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THE INFLUENCE OF DIGITAL MARKETING CAPABILITY AND SUSTAINABLE TOURISM KNOWLEDGE ON THE COMPETITIVENESS OF TOURISM VILLAGES: A STUDY ON MEMBERS OF THE TOURISM AWARENESS GROUP (POKDARWIS) IN TISTA VILLAGE, TABANAN REGENCY

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ABSTRACT

The development of digital technology and the demand for the implementation of sustainable tourism encourage tourist villages to improve their ability to utilize technology while developing knowledge about the principles of sustainability. Good digital marketing capabilities enable tourist villages to expand their promotional reach, increase interaction with tourists, and build a destination image, while sustainable tourism knowledge is needed to maintain a balance between economic, social, cultural, and environmental aspects. This study aims to analyze the influence of Digital Marketing Capability and sustainable tourism knowledge on the competitiveness of Tista Tourism Village, Tabanan Regency, both partially and simultaneously. This study uses a quantitative approach with an associative research design. The study population is members of the Tourism Awareness Group (Pokdarwis) of Tista Village, Tabanan Regency. Data collection was carried out through distributing questionnaires with a Likert scale, while data analysis used multiple linear regression analysis with the help of the Statistical Package for the Social Sciences (SPSS) program. Testing was carried out through validity tests, reliability tests, classical assumption tests, t-tests, F-tests, and coefficients of determination. The results of the study indicate that Digital Marketing Capability and sustainable tourism knowledge have a role in increasing the competitiveness of tourist villages. The ability to utilize digital media for marketing activities and an understanding of sustainable tourism principles can support the strengthening of the attractiveness, management quality, tourism product innovation, and sustainability of Tista Tourism Village. Simultaneously, these two variables contribute to increasing the competitiveness of the tourism village. This research implies that strengthening the digital capacity of Pokdarwis members needs to go hand in hand with increasing knowledge and application of sustainable tourism principles so that Tista Tourism Village can sustainably increase its competitiveness.

Keywords: Digital Marketing Capability, Sustainable tourism knowledge, Competitiveness, Tourist villages, Pokdarwis.

1 INTRODUCTION

Tourism is a sector that plays a strategic role in supporting regional economic development while simultaneously encouraging the utilization of local potential. The development of the tourism sector today is determined not only by

the presence of natural and cultural attractions, but also by a destination's ability to create value, manage resources, meet tourist needs, and adapt to changes in the business environment. Tourism destination competitiveness is essentially a multidimensional concept, as it relates to a destination's ability to maintain its position amidst competition while ensuring sustainable economic and social benefits for local communities. (Chin et al., 2017) shows that the competitiveness of destinations in Bali is related to the complex relationships between various tourism actors, networks between actors, and the ability of destination management to support sustainable economic development.

One form of tourism development that is gaining increasing attention is tourism villages. Tourism villages have distinct characteristics compared to conventional tourist destinations because their appeal stems from community life, local culture, the rural environment, economic activities, and the natural resources within the village area. Therefore, the development of tourism villages requires active community involvement so that tourism activities not only benefit external parties but also create economic and social value for the local community. Studies on the competitive strategies of tourism villages in Indonesia show that the competitiveness of tourism villages is related to various aspects, including destination management, innovation, sustainability, technology, and community empowerment (Ardiansyah et al., 2025).

As tourism evolves, competition between destinations is increasingly influenced by digital transformation. Travelers are increasingly accustomed to obtaining destination information through social media, search engines, websites, travel platforms, and various forms of digital content before making travel decisions. This shift makes destinations' ability to manage digital marketing increasingly crucial. Digital marketing enables destinations to expand their reach, build direct communication with potential tourists, promote their unique destinations, and build an image that differentiates them from competitors. (Setyaningsih, 2026) explains that digital marketing, particularly through social media, electronic word of mouth and user-generated content, plays a role in shaping destination image, increasing tourist engagement, and influencing the travel decision-making process.

In the context of tourist villages, the use of digital marketing is becoming increasingly important because tourist villages generally have more limited promotional resources compared to destinations managed by large-scale tourism organizations. (Nurmadewi et al., 2024) found that information technology can be used as a marketing strategy for tourist villages to expand the market and attract tourists. However, the study also showed that the use of digital marketing through websites and social media in some tourist villages is still limited, requiring the development of technology tailored to the needs and characteristics of the target market.

This situation demonstrates that the mere existence of digital technology is not enough. Tourism villages require the ability to use this technology strategically. This capability is related to the concept of Digital Marketing Capability. Digital Marketing Capability can be understood as the ability of an organization or manager to utilize digital resources and technology to design, implement, develop, and evaluate marketing activities. Therefore, digital marketing capability relates not only to whether a tourism village has social media accounts or a website, but also to how managers are able to produce relevant information, communicate with the market, build tourist engagement, utilize digital data, and adapt marketing strategies based on changes in consumer behavior.

Research on Digital Marketing Capability shows that digital capabilities are linked to organizational performance and excellence. For example, research (Jaya et al., 2026) found that digital marketing capability and market orientation influence customer engagement and marketing performance of MSMEs. These findings indicate that utilizing digital technology is not merely an operational activity but can also be a strategic capability that supports value creation and performance improvement. (Figueiredo et al., 2026) Research in the hospitality industry also shows that Digital Marketing Capability is an important factor in building competitive advantage, as well as being related to marketing agility and service innovation.

In the context of Balinese tourism, the relevance of digital marketing capabilities is increasingly apparent due to Bali's character as a highly competitive tourist destination. (Oka & Subhadra, 2024) Research shows that digital marketing plays a crucial role in promoting sustainable tourism villages in Bali. Utilizing digital marketing can help tourist villages introduce local potential to a wider market while supporting sustainable tourism development efforts. Research on the implementation of digital marketing in Jatiluwih Tourism Village also shows that online media is one of the primary sources of information for tourists about the tourist village, thus digital channels play a crucial role in destination promotion activities.

However, increasing the competitiveness of tourist villages is not sufficient simply by strengthening marketing activities. Competitive tourism development also requires considering the destination's ability to maintain the resources that underpin its appeal. Tourism development that ignores environmental, social, cultural, and economic aspects of the community can create various problems that ultimately reduce the destination's attractiveness and sustainability. (Franzoni, 2015) explains that tourism sustainability needs to consider the relationship between social, economic and competitive dimensions in a tourism system.

Therefore, knowledge of sustainable tourism is a crucial aspect in the development of tourism villages. This knowledge can serve as a basis for Pokdarwis members and the community in understanding how tourism activities can be developed while maintaining environmental sustainability, maintaining cultural values, increasing community economic benefits, and ensuring the sustainability of tourism resources. Understanding sustainability also enables managers to integrate social, economic, and environmental considerations into the decision-making process. Research on the use of sustainable tourism indicators can encourage destination management organizations to acquire, absorb, and apply sustainability knowledge to the destination management process. Research on the use of sustainable tourism indicators shows that the process of acquiring, understanding, processing, and utilizing sustainability knowledge can influence the ability of destination management organizations to support decision-making and manage destination competitiveness. Thus, knowledge of sustainable tourism can be seen as one of the human resource capacities that supports a destination's ability to create long-term advantages.

This context is relevant to Tista Tourism Village in Kerambitan District, Tabanan Regency. Tista Tourism Village is a community-led tourism village that thrives on natural resources, traditional culture, and community life as part of its tourist attractions. Tista Village was officially designated as a tourism village on October 26, 2016, and has continued to develop its tourism potential through community-based initiatives. In 2024, Tista Village was included among the Top 300 Tourism Villages in the Indonesian Tourism Village Award (Anugerah Desa Wisata Indonesia/ADWI) (Kementerian Pariwisata Republik Indonesia, 2024).

The Tista destination is managed through the Tourism Awareness Group (Pokdarwis). Previous research noted that the Tista Tourism Village Pokdarwis has 47 members and has utilized its website and social media to disseminate information and market the destination. The existence of this digital infrastructure indicates that digital marketing has become an integral part of destination management, but the presence of digital media does not automatically indicate that an organization has strong digital marketing capabilities. Capability encompasses the ability to strategically manage and utilize digital resources to generate value for the destination.

In addition to the digital aspect, strengthening the tourism knowledge capacity of Pokdarwis members is also a crucial issue. In August 2026, Tista Village also conducted a Focus Group Discussion (FGD) and tour guide training as part of efforts to strengthen community capacity and improve the quality of tourism services (Pemerintah Desa Tista, 2026). These activities aimed to improve knowledge, insight, skills, communication skills with tourists, and professionalism in tourism services. This situation demonstrates that human resource capacity development remains a crucial part of strengthening the management of Tista Tourism Village.

Several studies have examined the relationship between digital marketing and destination competitiveness. A recent study in Bali, for example, found a positive relationship between sustainable digital marketing capability and destination competitiveness. Other studies have also demonstrated the importance of integrating marketing communications, human resource competencies, and digital marketing in building destination brand awareness. However, most studies have focused on destinations or tourism industry players in general. Research specifically examining the combination of digital marketing capability and sustainable tourism knowledge among Pokdarwis members, who manage tourism villages, is still relatively limited. The relationship between sustainability and competitiveness has also received empirical support. (Cucculelli & Goffi, 2016) found that factors directly related to sustainability have a positive influence on various indicators of tourist destination competitiveness. These findings indicate that sustainability is not simply an additional goal in tourism development but can be a source of competitive advantage for a destination. Therefore, the better managers' knowledge of sustainable tourism principles, the greater the opportunity for a destination to manage its resources appropriately and build sustainable advantages over the long term.

This gap forms the basis of this research. The study not only views technology as a promotional tool but also positions digital marketing capability as a strategic capability possessed by members of destination management organizations. At the same time, sustainable tourism knowledge is positioned as a cognitive capacity that enables managers to understand and apply sustainability principles in destination development. The integration of these two aspects is expected to provide a more comprehensive explanation of the formation of tourist village competitiveness.

The link between knowledge, sustainability, and competitiveness is becoming increasingly relevant in the development of tourism villages, as most tourism resources are located within local communities. As key actors in tourism village development, Pokdarwis members play a role in managing tourism activities, providing services to tourists, promoting village potential, protecting the environment, and encouraging community involvement. Therefore, Pokdarwis members' knowledge of sustainable tourism has the potential to influence how they manage resources and make decisions regarding destination development.

Tista Village in Tabanan Regency is an interesting context to study because developing a tourism village requires the ability of local communities to optimize village potential while facing increasingly dynamic destination competition. The

existence of the Pokdarwis (Tourism Group) is crucial because this group can be a driving force in the development of community-based tourism activities. On the one hand, Pokdarwis members need to be able to utilize digital technology to make the potential of Tista Tourism Village known to a wider market. On the other hand, they also need to understand the principles of sustainability so that the tourism development process does not diminish the quality of the environment, culture, and social life of the community, which are part of the village's appeal.

Thus, there is a logical link between Digital Marketing Capability, Sustainable Tourism Knowledge, and Tourism Village Competitiveness. Digital Marketing Capability can help tourism villages strengthen visibility, market communication, destination image, and tourist engagement, while Sustainable Tourism Knowledge can serve as a foundation for managers in maintaining resource quality and creating long-term destination value. A recent study on the competitiveness of tourism villages in Indonesia shows that research on tourism villages increasingly links competitiveness to technology, innovation, sustainability, and destination governance, while aspects of community empowerment, local wisdom, and the context of tourism villages still have room for further development (Asy'ari et al., 2026).

Based on the above description, research on the influence of Digital Marketing Capability and Sustainable Tourism Knowledge on the Competitiveness of Tourism Villages is important to conduct. This research specifically focuses on members of the Pokdarwis (Tista Village Tourism Group) in Tabanan Regency to obtain empirical evidence regarding the extent to which digital marketing capabilities and knowledge of sustainable tourism can contribute to increasing the competitiveness of tourism villages. This research is expected to provide academic contributions in expanding the study of the factors that shape the competitiveness of tourism villages while providing practical input for Pokdarwis and stakeholders in designing development strategies for Tista Tourism Village that are adaptive to digital developments, have competitive advantages, and remain oriented towards sustainability.

Based on the description, this study aims to: (1) analyze the influence of digital marketing capability on the competitiveness of Tista Tourism Village; (2) analyze the influence of sustainable tourism knowledge on the competitiveness of Tista Tourism Village; and (3) analyze the influence of digital marketing capability and sustainable tourism knowledge simultaneously on the competitiveness of Tista Tourism Village.

2 MATERIAL AND METHODS

This study uses a quantitative approach with a causal associative research design. The quantitative approach was used because the study aims to obtain empirical evidence regarding the influence of Digital Marketing Capability and Sustainable Tourism Knowledge on the Competitiveness of Tourism Villages (Sahir, 2022). The causal associative design is used to analyze the causal relationship between the independent variables, namely Digital Marketing Capability (X1) and Sustainable Tourism Knowledge (X2), with the dependent variable, namely Tourism Village Competitiveness (Y).

The research was conducted in Tista Tourism Village, Tabanan Regency, Bali. The research subjects were members of the Tourism Awareness Group (Pokdarwis) of Tista Tourism Village who are involved in the development and management of the tourism village. The selection of Pokdarwis members as respondents was based on the consideration that the group's position as one of the main actors in the management and development of Tista Tourism Village. In addition, the group has direct involvement in management activities, promotions, tourist services, and the development of the village's tourism potential.

The study population was all members of the Tista Tourism Village Community Empowerment Group (Pokdarwis). Based on data available in previous research, the Tista Tourism Village Community Empowerment Group (Pokdarwis) had 47 members. Due to the relatively limited population, the sampling technique used was saturated or census sampling, where all members of the population were included as respondents (Sugiyono, 2019). Total sampling is more appropriate than partial sampling because the population size is relatively small and all members are directly relevant to the management of the tourism village.

If the number of Pokdarwis members is large enough to allow for a full study, sampling can be conducted using probability sampling with a simple random sampling technique (Ghozali, 2016). The sample size is then determined based on the population size with a margin of error determined by the researcher. In this study, selected respondents must meet the criteria of being a Pokdarwis member in Tista Village and be involved in village tourism development or management activities.

The data used in this study are primary data. Primary data were obtained directly from respondents through questionnaires distributed to members of the Tista Village Tourism Awareness Group (Pokdarwis). The questionnaire was structured based on the indicators of each research variable and administered in the form of closed-ended statements using a Likert scale. The measurement scale used was a five-point Likert scale, with a response range of 1 to

5, namely 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree. The use of this scale aims to measure the level of respondent agreement with each statement related to digital marketing capabilities, sustainable tourism knowledge, and tourist village competitiveness. Secondary data were obtained from various relevant sources, such as Tista Tourism Village management documents, local government publications, Pokdarwis documents, scientific articles, books, and other sources that support the research discussion.

This study consists of two independent variables and one dependent variable. The independent variables are Digital Marketing Capability (X1) and Sustainable Tourism Knowledge (X2), while the dependent variable is Tourism Village Competitiveness (Y).

Digital Marketing Capability (X1) is the ability of Pokdarwis members to utilize digital technology and channels to support tourism village marketing activities (Irwansyah et al., 2021). This variable describes the manager's ability to plan and implement digital marketing, generate and disseminate information about the destination, interact with potential tourists, and evaluate the effectiveness of digital marketing activities. Indicators that can be used include (Kotler & Keller, 2018):

- Ability to use digital media, namely the ability to use social media, websites, and digital platforms as a means of promotion.
- Digital content creation skills, namely the ability to produce information or content that is interesting, informative, and relevant for tourists.
- Digital communication skills, namely the ability to interact and respond to tourist questions or responses via digital media.
- The ability to utilize digital information, namely the ability to use information and data from digital activities to understand markets and tourists.
- Digital marketing evaluation capabilities, namely the ability to evaluate the effectiveness of digital marketing activities that have been carried out.

Sustainable Tourism Knowledge (X2) is the level of understanding of Pokdarwis members regarding the concepts, principles, and implementation of tourism that takes into account the balance between economic, socio-cultural, and environmental interests in the long term. The indicators used include (Sotiriadis, 2020):

- Knowledge of environmental sustainability, namely understanding the importance of protecting the environment and using resources responsibly.
- Knowledge about cultural preservation, namely understanding the importance of maintaining culture, traditions and local wisdom.
- Knowledge of the economic benefits of the community, namely understanding the importance of providing the economic benefits of tourism to local communities.
- Knowledge of community involvement, namely understanding the importance of community participation in tourism development.
- Knowledge of sustainable tourism management, namely an understanding of the development of tourism activities that can last in the long term without reducing the quality of the destination's resources.

Tourism Village Competitiveness (Y) is the ability of Tista Tourism Village to create and maintain superiority compared to other tourism destinations through resource utilization, quality of tourism experiences, innovation, destination management, and sustainability. Indicators of tourism village competitiveness include (Setiawan, 2023):

- The uniqueness and attractiveness of the destination, namely the ability of the tourist village to offer attractions that have different characteristics from other destinations.
- Quality of tourism services, namely the ability to provide services that meet the needs and expectations of tourists.
- Innovation in tourism products and activities, namely the ability to create or develop new tourism products and experiences.
- Destination image and attractiveness, namely the ability of tourist villages to build a positive image and attract the attention of tourists.
- Destination sustainability, namely the ability to maintain environmental quality, culture, and economic benefits for the community in the long term.

The research instrument is a questionnaire compiled based on indicators for each variable. Before being used in primary data collection, the instrument needs to undergo validity and reliability testing. Validity testing is used to determine the instrument's ability to measure the constructs it is supposed to measure, while reliability testing is used to determine the consistency of respondents' responses to the research instrument (Paramita & Rizal, 2021). Instrument validity can

be tested using Pearson Product Moment, with the provision that a statement item is declared valid if the correlation coefficient value is greater than the critical value or the significance value is less than 0.05. Furthermore, instrument reliability can be tested using Cronbach's Alpha, with a Cronbach's Alpha value ≥ 0.70 indicating that the instrument has an adequate level of reliability (Hermawan et al., 2022).

Data analysis was conducted through several stages, namely descriptive analysis, classical assumption test, multiple linear regression analysis, partial test, simultaneous test, and coefficient of determination (Suyana Utama, 2016). Descriptive analysis was used to describe the characteristics of respondents and the tendency of respondents' answers to each research variable. Respondent characteristics can include gender, age, education level, length of membership of Pokdarwis, and involvement in tourism village activities. Next, classical assumption tests were conducted, including normality tests, multicollinearity tests, and heteroscedasticity tests. The normality test was used to determine whether the residual data was normally distributed (Suliyanto, 2018). The multicollinearity test was used to determine whether there was a high correlation between independent variables, while the heteroscedasticity test was used to determine whether there was inequality in residual variance in the regression model. Multiple linear regression analysis was used to test the effect of Digital Marketing Capability and Sustainable Tourism Knowledge on Tourism Village Competitiveness. The regression model used can be formulated as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e \quad (1)$$

Information:

- Y = Competitiveness of Tourism Villages
- α = constant
- β_1 = regression coefficient of Digital Marketing Capability
- β_2 = regression coefficient of Sustainable Tourism Knowledge
- X_1 = Digital Marketing Capability
- X_2 = Sustainable Tourism Knowledge
- e = error or residual

The t-test was used to determine the partial effect of each independent variable on the Competitiveness of Tourism Villages. Independent variables were declared to have a significant effect if the significance value was <0.05 . Furthermore, the F-test was used to determine whether Digital Marketing Capability and Sustainable Tourism Knowledge simultaneously influenced the Competitiveness of Tourism Villages. Data processing in this study can be done using SPSS with a significance level of 5% ($\alpha = 0.05$). The results of the subsequent analysis were used as a basis for hypothesis testing and drawing conclusions regarding the effect of Digital Marketing Capability and Sustainable Tourism Knowledge on the Competitiveness of Tista Tourism Village, Tabanan Regency.

3 RESULTS AND DISCUSSION

This research was conducted on 47 members of the Tourism Awareness Group (Pokdarwis) in Tista Village, Tabanan Regency, who are involved in the management and development of the tourism village. Respondent characteristics were used to provide an overview of the profile of the Pokdarwis members who served as the research data source. Respondent characteristics in this study included gender and age of the Pokdarwis members. The results of the respondent characteristics test can be seen in Table 1.

Table 1: Results of Respondent Characteristics

Characteristics	Category	Frequency	Percentage
Gender	Man	34	72.3
	Woman	13	27.7
Age	<25 years	1	2.1
	25–35 years	8	17.0
	36–45 years	8	17.0
	>45 years	30	63.8

Source: Author, 2026

Based on the data collection results, the characteristics of respondents indicate that Pokdarwis members have diverse backgrounds. This diversity is important in the study because experience, age, education, and length of involvement in

tourism activities can influence respondents' ability to understand digital marketing and the principles of sustainable tourism. In general, local community involvement through Pokdarwis is an important element in the development of tourist villages. Pokdarwis members not only play a role in implementing tourism activities, but also have a role in introducing village potential, providing services to tourists, developing tourist attractions, and maintaining the sustainability of the local environment and culture. Furthermore, respondents' assessments were obtained through a questionnaire using a five-point Likert scale with the following results:

Table 2: Descriptive Analysis Results

Indicator	STB	TB	KB	B	SB	Total	Average
X1.1	1	5	19	43	32	400	4.00
X1.2	4	3	18	44	31	395	3.95
X1.3	0	8	18	40	34	400	4.00
X1.4	3	2	18	44	33	402	4.02
X1.5	3	3	10	41	43	418	4.18
X1	Average Digital Marketing Capability score (X1)					398	3.98
X2.1	1	3	18	41	37	410	4.10
X2.2	1	3	20	38	38	409	4.09
X2.3	1	8	22	34	35	394	3.94
X2.4	1	3	17	36	43	417	4.17
X2.5	1	5	24	37	33	396	3.96
X2	Average Sustainable Tourism Knowledge Score (X2)					404	4.04
Y1.1	0	5	10	48	37	417	4.17
Y1.2	1	6	12	46	35	408	4.08
Y1.3	3	2	26	38	31	392	3.92
Y1.4	2	7	20	40	31	391	3.91
Y1.5	2	3	17	46	32	403	4.03
Y	Average score of Tourism Village Competitiveness (Y)					402	4.02

Source: Author, 2026

The results of the descriptive analysis of the Digital Marketing Capability variable indicate the level of Pokdarwis members' ability to utilize digital technology as part of the tourism village marketing activities. These capabilities include the use of digital media, content creation, communication with tourists, utilization of digital information, and evaluation of marketing activities. The average value of the variable is in the high category, indicating that Pokdarwis members have sufficient ability to use digital media to support the promotional activities of Tista Tourism Village. Conversely, if there is an indicator with a relatively low average value, the indicator indicates aspects that still need to be strengthened, such as the ability to create content consistently, utilize digital data, or evaluate the effectiveness of promotions. Digital marketing capabilities are important because potential tourists are increasingly relying on digital information when searching for and evaluating a destination. With good digital marketing capabilities, Tista Tourism Village has a greater opportunity to increase the reach of information and introduce the uniqueness of the village to potential tourists outside the Tabanan area.

The Sustainable Tourism Knowledge variable describes the level of understanding of Pokdarwis members regarding tourism development that considers the balance between economic, socio-cultural, and environmental interests. This knowledge is reflected in the understanding of environmental preservation, protection of culture and local wisdom, community involvement, economic benefits for the community, and long-term management of tourism activities. The descriptive results show a high average value, indicating that Pokdarwis members have a good understanding of the importance of maintaining the resources that are the attraction of Tista Tourism Village. This condition is an important capital in destination development because environmental and cultural sustainability are part of the quality of tourism products offered to tourists.

The Tourism Village Competitiveness variable describes the ability of Tista Tourism Village to create and maintain competitiveness compared to other tourist destinations. This competitiveness is reflected in the uniqueness of its attractions, service quality, tourism product innovation, destination image, and the ability to maintain destination sustainability. The analysis results show a high average value, indicating that Pokdarwis members assess Tista Tourism Village as having sufficient competitive capital. However, destination competitiveness needs to be maintained through innovation, improving service quality, utilizing technology, and managing local potential sustainably.

Following the descriptive analysis, this study also tested the research instrument. Validity testing was conducted to determine whether each item in the questionnaire was able to measure the construct being studied. The test was conducted using Pearson Product Moment correlation with a significance level of 5%.

Table 3: Validity Test Results

Variables	Indicator	Correlation Coefficient	Sig (2-tailed)	Information
<i>Digital Marketing Capability</i> (X1)	X1.1	0.811	0.000	Valid
	X1.2	0.889	0.000	Valid
	X1.3	0.925	0.000	Valid
	X1.4	0.727	0.000	Valid
	X1.5	0.563	0.000	Valid
Sustainable Tourism Knowledge (X2)	X2.1	0.883	0.000	Valid
	X2.2	0.911	0.000	Valid
	X2.3	0.715	0.000	Valid
	X2.4	0.911	0.000	Valid
	X2.5	0.717	0.000	Valid
Competitiveness of Tourism Villages (Y)	Y1	0.794	0.000	Valid
	Y2	0.849	0.000	Valid
	Y3	0.877	0.000	Valid
	Y4	0.920	0.000	Valid
	Y5	0.791	0.000	Valid

Source: Author, 2026

Based on the test results, the statement items in the variables Digital Marketing Capability, Sustainable Tourism Knowledge, and Tourism Village Competitiveness are declared valid if the significance value of each item is less than 0.05 and the correlation coefficient value meets the established criteria. Thus, statement items that meet the validity criteria can be used in the subsequent analysis process because they are able to represent the research construct.

Table 4: Reliability Test Results

No.	Variables	Cronbach's Alpha	Information
1	<i>Digital Marketing Capability</i> (X1)	0.884	Reliable
2	Sustainable Tourism Knowledge (X2)	0.896	Reliable
3	Competitiveness of Tourism Villages (Y)	0.907	Reliable

Source: Author, 2026

Reliability testing results indicate that the instruments for the variables Digital Marketing Capability, Sustainable Tourism Knowledge, and Tourism Village Competitiveness have an adequate level of internal consistency. Therefore, the research instrument can be used to measure the variables studied.

Table 5: Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		47
Normal Parameters ^{a,b}	Mean	0.0000000
	Standard Deviation	0.40123670
Most Extreme Differences	Absolute	0.206
	Positive	0.206
	Negative	-0.098
Test Statistics		0.026
Asymp. Sig. (2-tailed)		0.063c
a. Test distribution is Normal.		

Source: Author, 2026

Based on the test results, a significance value of 0.063 was obtained, greater than 0.05, indicating that the residuals were normally distributed. This condition indicates that the regression model meets the assumption of normality, allowing for multiple linear regression analysis. Multiple linear regression analysis was used to determine the effect of Digital Marketing Capability and Sustainable Tourism Knowledge on the Competitiveness of Tourism Villages.

Table 6: Regression Analysis Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.715	0.301		2.376	0.022
	Digital Marketing Capability	0.535	0.120	0.579	4.453	0.000
	Sustainable Tourism Knowledge	0.311	0.125	0.323	2.485	0.017
a. Dependent Variable: Competitiveness of Tourism Villages						

Source: Author, 2026

Based on the results of the regression analysis, the regression equation obtained is:

$$Y = 0.715 + 0.535X_1 + 0.311X_2 + e \quad (2)$$

The regression coefficient value of Digital Marketing Capability of 0.535 indicates that every increase in Digital Marketing Capability by one unit will increase the Competitiveness of Tourism Villages by 0.535 units, assuming other variables are in constant conditions. Meanwhile, the regression coefficient of Sustainable Tourism Knowledge of 0.311 indicates that every increase in Sustainable Tourism Knowledge by one unit will increase the Competitiveness of Tourism Villages by 0.311 units, assuming the Digital Marketing Capability variable remains constant.

Based on the partial test results, Digital Marketing Capability obtained a coefficient value of 0.535, a t-value of 4.453, and a significance value of 0.000. Based on these results, Digital Marketing Capability has a positive and significant effect on the Competitiveness of Tourism Villages. These findings indicate that the better the Pokdarwis members' ability to utilize digital technology for marketing activities, the higher the competitiveness of Tista Tourism Village. This capability allows the tourism village to expand its promotional reach, convey destination information more quickly, build communication with tourists, and strengthen the destination's image. These results are in line with the view that digitalization has become an important part of destination marketing strategies because tourists use various digital channels to seek information and shape perceptions about destinations. In the context of tourism villages, digital marketing capabilities can be a source of advantage because they enable destinations with relatively limited promotional resources to reach a wider market. These findings also strengthen the results of research (Nurmadewi et al., 2024) which shows that digital marketing can be used as a marketing strategy for tourist villages to expand market

reach.(Oka & Subhadra, 2024) also demonstrates the importance of digital marketing in supporting the promotion of sustainable tourism villages in Bali. Thus, increasing the competitiveness of Tista Tourism Village can be achieved not only through the development of physical tourism products but also by strengthening the capabilities of Pokdarwis members in strategically utilizing the digital ecosystem.

The partial test results show that knowledge of sustainable tourism obtained a coefficient value of 0.311, a t-value of 2.485, and a significance value of 0.017. Based on these results, knowledge of sustainable tourism has a positive and significant effect on the Competitiveness of Tourism Villages. These results indicate that increasing the knowledge of Pokdarwis members regarding the principles of sustainable tourism can strengthen the competitiveness of Tista Tourism Village. Knowledge of sustainability enables Pokdarwis members to understand that the environment, local culture, and community are not only supporting resources for tourism activities, but also part of the value and excellence of the destination. Destination management that pays attention to sustainability can help maintain the quality of the environment and culture that are tourist attractions. At the same time, community involvement in tourism activities can increase local economic benefits and strengthen the sense of ownership of the destination. These results are in line with(Cucculelli & Goffi, 2016)This demonstrates the relationship between sustainability and the competitiveness of tourist destinations. Sustainability can be a source of competitive advantage because destinations that maintain the quality of their tourism resources have a greater chance of maintaining their attractiveness and competitive position in the long term. In the context of Tista Tourism Village, knowledge of sustainable tourism is crucial because village-based tourism development is highly dependent on the quality of the environment, culture, and local community participation. Therefore, increasing the knowledge capacity of Pokdarwis members can be a strategy for maintaining the sustainable competitiveness of tourist villages.

Based on the results of the simultaneous test, the calculated F value was 63.559 with a significance value of 0.000. If the significance value is less than 0.05, then Digital Marketing Capability and Sustainable Tourism Knowledge simultaneously have a significant effect on the Competitiveness of Tourism Villages. These results indicate that the competitiveness of tourism villages is not only formed by one aspect, but is the result of a combination of marketing capabilities and the capacity of managers in understanding the principles of sustainable tourism development. Digital Marketing Capability plays a role in building the attractiveness and visibility of destinations in the market, while Sustainable Tourism Knowledge plays a role in ensuring that destination development maintains the quality of tourism resources and benefits for the community. The combination of these two variables is relevant for Tista Tourism Village. Digital marketing capabilities without an understanding of sustainability have the potential to encourage increased visits without being followed by readiness for resource management. Conversely, knowledge of sustainability without the ability to market destinations effectively can cause the potential of tourism villages to be under-recognized by potential tourists. Therefore, increasing the competitiveness of Tista Tourism Village needs to be done through an approach that integrates digital capabilities and sustainability. Pokdarwis members need to have the ability to communicate the advantages of the destination through digital media while ensuring that the messages conveyed reflect responsible tourism management.

Table 7: Results of the Determination Coefficient

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	0.862a	0.743	0.731	0.41025
a. Predictors: (Constant), Sustainable Tourism Knowledge, Digital Marketing Capability				
b. Dependent Variable: Competitiveness of Tourism Villages				

Source: Author, 2026

The coefficient of determination (R^2) of 0.743 indicates that Digital Marketing Capability and Sustainable Tourism Knowledge together explain 74.3% of the variation in Tourism Village Competitiveness. Meanwhile, the remaining 25.7% is explained by other factors not included in the research model. This value indicates that the research model has a strong ability to explain variations in tourism village competitiveness. Other factors that potentially influence tourism village competitiveness include human resource quality, tourism product innovation, service quality, destination accessibility, infrastructure, government support, partnership networks, attraction quality, and destination management capabilities.

The research findings imply that increasing the competitiveness of Tista Tourism Village needs to be directed at strengthening the capacity of Pokdarwis members. From a digital perspective, Pokdarwis needs to improve its ability to produce informative and engaging content, optimize social media, build communication with potential tourists, and evaluate the effectiveness of digital promotions. From a sustainability perspective, increasing Pokdarwis members'

knowledge needs to be done through training and mentoring on environmental management, cultural preservation, community empowerment, responsible tourism management, and creating broader economic benefits for the village community.

Integrating these two aspects can be a crucial strategy for Tista Tourism Village in building a competitive advantage that not only attracts tourists but can also be sustained over the long term. Thus, tourism village competitiveness is understood not only as the ability to increase tourist numbers but also as the ability to create quality tourism experiences, maintain local uniqueness, empower communities, and maintain the sustainability of the destination's resources.

4 CONCLUSION

Based on the results of research on the influence of Digital Marketing Capability and Sustainable Tourism Knowledge on the Competitiveness of Tourism Villages among members of the Pokdarwis in Tista Village, Tabanan Regency, the following conclusions can be drawn:

- Digital Marketing Capability has a positive and significant impact on the Competitiveness of Tourism Villages. These results indicate that the better Pokdarwis members' ability to utilize digital technology for marketing activities, the greater the ability of Tista Tourism Village to build and maintain competitiveness. The use of digital media allows tourism villages to expand their promotional reach, disseminate information about village potential, build interactions with tourists, and increase destination visibility. Therefore, digital marketing capability is one factor that can support Tista Tourism Village in facing inter-destination competition.
- Sustainable Tourism Knowledge has a positive and significant impact on the Competitiveness of Tourism Villages. This finding indicates that the better the Pokdarwis members' understanding of sustainable tourism principles, the greater the village's ability to maintain its competitiveness. Knowledge of environmental preservation, local culture, community involvement, and the economic benefits of tourism can inform decision-making and the management of tourism activities. Sustainability-oriented management enables Tista Tourism Village to maintain the resources that are the destination's main attraction in the long term.
- Digital Marketing Capability and Sustainable Tourism Knowledge simultaneously influence the Competitiveness of Tourism Villages. These results indicate that the competitiveness of Tista Tourism Village depends not only on the ability to market the destination through digital media, but also on the ability of Pokdarwis members to understand and apply sustainable tourism principles. These two aspects complement each other: Digital Marketing Capability plays a role in introducing and increasing the attractiveness of the destination to the market, while Sustainable Tourism Knowledge supports destination management so that its superiority can be maintained in the long term.
- Overall, strengthening the capacity of Pokdarwis members is a crucial aspect in enhancing the competitiveness of Tista Tourism Village. Digital capability development and increased understanding of sustainability need to be carried out simultaneously so that tourism village development is not only oriented towards increasing tourist visits but also creates economic benefits for the community, protects the environment, preserves local culture, and creates sustainable destination excellence.

Based on the research results, several suggestions that can be given are as follows:

- It is recommended that the Tista Village Tourism Group (Pokdarwis) improve its digital marketing capabilities through training and mentoring related to social media management, creative content creation, destination photography and videography, copywriting, Google Business Profile management, and the use of digital interaction data to evaluate promotional effectiveness. Digital media management should be carried out consistently, highlighting the unique culture, nature, community activities, and tourism experiences that characterize Tista Village.
- For Pokdarwis members, continuous improvement in knowledge about sustainable tourism is essential. Training activities can focus on waste management, environmental conservation, cultural preservation and local wisdom, community empowerment, efficient resource use, and the development of tourism products that provide economic benefits to local communities.
- For the managers of Tista Tourism Village, digital marketing strategies need to be integrated with sustainable tourism principles. Information delivered through digital media should not only be oriented towards promoting tourist attractions but also demonstrate the village's commitment to environmental preservation, local culture, and community empowerment. This strategy can help shape Tista Village's image as an attractive and responsible destination.
- Local governments and tourism stakeholders need support in the form of training, mentoring, digital infrastructure development, promotional facilitation, and strengthening networks between the Tourism Awareness Group (Pokdarwis) and businesses, government agencies, communities, and tourism platforms.

This support can help improve the capacity of managers and strengthen the position of Tista Tourism Village in the competitive tourism destination market.

- For future research, it is recommended to develop the research model by incorporating other variables that could potentially influence the competitiveness of tourism villages, such as service quality, tourism product innovation, human resource competency, accessibility, tourism infrastructure, destination branding, government support, stakeholder collaboration, and tourist experience. Future research could also employ a qualitative or mixed-methods approach to gain a deeper understanding of the process of developing tourism village competitiveness.
- Further research can also expand the research object by involving several tourist villages in Tabanan Regency or other areas of Bali, so that the research results can be compared and have a wider scope of generalization.

Practically, this research demonstrates that enhancing the competitiveness of Tista Tourism Village requires a strategy that combines digital transformation with strengthening sustainability principles. Management must not only increase promotional activities through digital media but also ensure that tourism growth maintains environmental quality, culture, and community well-being. Integrating these two aspects can provide the foundation for Tista Tourism Village to build a competitive advantage that not only attracts tourists in the short term but can also be maintained in the long term.

The practical implication of this research is the need for a capacity development strategy for tourism groups (Pokdarwis) that does not separate marketing digitalization from destination sustainability. Training programs should not only focus on social media content creation skills, but also encompass digital storytelling, managing tourist interactions, digital data analysis, and the ability to communicate local environmental, cultural, and economic values through digital channels. Furthermore, for local governments, the research findings can serve as a basis for developing programs to increase the capacity of tourism village human resources by integrating digital literacy, destination marketing, sustainable tourism, and tourism product innovation. Furthermore, for Pokdarwis, increasing competitiveness cannot be achieved simply through increased promotion. Digital capabilities must be directed towards strengthening the destination's identity and supporting the sustainability of the resources that are the strengths of Tista Tourism Village.

STATEMENTS ON COMPLIANCE WITH ETHICAL STANDARDS

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The authors declare that there are no conflicts of interest related to this manuscript.

Statement of informed consent

Informed consent was obtained from all respondents prior to their participation in the study.

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