposively based on their direct involvement in decision-making and program implementation. Community respondents were selected using simple random sampling from residents living around the Danau Sipin area, including members of local tourism awareness groups engaged in boating services, water recreation, culinary businesses, and related activities. The total number of respondents in this study was 60.

Primary data were collected through interviews and questionnaires. Interviews were conducted through direct interactions between the researcher and respondents to obtain in-depth information on organizational commitment, environmental leadership, and community

satisfaction in sustainable ecotourism development [12]. Questionnaires were administered using a Likert scale to assess respondents' perceptions and attitudes regarding the variables under study. Each item was rated on a five-point scale ranging from strongly disagree to strongly agree, allowing quantitative assessment of the measured indicators [13]. Secondary data were obtained from institutional documents, official reports, and relevant literature from government agencies, as well as supporting references on organizational commitment, environmental leadership, and community satisfaction.

Data analysis involved several stages, including validity and reliability testing, multiple linear regression, coefficient of determination analysis, and hypothesis testing using both F and t tests. Validity testing was conducted to ensure that each measurement item accurately represented the intended variable by comparing calculated correlation values with critical values at a 5% significance level [14]. Reliability testing was performed using Cronbach's Alpha to assess the consistency of the research instruments; values greater than 0.60 indicated acceptable reliability. Multiple linear regression was used to examine the influence of organizational commitment and environmental leadership on community satisfaction. The coefficient of determination was used to evaluate the proportion of variance in community satisfaction explained by the independent variables. Simultaneous effects were tested using the F test, while partial effects of each independent variable were examined using the t-test to assess statistical significance.

3. RESULTS AND DISCUSSION

3.1 Overview of the Study Area and Research Context

Jambi City is geographically located at approximately 01°30'2.98" South Latitude and 103°40'1.67" East Longitude, covering a total area of 169.89 km². Administratively, Jambi City consists of 11 districts and 68 urban villages. Per regional regulations, the city is bordered on the north, west, south, and east by Muaro Jambi Regency, forming a continuous administrative boundary that influences spatial planning and environmental management in the region [15].

According to the Provincial Spatial Plan of Jambi Province for the period 2024–2044, Danau Sipin is designated as a natural tourism area within Jambi City. Administratively, the core ecotourism zone of Danau Sipin covers approximately 112 hectares, measuring about 4,500 meters in length and 300 meters in width on average. The lake spans two administrative districts, namely Telanaipura District and Danau Sipin District, and requires coordinated management between municipal and provincial authorities to ensure effective governance of the tourism area.

Danau Sipin, also locally known as Solok Sipin, functions not only as a tourism destination but also as an essential urban ecological asset. The lake receives water inflow from Teluk Kenali Lake and the Batanghari River, contributing to its role as a water reservoir, flood control system, and ecological buffer within the urban environment. Since the local government developed Danau Sipin as a tourism destination in 2017, visitor numbers have grown significantly, largely driven by its natural landscape and the area's sunset views.

Tourism activities at Danau Sipin include traditional boat services, water-based recreational activities, local culinary businesses, handicraft exhibitions, and periodic cultural and sporting events organized by the local government. These activities are carried out through collaboration among the Tourism Office, the Environmental Agency, the Public Works Agency, local government units, and community-based tourism groups. The integration of community participation into tourism operations positions Danau Sipin as an ecotourism destination that emphasizes both environmental sustainability and local economic involvement.

Beyond its tourism function, Danau Sipin has long been used by surrounding communities for daily activities, including bathing, washing, fishing, and transportation. The transition of the lake into an ecotourism area has gradually altered community livelihoods, with many residents becoming directly involved in tourism-related economic activities. While this development has generated employment opportunities and increased household income, it has also introduced environmental pressures and social dynamics that require careful management to maintain sustainability.

The dual function of Danau Sipin as an ecological asset and an economic resource highlights the importance of governance, organizational commitment, and environmental leadership in managing tourism development. Community involvement plays a central role in ensuring that ecotourism activities contribute positively to local welfare while preserving environmental quality. Therefore, understanding the local context of Danau Sipin is essential for interpreting empirical results on organizational commitment, environmental leadership, and community satisfaction in sustainable ecotourism development.

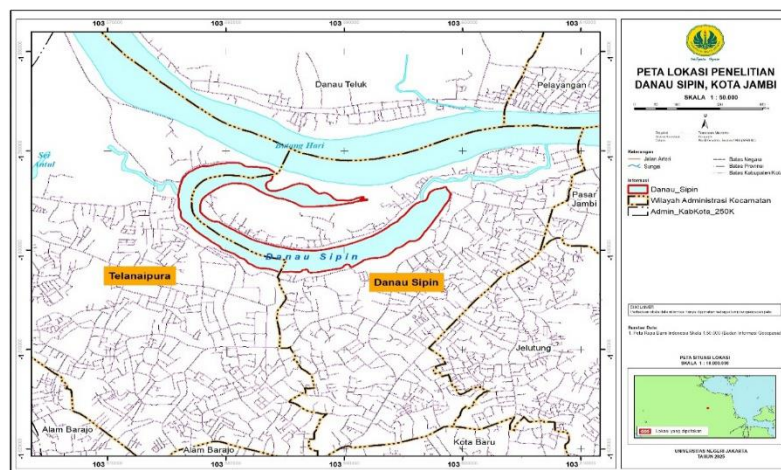


Table 1. Map of Danau Sipin, Jambi City

3.2 Characteristics of Respondents

The respondents in this study were individuals actively involved in ecotourism activities around Danau Sipin, including members of local tourism awareness groups and community residents whose livelihoods are directly linked to tourism operations. A total of 60 respondents participated in the survey, representing various occupational groups, including traditional boat operators, water recreation service providers, culinary business actors, private sector workers, students, and homemakers. This composition reflects the

diverse social and economic roles of the local community in supporting the development of ecotourism at Danau Sipin.

Based on age distribution, respondents ranged from under 20 years old to over 60 years old. The most significant proportion of respondents was in the 31–40-year age group, indicating that the majority of participants were in the productive age group. Individuals in productive age groups are generally more actively involved in economic activities and community-based tourism initiatives, which positions them as key contributors to sustainable ecotourism development. In contrast, respondents under 20 and over 60 years old represented the smallest proportions, suggesting relatively limited participation in direct ecotourism activities from these age groups.

In terms of gender composition, female respondents constituted a larger proportion compared to male respondents. This finding indicates that women play a substantial role in community-based ecotourism activities at Danau Sipin, particularly in culinary services and small-scale tourism enterprises. The dominance of female participation reflects the growing involvement of women in local economic empowerment and community development processes related to ecotourism.

Regarding educational background, respondents demonstrated varied levels of formal education, ranging from junior secondary education to undergraduate degrees. The majority of respondents had completed senior high school, suggesting that most participants possess sufficient educational qualifications to engage in tourism-related activities, acquire new skills, and respond to management initiatives introduced by local authorities. Educational attainment is an important factor influencing community awareness, decision-making, and participation in sustainable tourism practices.

Occupational characteristics showed that traditional boat operators and culinary business actors formed the most dominant groups among respondents. This indicates that Danau Sipin functions not only as a tourism destination but also as a primary source of livelihood for residents. The community's strong reliance on ecotourism-related occupations underscores the importance of effective management and leadership to ensure that tourism development generates long-term economic benefits while maintaining environmental sustainability.

Overall, the demographic characteristics of respondents illustrate that ecotourism at Danau Sipin is strongly supported by productive-age community members, with significant participation from women and individuals engaged in tourism-based livelihoods. These characteristics provide an important empirical foundation for analyzing how organizational commitment and environmental leadership influence community satisfaction within the framework of sustainable ecotourism development.

Table 1. Demographic Characteristics of Respondents

Variable	Category	Frequency (n)	Percentage (%)
Age (years)	< 20	2	3
	20–30	11	18
	31–40	15	25
	41–50	13	22
	51–60	12	20
	61–70	7	12
Gender	Male	22	37
	Female	38	63
Education level	Junior High School (SMP)	11	18
	Senior High School (SMA)	40	67
	Bachelor's Degree (S1)	9	15
Occupation	Traditional boat / ketek	17	28
	Tourist boat services	9	15
	Water bicycle services	4	7
	Private sector	3	5
	Student	1	2
	Culinary business	25	42
	Housewife	1	1
Total respondents		60	100

3.3 Variables Affecting Community Satisfaction in Sustainable Ecotourism Management

This stage of the analysis focuses on examining the variables that influence community satisfaction in the management of sustainable ecotourism at Danau Sipin. The analytical procedures applied in this study include validity testing, reliability testing, multiple linear regression analysis, coefficient of determination analysis, and statistical hypothesis testing using both t-tests and F-tests. The first step in this process involves testing the validity and reliability of the research instruments to ensure that all measurement indicators are appropriate for further statistical analysis.

Validity testing was conducted to evaluate each indicator's ability to represent the research variables accurately. Validity reflects the degree to which the collected data correspond to the actual conditions observed in the research object. In this study, validity was assessed using the Pearson Product-Moment correlation method by comparing the calculated correlation coefficient (r-count) with the critical value from the r-table. With a total of 60 respondents, the r-table value at the 5 percent significance level was 0.2542. An indicator is considered valid if the r-count value exceeds the r-table value.

Table 2. Validity Test Results of Research Indicators

Variable	Dimension	Item	r hitung	r table	Information
X1	Organizational commitment	X1.1	0,566	0,2542	Valid
		X1.2	0,503	0,2542	Valid
		X1.3	0,708	0,2542	Valid
		X1.4	0,595	0,2542	Valid
		X1.5	0,733	0,2542	Valid
		X1.6	0,59	0,2542	Valid
X2	Environmental leadership	X2.1	0,635	0,2542	Valid
		X2.2	0,656	0,2542	Valid
		X2.3	0,655	0,2542	Valid
		X2.4	0,345	0,2542	Valid
		X2.5	0,563	0,2542	Valid
		X2.6	0,559	0,2542	Valid
		X2.7	0,651	0,2542	Valid
		X2.8	0,585	0,2542	Valid
		X2.9	0,677	0,2542	Valid
		X2.10	0,567	0,2542	Valid
Y	Community satisfaction with sustainable ecotourism development	Y1	0,644	0,2542	Valid
		Y2	0,593	0,2542	Valid
		Y3	0,466	0,2542	Valid
		Y4	0,73	0,2542	Valid
		Y5	0,514	0,2542	Valid
		Y6	0,68	0,2542	Valid
		Y7	0,651	0,2542	Valid
		Y8	0,533	0,2542	Valid
		Y9	0,639	0,2542	Valid
		Y10	0,394	0,2542	Valid
		Y11	0,443	0,2542	Valid
		Y12	0,537	0,2542	Valid
		Y13	0,55	0,2542	Valid

The results of the validity test show that all indicators of organizational commitment (X1), environmental leadership (X2), and community satisfaction with sustainable ecotourism development (Y) have r-count values greater than the r-table value of 0.2542. This indicates that all questionnaire items used in this study are valid and suitable for subsequent analysis.

Following the validity test, a reliability test was conducted to assess the consistency of the research instruments. Reliability refers to the extent to which a measurement instrument yields stable and consistent results when applied repeatedly under similar conditions. In this study, reliability testing was conducted using Cronbach's Alpha with IBM

SPSS Statistics. An instrument is considered reliable if the Cronbach’s Alpha coefficient exceeds 0.60.

Table 3. Reliability Test Results of Research Indicators

Variabel	Dimension	Item	<i>Cronbach's Alpha</i>	Information
X1	Organizational commitment	X1.1	0,675	Reliabel
		X1.2		
		X1.3		
		X1.4		
		X1.5		
		X1.6		
X2	Environmental leadership	X2.1	0,787	Reliabel
		X2.2		
		X2.3		
		X2.4		
		X2.5		
		X2.6		
		X2.7		
		X2.8		
		X2.9		
		X2.10		
Y	Community satisfaction with sustainable ecotourism development	Y1	0,821	Reliabel
		Y2		
		Y3		
		Y4		
		Y5		
		Y6		
		Y7		
		Y8		
		Y9		
		Y10		
		Y11		
		Y12		
		Y13		

The reliability test results indicate that the Cronbach’s Alpha values for all variables exceed the minimum threshold of 0.60. Specifically, the organizational commitment variable (X1), environmental leadership variable (X2), and community satisfaction variable (Y) each demonstrate acceptable levels of internal consistency. These results confirm that the research instruments used in this study are reliable and can be used with confidence for further statistical analyses, including regression testing and hypothesis testing.

3.4 Multiple Linear Regression Analysis

Multiple linear regression analysis was conducted to examine the effect of organizational commitment (X1) and environmental leadership (X2) on community satisfaction with sustainable ecotourism development at Danau Sipin. This analysis aims to determine both the direction and magnitude of the relationship between the independent variables and the dependent variable. The regression analysis was performed in IBM SPSS Statistics using data from 60 respondents.

Table 4. Results of Multiple Linear Regression Analysis

Variabel	Unstandardized	Standardized	t	Sig.
	Coefficients	Coefficients		
	Beta	Beta		
(Constant)	7,119		1,541	0,129
X1	0,885	0,401	4,112	0,000
X2	0,596	0,492	5,048	0,000

Based on the regression results presented in Table 4, the constant is 7.119, indicating that when organizational commitment and environmental leadership are held constant, the level of community satisfaction is 7.119. The regression coefficient for organizational commitment (X1) is 0.855, which shows a positive relationship between organizational commitment and community satisfaction. This coefficient indicates that an increase in organizational commitment is associated with greater community satisfaction with sustainable ecotourism development at Danau Sipin.

The significance value for organizational commitment is 0.000, which is lower than the 0.05 significance threshold. This result indicates that organizational commitment has a statistically significant effect on community satisfaction. Therefore, organizational commitment plays an important role in enhancing community satisfaction in the management of sustainable ecotourism at Danau Sipin.

Environmental leadership (X2) also shows a positive regression coefficient of 0.596. This result indicates that improvements in environmental leadership are associated with higher levels of community satisfaction. The significance value for environmental leadership is 0.000, which is also below the 0.05 significance level, confirming that environmental leadership has a statistically significant effect on community satisfaction.

Based on the regression analysis, the regression equation obtained in this study is as follows:

$$Y = 7.119 + 0.855X_1 + 0.596X_2$$

where Y represents community satisfaction with sustainable ecotourism development, X₁ represents organizational commitment, and X₂ represents environmental leadership. These findings indicate that both organizational commitment and environmental leadership contribute positively and significantly to community satisfaction in the context of sustainable ecotourism management at Danau Sipin.

3.5 Coefficient of Determination (R²)

The coefficient of determination was calculated to measure the extent to which organizational commitment (X1) and environmental leadership (X2) explain variations in community satisfaction with sustainable ecotourism development at Danau Sipin. The coefficient of determination indicates how well the independent variables collectively account for changes in the dependent variable.

Table 5: Coefficient of Determination Results

R	R Square	Adjusted R-Square	Std. Error of the Estimate
.786 ^a	0,618	0,605	3,714

Based on the results presented in Table 5, the R-squared value obtained is 0.618, while the adjusted R-squared value is 0.605. This indicates that 61.8 percent of the variation in community satisfaction toward sustainable ecotourism development can be explained by organizational commitment and environmental leadership. The remaining 38.2 percent is influenced by other factors not included in this research model.

The relatively high value of the coefficient of determination indicates that organizational commitment and environmental leadership have strong explanatory power for community satisfaction. This result suggests that improvements in these two variables are closely associated with increased levels of community satisfaction in the management of sustainable ecotourism at Danau Sipin.

3.6 Simultaneous Hypothesis Testing (F-Test)

The F-test was conducted to determine whether organizational commitment (X1) and environmental leadership (X2) simultaneously have a significant effect on community satisfaction with sustainable ecotourism development. This test evaluates the joint influence of the independent variables on the dependent variable within the regression model.

Table 6: Results of Simultaneous F-Test

f count	f Table	Significant	Information
46,115	3,159	0,000	Simultaneous Effect

The results of the F-test show that the calculated F value of 46.115 is greater than the F-table value of 3.159. Additionally, the significance value obtained is 0.000, which is lower than the significance level of 0.05. These results indicate that organizational commitment and environmental leadership simultaneously have a statistically significant effect on community satisfaction.

Therefore, the null hypothesis is rejected, and it can be concluded that organizational commitment and environmental leadership jointly influence community satisfaction in the context of sustainable ecotourism development at Danau Sipin.

3.7 Partial Hypothesis Testing (t-Test)

Partial hypothesis testing using the t-test was conducted to examine the individual effect of each independent variable on community satisfaction. The t-test assesses whether each regression coefficient significantly differs from zero when other variables are held constant.

Table 7: Results of Partial t-Test

Variabel	t Hitung	t Tabel	Sig	Information
Organizational Commitment	4,112	2,002	0,000	Sig < 0.05
Environmental Leadership	5,048	2,002	0,000	Sig < 0.05

The results indicate that organizational commitment (X1) has a t-value of 4.112, which is greater than the t-table value of 2.002, and the significance value is 0.000. This finding shows that organizational commitment has a significant positive effect on community satisfaction with sustainable ecotourism development.

Similarly, environmental leadership (X2) has a t-value of 5.048, which exceeds the t-table value of 2.002, with a significance value of 0.000. This result confirms that environmental leadership also has a significant positive effect on community satisfaction.

Based on these findings, both organizational commitment and environmental leadership individually influence community satisfaction in the management of sustainable ecotourism at Danau Sipin.

3.8 Discussion

The findings of this study demonstrate that organizational commitment and environmental leadership both play a significant role in influencing community satisfaction in the context of sustainable ecotourism development at Danau Sipin, Jambi City. This result aligns with recent ecotourism studies, which emphasize that institutional behavior and leadership orientation are critical determinants of community perceptions of sustainability-oriented tourism development [18]. The regression analysis shows that both independent variables have positive, statistically significant effects on community satisfaction, indicating that improvements in organizational practices and leadership orientation are closely associated with higher levels of satisfaction among local communities involved in ecotourism.

Organizational commitment shows a positive regression coefficient of 0.855 ($p=0.000$), confirming that stronger organizational commitment is associated with higher community satisfaction. Previous research highlights that organizational commitment, as reflected in participatory planning, transparency, and community empowerment, strengthens trust between management institutions and local communities [19]. This finding indicates that when organizations involved in ecotourism management demonstrate strong commitment through clear communication, collaborative decision-making, and inclusive development strategies, local communities perceive the ecotourism process more positively.

The distribution of respondents' responses further supports this finding, as most indicators of organizational commitment achieved satisfaction index values above 70 percent. Similar empirical evidence suggests that community involvement in tourism planning and local product development enhances social acceptance and reinforces community support for ecotourism initiatives [20]. These results suggest that organizational efforts to involve communities in planning, revitalize local products, and strengthen cooperation contribute to a sense of inclusion and trust, ultimately enhancing community satisfaction.

Environmental leadership also shows a significant positive effect on community satisfaction, with a regression coefficient of 0.596 and a significance value of 0.000. This finding indicates that leadership practices oriented toward environmental protection and sustainability are highly valued by communities living around ecotourism destinations. Recent studies emphasize that environmental leadership plays a key role in shaping sustainable tourism outcomes by integrating ecological concerns into development strategies [21].

Leadership practices related to infrastructure improvement, waste management, environmental education, and the promotion of ecotourism activities contribute meaningfully to community perceptions of sustainable development. Effective environmental leadership ensures that ecotourism development focuses not only on economic benefits but also on environmental quality and long-term sustainability, which are primary concerns for local communities [22].

The coefficient of determination further strengthens these findings, as organizational commitment and environmental leadership together explain 61.8 percent of the variation in community satisfaction. This relatively high explanatory power indicates that these two variables constitute major determinants of community satisfaction in the context of sustainable ecotourism development. Similar studies report that strong institutional commitment, combined with sustainability-oriented leadership, significantly enhances community support and the long-term viability of ecotourism destinations [23].

The results of the F-test confirm that organizational commitment and environmental leadership simultaneously have a significant effect on community satisfaction, indicating that their influence is interrelated rather than isolated. Research on sustainable tourism governance suggests that effective ecotourism management requires synergy between organizational structures and leadership practices to achieve social and environmental objectives [24]. Furthermore, the t-test results show that each variable independently exerts a significant influence, highlighting that both organizational commitment and environmental leadership are essential components in achieving community satisfaction.

Overall, the findings of this study align with recent literature emphasizing the importance of leadership quality and organizational commitment in sustainable tourism development. In the case of Danau Sipin, community satisfaction emerges as a critical outcome of how ecotourism is managed, planned, and implemented. When organizations demonstrate consistent commitment and leaders prioritize environmental sustainability alongside community involvement, ecotourism development is more likely to generate

positive perceptions and long-term community support, thereby ensuring ecological and social sustainability of urban ecotourism destinations [25].

4. CONCLUSION

This study concludes that organizational commitment and environmental leadership have a significant and positive relationship with community satisfaction in the context of sustainable ecotourism development at Danau Sipin, Jambi City. The results show that both variables, individually and simultaneously, influence community satisfaction, indicating that how ecotourism is managed at the organizational and leadership levels plays an important role in shaping community perceptions. Strong organizational commitment, reflected in effective communication, community empowerment, and collaborative planning, contributes to higher levels of satisfaction among local communities involved in ecotourism activities. Similarly, environmental leadership oriented toward environmental protection, infrastructure improvement, and sustainable tourism practices also enhances community satisfaction.

Furthermore, the combined influence of organizational commitment and environmental leadership explains a substantial proportion of the variation in community satisfaction, indicating that these factors are key determinants in sustainable ecotourism management at Danau Sipin. Community satisfaction emerges as an essential outcome that reflects the success of ecotourism development, as satisfied communities are more likely to support, participate in, and sustain tourism activities over the long term. Therefore, strengthening organizational commitment and environmental leadership is crucial to ensuring that ecotourism development at Danau Sipin not only provides economic benefits but also maintains environmental balance and social sustainability.

REFERENCES

- [1] United Nations World Tourism Organization (UNWTO), *Tourism and Sustainable Development Goals – Journey to 2030*, Madrid, Spain: UNWTO, 2022.
 - [2] L. P. Agustiniari, N. K. Suarni, and P. R. Ujianti, “Penerapan metode demonstrasi untuk meningkatkan kemampuan berbahasa anak,” *Jurnal PG PAUD*, vol. 2, no. 9, pp. 1689–1699, 2014.
 - [3] A. Akis, “The effects of mass tourism: A case study from Manavgat,” *Procedia – Social and Behavioral Sciences*, vol. 19, pp. 289–296, 2011.
 - [4] M. M. Alam, J. Said, and M. A. A. Aziz, “Role of integrity system, internal control system and leadership practices on the accountability practices in the public sectors of Malaysia,” *Social Responsibility Journal*, vol. 15, no. 7, pp. 955–976, 2019.
 - [5] R. Almquist, G. Grossi, G. J. van Helden, and C. Reichard, “Public sector governance and accountability,” *Critical Perspectives on Accounting*, vol. 24, nos. 7–8, pp. 479–487, 2013.
 - [6] F. Anggriawan, *Optimalisasi Ekowisata Berbasis Kearifan Lokal sebagai Strategi Peningkatan Kesejahteraan di Desa Wisata Sepakung Banyubiru Kabupaten Semarang Jawa Tengah*. Semarang: Universitas Negeri Semarang, 2019.
 - [7] N. A. V. G. Asmarani, *Partisipasi Masyarakat dalam Pengembangan Desa Wisata serta Dampaknya terhadap Perekonomian Warga di Desa Tulungrejo Kota Batu*. Malang: Universitas Brawijaya, 2018.
 - [8] A. Asmaida and A. P. M. Ramadhan, “Hubungan persepsi petani keramba dengan pemanfaatan keberadaan kawasan objek wisata alam di Kecamatan Danau Sipin Kota Jambi,” *Jurnal MeA (Media Agribisnis)*, vol. 7, no. 1, pp. 10–17, 2022.
 - [9] Badan Pusat Statistik Kota Jambi, *Kecamatan Danau Sipin dalam Angka 2024*. Jambi: BPS, 2024.
 - [10] Badan Pusat Statistik Kota Jambi, *Kecamatan Telanaipura dalam Angka 2024*. Jambi: BPS, 2024.
 - [11] M. Bovens, “Analysing and assessing accountability: A conceptual framework,” *European Law Journal*, vol. 13, no. 4, pp. 447–468, 2007.
-

- [12] I. Nugroho and P. D. Negara, "Peran kepemimpinan dan inovasi dalam pengembangan kewirausahaan ekowisata berbasis penduduk lokal," in *Seminar Nasional Ekowisata*, 2013, pp. 1–20.
 - [13] G. Pamungkas, "Ekowisata belum milik bersama: kapasitas jejaring stakeholder dalam pengelolaan ekowisata," *Jurnal Perencanaan Wilayah dan Kota*, vol. 24, no. 1, pp. 49–64, 2013.
 - [14] J. P. Meyer and N. J. Allen, "A three-component conceptualization of organizational commitment," *Human Resource Management Review*, vol. 1, no. 1, pp. 61–89, 1991.
 - [15] R. T. Mowday, L. W. Porter, and R. M. Steers, *Employee–Organizational Linkages: The Psychology of Commitment, Absenteeism, and Turnover*. New York: Academic Press, 1982.
 - [16] Republik Indonesia, *Undang-Undang Nomor 10 Tahun 2009 tentang Kepariwisataaan*. Jakarta: Sekretariat Negara, 2009.
 - [17] E. Woo, H. Kim, and M. Uysal, "Life satisfaction and support for tourism development," *Annals of Tourism Research*, vol. 50, pp. 84–97, 2015.
 - [18] S. Nunkoo, D. Smith, and J. Ramkissoon, "Residents' attitudes to tourism: A longitudinal study of governance, trust, and community satisfaction," *Journal of Sustainable Tourism*, vol. 29, no. 2–3, pp. 1–20, 2021.
 - [19] J. Zhang, C. Xie, and H. Morrison, "Organizational commitment, stakeholder collaboration, and community support for sustainable tourism," *Tourism Management Perspectives*, vol. 38, pp. 100813, 2021.
 - [20] A. Rasoolimanesh, M. Ringle, and C. Hall, "Community participation and residents' satisfaction toward sustainable tourism development," *Journal of Destination Marketing & Management*, vol. 19, pp. 100560, 2021.
 - [21] Y. Wang and J. Chen, "Environmental leadership and sustainable tourism practices: Evidence from community-based ecotourism," *Sustainability*, vol. 13, no. 11, pp. 6021, 2021.
 - [22] M. Font, L. Garay, and R. Jones, "Sustainability leadership in tourism: Indicators, impacts, and community perceptions," *Journal of Cleaner Production*, vol. 290, pp. 125827, 2021.
 - [23] S. K. Kim, H. Lee, and J. Lee, "The influence of environmental responsibility on residents' satisfaction and support for tourism development," *International Journal of Hospitality Management*, vol. 94, pp. 102836, 2021.
 - [24] M. Farmaki and K. Christou, "Power relations, governance, and co-management in sustainable tourism," *Tourism Management*, vol. 88, pp. 104404, 2022.
 - [25] N. Stylidis, A. Biran, and E. Szivas, "Residents' quality of life, leadership, and sustainable urban tourism development," *Current Issues in Tourism*, vol. 26, no. 3, pp. 357–373, 2023.
-