



RESEARCH ARTICLE

## From Mining to Tourism: Belitung, Local Leadership, and Social Dynamic in Economic Orientation Changes

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**ARTICLE INFO**

Received: Oct 22, 2024

Accepted: Dec 5, 2024

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**Keywords**

Belitung

Economy

Leadership

Timing

Tourism

**ABSTRACT**

This article discusses the changes in the economic orientation of the Belitung community. The changes in orientation occurred due to the mining moratorium that stopped mining practices. So far, mining has been the main source of livelihood for the Belitung community. Given the moratorium, they must find new sources of income as a replacement. The option is tourism. The dynamics of changes which occur in the community due to these changes are interesting to explore and understand further. This study uses an ethnographic method by observing the economic activities of the community. In the data collection process, in-depth interviews were conducted with key and ordinary informants. The results of the study show that in the transformation process, aspects of local leadership influence communal decisions, including determining tourism as a substitute for the community's economy, determining the type of tourism, the services provided, and determining a location as a tourist destination.

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## INTRODUCTION

This study aims to diachronically capture the “upheaval” of the role of integrative leadership in the economic transformation processes in Belitung. After the mining moratorium in 2017, economic activities based on mining began to be abandoned. The community also sought new economic sources to replace mining. The main choice was tourism. The community also began to improve by making the potential of natural resources around it into an interesting and attractive tourist spot.

This study begins with the assumption that the success of the economic transformation of the community from tin mining to tourism in Belitung can be successful because of integrative leadership. In the context of changing the orientation of the economy from mining to tourism, the leadership aspect has not been widely discussed in the process of economic transformation of the community. Previous studies have discussed more about changes in livelihood systems (Singgale, 2022). In fact, in the context of development in rural communities, leadership is very important, especially as a driver and initiator of community development and transformation (Haven-Tang & Jones, 2012; Xu et al., 2017), even in some cases of tourist villages, leadership is the main factor in the success of tourism development (Maulana & Ramadanty, 2020; Halim et al., 2022; Ginanjar et al., 2024).

This study will focus on the economic transformation from tin mining to tourism in Belitung Island, which has rarely been studied in depth from an integrative leadership perspective. Previous studies on the transformation from mining to tourism have looked at the economic process when mining is replaced by museum-based tourism, ecosystem sustainability, and socio-cultural conditions. (Conline & Jollife, 2011; Legger, 2011; An & Alarcon, 2020; Kotaskova, 2022; Muhardi & Oktini, 2023).

Belitung is a representative "laboratory" to "test" the success and challenges in utilizing natural resources as a sustainable economic driver. In its historical trajectory, the Bangla-Belitung Islands are the 2nd largest tin producing area in the world, after China. The tin mining results from Belitung Island have been recognized by the world, and often export tin to several Asian and European countries. Although it has been dug for years, the tin mine on Belitung Island still has tin reserves of 6.81 billion tons (Geological Agency Data from the Ministry of Energy and Mineral Resources, July, 2020).

The large tin reserves in Belitung have attracted the interest of many large mining companies. Along with the development over time, mining in Belitung has also used the latest methods. Starting in 1852, tin mining in Belitung using new technology began under the command of John Francois Loudon. Previously, tin mining was still carried out using traditional methods. Since then, more and more mining companies obtained permits and dug in Belitung to obtain pure tin.

On the other hand, there were still people who did mining in conventional ways. Mining activities were carried out by the community, although conventional, became the backbone of the economy for a long period of time. Fast, large results, and carried out in easy ways were the attraction of mining so that these activities continued to be passed down from one generation to the next. Actions that were passed down from one generation to the next slowly created knowledge, social institutions, culture, and formed a strong economic system that was rooted in the community. Tin mining became attached and part of the "veins" and "breath" of the Belitung community.

Mining activities that had been carried out for hundreds of years certainly had an impact on the natural conditions or environment of Belitung Island, especially if they were not accompanied by massive ecosystem restoration. It was inevitable that the damage to the natural ecosystem of Belitung Island from year-to-year experienced degradation that was very concerning for the future of the environment of Belitung Island, such as the surface of Belitung which was full of large gaping mining holes that were simply left alone by miners. Environmental conditions like this could cause serious social problems. The local government paid attention to these conditions; therefore, to prevent the conditions from getting worse, a Decree dated 6 January 2016 was issued on a moratorium on tin mining, and supplemented by Minister of Trade Regulation Number 33/M-Dag/PER/5/2015 on changes to the regulations on tin export provisions and reinforced again by decree of the governor of Bangla-Belitung Number 543.1/717/2015, on verification of tin exports, and these regulations apply to the Bangka-Belitung region.

This moratorium not only targeted large companies but also traditional mines managed by communities. As a result, communities were "forced" to change their economic orientation. In some cases, communities had the resilience to change so they were able to survive. Livelihood resilience was related to the capacity of all people from different generations to maintain and improve their facilities, welfare, and situations in the face of environmental, economic, social, and political crises (Tanner et al., 2015). This resilience was built through human empowerment through human agency, individual and collective action, human rights, and others through dynamic social processes. (Hayward, 2013).

The moratorium policy was a dilemma. On the one hand, it was encouraging because it could stop the rate of environmental damage, but on the other hand, it also "disrupted" the economic system and mining culture that existed in the Belitung community. On the one hand, the community experienced "shocks" or turbulence because the social, cultural and economic systems that were already inherent and part of themselves ought to be replaced by a new economic system. They also traced history to find traces of the economic system.

In the context of Belitung, the community once had the option to develop agricultural products in plantations, agriculture and marine products, but not enough to replace the mining economic system, but this did not work because the agricultural products were "only enough" to survive. An alternative to replace mining is tourism. Not replacing it entirely but which is considered the most rational choice than plantations or agriculture. The choice of tourism as a substitute for mining is also carried out by several communities, such as in Brazil, China, Thailand. In the case of Brazil, there is a dynamic in the community related to the development of tourism, mining, and environmental conservation (Marques, et al., 2021). In contrast to what happened in Brazil, the case in China has succeeded in

elaborating and integrating various interests, tourism, mining, and environmental conservation (Eklund, 2015; Huang, 2008). The key to the success of these various economic interests lies in dialogue and mutual understanding of the boundaries of authority. No less important is the readiness of the community in economic development. In addition, creativity is needed in re-managing the resources they have. As happened in Thailand, which shows that tourism development, if supported by creativity, will support environmental conservation (Muneeenam, 2022; Fuchs & Sincharoenkul, 2021; Jacobs, 2022). In fact, former mining and conservation sites can be interesting and attractive digital contents. (Pardo & Alvarez, 2023).

Bangka-Belitung has also begun to improve its region, from a former tin mining area to a tourist destination. All potentials are mobilized to advance tourism in Belitung. Slowly but surely, the number of tourist visits to Bangka-Belitung has begun to increase. Data on tourist visits to Belitung Island shows that the tourism sector is promising as a substitute for post-tin mining economic sources for the Belitung community. The number of visitors to Belitung Island has increased significantly, and shows great opportunities for a substitute economic source for the Belitung community. The increasing number of tourists visiting Belitung Island after the mining moratorium is interesting to know more deeply, especially the changes in the Belitung Island community in trying to change the orientation of the economic base, from mining to tourism.

### **Theoretical framework**

When the carrying capacity of the mine begins to run out and the mining operational permit is discontinued, for various reasons, many cases in other countries and in several regions in Indonesia are to change strategies and policies so that the economy continues to move, by optimizing former mining areas into tourism objects. (Conline & Jollife, 2011; Legget, 2011; Wookhyun & Alarcon, 2020; Kotašková, 2022; Muhardi & Oktini, 2023).

The same thing is happening on Belitung Island. This area is currently reorganizing to change mining into tourism. The community is experiencing turbulence, both socially and in terms of thinking due to changes in economic orientation. The community is “forced” to think about sustainability. As expressed by Jan Hermes and Isabel Rimanoczy (2018) A conceptual model for developing a sustainability mindset is addressing the knowledge, systems thinking, emotional aspects, the tacit paradigms, and the values, all can be adapted and tailored to specific pedagogical contexts. Thinking sustainably is the first step to action and becoming a social system ‘a way of thinking and being that result from a broad understanding of the ecosystem’s manifestations, from social sensitivity, as well as an introspective focus on one’s personal values and higher self, and finds its expressions in actions for the greater good of the whole’ (Kassel et al., 2016). In the case of Belitung Island, a gap in innovation was found in finding alternatives to strengthen economic resources for the Belitung Island community after the tin mining moratorium, namely: Dynamic Sustainability, Resilience, and Adaptation. The change in economic orientation from mining to tourism that occurred in the Belitung Islands not only changed the main source of the economy but also changed many things, both in terms of infrastructure and the social, cultural, and economic dynamics that occurred on Belitung Island. Studies on the change in orientation from mining to tourism are more focused on efforts made to change mining potential into tourist attractions (Rohaendi et al., 2022; Kotašková, 2022; Muhardi & Oktini, 2023), social, political, economic dynamics (Conline & Jollife, 2011), creating a mining museum (Legget, 2011), consideration of ecosystem sustainability (Jelen, 2018; Streimikiene et al., 2021).

The change from mining to tourism that occurred on Belitung Island is interesting to study further, especially through Sustainable Dynamic Capabilities, which requires rapid adaptation through creativity, combining old and new ways, reinterpreting changes in existing resources in an optimal way as a response to future challenges (Teece, 2009). Existing studies on the change from mining to tourism through a management perspective are still limited to looking at competitiveness (Armis & Kanegae 2021; Streimikiene et al., 2021). On the other hand, studies on Dynamic Capabilities are more focused on industries operating in other fields, such as the media industry (Jantunen et al., 2018), changing scale to international (Alonso & Kok 2018), company changes (Kalkalo et al., 2018), business or company resilience during disasters (Jiang et al., 2021; Prayag et al., 2024), hospitality (Pattanasing et al., 2019; Hariandja & Sartika, 2022).

Studies on the change of mining into tourism with a Dynamic Capabilities perspective are important because they are able to record and see the "pulse" of the dynamics that occur in a changing society. Through this perspective, it is known how society feels and forms opportunities and threats, measures opportunities, maintains competitiveness through improvement, integration, protection, and re-configuring intangible and tangible assets and marketing the existing tour packages in Belitung. Marketing is an important factor in business. Based on the case of hotels, dynamic marketing can have a positive influence on brand communication. Brand communication affects brand experience, performance, innovation, and service (Hariandja & Lusiana, 2022). In this study, one of the 'optics' which is also used to see the changes that occur on Belitung Island related to the shift in economic orientation from tin mining to tourism is the concept of resilience. The community has its own way of surviving, adapting, rising and overcoming the effects of change (Ledesma, 2014). Life experiences teach the community to be able to increase their capacity so that they can overcome problems, and life becomes stable again (Bonanna, 2004; Luthars, 2006; Bonanno et al., 2011). The flexibility of culture which exists in the community creates a system or social institution that allows it to survive and adapt (Masten, 2014; Southwick et al., 2014).

Resilience itself is complex, not singular. This means that each person, community, or even organization has a different meaning, understanding, and resilience. Some can survive in one condition but cannot survive in another, and vice versa, or there are also those who are quite resilient and can survive in various conditions (Southwick et al., 2014). The change from mining to tourism is an uncertain and risky situation, so that the community must be able to develop and adapt to new conditions (Magis, 2010).

For the case in Belitung, because the moratorium of tin mining was a pressure on the community, the "upheaval" that occurred was "not drastic", meaning that in general, their mentality was ready to face the changes. As stated by Berkes & Ross (2013) regarding the importance of individual mental health and personal development in the capacity of social systems to unite and collaborate to achieve common goals or objectives. The community only needs to formulate a strategy to identify and re-familiarize themselves and increase the potential in the environment so that it is not only able to survive but can also improve (Buikstra et al., 2010; Berkes & Ross, 2013).

Using the concept of resilience to understand the "turbulence" in the community due to changes in economic orientation in Belitung Island is an important perspective, because so far, studies on resilience have been more focused on workers working in companies. Either because of changes in policy or other factors that affect the condition of the company (Almedom et al., 2007). Studies on resilience related to mining, both in other countries and in Indonesia, are generally related to the presence of mines close to settlements so that people must adapt to the presence of mines (Nasdian et al., 2020; Mamola et al., 2024). In addition, another case is the relocation of settlements. The location of the settlement was previously included in the mining concession so that when it was operating, the people living in the area had to be relocated to a new place (Gukurume & Tombindo, 2023). In their new place of residence, they generally re-practice their previous life (Arhin et al., 2022).

The next concept used in this study is adaptation. As cultural humans, the Belitung Island community must also be able to adapt to a changing environment. Adaptation must be understood as a long process, not a short one. Humans can be said to have successfully adapted when humans can survive through a series of long and prolonged processes, as with an unpredictable evolutionary system (Bates, 2005; Smit & Wandel, 2006). In understanding the Belitung community's adaptation system, it is important to know the cultural ecology in overcoming obstacles in its environment (Guille-Escuret, 2007). In the case of Belitung, these obstacles are in the form of a shift in the economic system from mining to tourism.

Viewing adaptation means seeing all human behavior and responses to situations or changes outside which affect the continuity of life. In adaptation, the cultural behavior of society is not singular but diverse and varied. With the diversity of responses, then socio-culturally there will be a selection process of ideas and society determines choices based on mutual agreement (Bates, 2005). Determining the agreed idea is not an end in the adaptation system, it can change depending on the external dynamics that occur. The adaptation system in culture makes social life able to

survive and continue its life.

Studies on community adaptation related to changes in economic orientation from mining to tourism have not been widely explored, hence this can be an opportunity to fill this gap. Previous studies were more about community adaptation when mining was present in their area, either replacing settlements or those close to settlements or changing agricultural systems due to mining (Purnomo et al., 2021). The community's adaptability is small, especially fishermen when mining is present and disrupts their fishing activities (Rosyida et al., 2019). Rosyida's study, although discussing the Belitung Islands community, the adaptation study carried out was when tin mining was rampant and disrupted fishermen's activities. It turned out that the community was able to adapt and even make tin mining their main livelihood. In subsequent developments, tin mining was able to make the community adapt, even giving birth to a new social institution, which was considered to be disruptive to the environment, hence the government issued a moratorium, and the community was required to be able to adapt to a new life system, without tin mining.

A study of adaptation in post-mining communities that is close to this study was conducted by Sutrisno et al. (2024) who discussed community adaptation to a new life after mining. However, the study saw that the community was still looking for forms of economic activities that were in accordance with their conditions and potential. The study did not mention any alternative economic activities to replace mining. This is different from the Belitung Island community who have determined tourism as the main alternative economic activity to replace mining. The selection of tourism as a new economic system to replace mining has implications for not only changing lives but also the community's perspective on the resources in their area. The community reinterprets the existing potential to be packaged as tourism packages or tourist destinations that are worthy and can be a magnet to attract tourists.

To obtain data related to this, the author explores information from various groups to obtain data on findings of thoughts, ideas, and concepts from various levels of the community regarding changes that occur in their economic resources. Changes in economic resources which occur will have an impact on the level of welfare of the community. Including opportunities to replace other economic resources in terms of data and compared to economic resources from the tourism sector.

In the context of Belitung, this study can also contribute to scientific justification in the form of Sustainable Dynamic Capabilities, Resilience, and Adaptation hence it can explore the root of the problem and can be used to increase the capacity of tourism that is being developed. The tourism industry sector shows a 'trend' of increasing 'significantly', so this sector is seen as a stepping stone as a sustainable economic resource after the tin mining era is over. The Tourism Industry Sector can play a role as a 'Dynamic Sustainable Capability' which can be used as a new sustainable economic source as a substitute for tin mining.

## **METHOD**

This research is a qualitative research. The process of data collection and excavation was carried out in nine villages, namely Air Ketekok Village, Air Merbau Village, Buluh Tumbang Village, Dukong Village, Air Raya Village, Perawas Village, Air Palembang Jaya Village, Air Saga Village, and Juru Seberang Village.

In data collection, in-depth interviews were conducted with village elders, village heads, and the community. The author was also involved in village forums that were held when they held meetings to replace economic sources from mining to tourism.

In this study, the informant category was divided into two; key informants, namely village heads, village elders, and village chiefs. While ordinary informants are the public in general. During the study, the pulse of change could be felt. Areas that were previously mining, especially those located not far from Mulia Village, were improved to welcome tourists. In addition, other infrastructure that supports tourism began to pulse. There are guest houses, car rentals, souvenir centers, and craftsmen. Several times, we followed the leader informant to go around the village, giving motivation and encouragement to the community to continue working. This research was conducted in 2024, namely from February to August 2024. During the research, because there were

many relatives, they lived in their relatives' houses. This makes it easier to communicate and mobilize when having to meet with informants. In addition, trust has been built in the community. Thus, the information conveyed by the informant, especially regarding economic orientation and integration leadership, can be said to be correct, although cross-checks are still carried out on other informants.

## RESULTS AND DISCUSSION

### Belitung and economic transformation

Economic transformation from mining to tourism is one of the important efforts in shifting economic resources from dependence on non-renewable natural resources (such as mining) to more sustainable and inclusive sectors (such as tourism). This process is often initiated by several factors such as decreasing mineral reserves, increasing awareness of the environmental impacts of mining activities, and the need for economic diversification to maintain long-term stability and growth. In the context of Belitung Island, this transformation began when tin reserves were running low, accompanied by the environmental impacts of mining activities that began to be felt by the local community. The local government and local leaders began to actively seek alternative economic sources to mining that were more sustainable and environmentally friendly. The tourism sector became a logical choice because Belitung has unique, exotic and attractive natural potential, such as beautiful beaches, cultural heritage, and unique ecosystems. With the support of policies from the central government, equipped with tourism promotions that began to be implemented, and other supporting factors such as tourism infrastructure were slowly being built. The change in economic orientation from mining to tourism is an economic transformation that is taking place. This economic transformation, in several research locations, has shifted the economic structure that was originally based on tin mining, to an economy based on tourism, investment, production, and services that have high added value. This change can not only replace the new economic structure but can also increase Belitung's competitiveness and improve environmental quality. In several cases, economic transformation in Belitung focuses on utilizing village potential as a basis for economic growth by converting ex-mining land into tourist destinations. With this transformation, the community must have creativity and innovation in the available natural resources because there are no off-takers who buy their products. In addition to being creative and innovative in managing resources, the community must also provide services to visitors so that they will return to travel and spend their money in Belitung. In an effort to understand the economic transformation that occurred in Belitung, which in the process influenced and was influenced by historical, economic, political, and social factors that allowed the economic system to develop (Schumpeter, 1934). The phenomenon that occurred in Belitung, related to economic transformation, there was a process of changing the economic structure. From tin mining to the tourism and service sectors. Each economic system related to mining and tin experiences different transformations, according to demand, agreement, and supply in economic activities. Economic activities related to mining and tourism can be approached and understood as separate or single entities with the Belitung economic system. Understanding as separate entities will be closer to reality (Schumpeter, 1934). In the context of Belitung, community activities in the form of making village infrastructure, handicrafts, and tourism packages are separate entities that can be approached differently. In Schumpeter's view (1934), economic phenomenon is a social phenomenon that is connected to the economic system outside it. However, understanding this phenomenon must be from the community entity, not from the external. Economic development or economic transformation in Schumpeter's view is the first step in understanding the economic field from reality through the upheaval that occurs in the community. In the context of Belitung, the upheaval is the moratorium.

The change in economic orientation from mining to tourism that occurred in the Belitung Islands not only changed the main source of the economy but also changed many things, both in terms of infrastructure and the social, cultural, and economic dynamics that occurred on Belitung Island. The Belitung community is improving former mines and other areas into tourist attractions, in addition to preparing various infrastructure that supports tourism. The change in former mines into tourist attractions is found in several areas, studies on the change in orientation from mining

to tourism are more on the efforts made to change mining potential into tourist attractions (Rohaendi et al., 2022; Kotašková, 2022; Muhardi & Oktini, 2024), social, political, economic dynamics (Conline & Jolliffe, 2011), creating a mining museum (Legget, 2011), consideration of ecosystem sustainability (Jelen, 2018; Streimikiene et al., 2021). Studies on the change in economic orientation from mining to tourism from the perspective of understanding integrative leadership have not been carried out. So far, existing studies on the transformation of mining into tourism through a management perspective are still limited to looking at competitiveness (Armis & Kanegae, 2021; Streimikiene et al., 2021).

Mining, as an economic system, is connected to other systems, such as politics, culture, religion, and social. Replacing the economic system also means changing the systems that previously existed. In an effort to find a new economic system to replace mining in Belitung, previously existing practices will change, along with the new goals that have been set. The community not only makes former mining sites into attractive tourist attractions, but also makes various handicrafts, good services, friendliness and other practices that can support the economic system. Transforming former mining sites into tourist destinations, on the one hand, is an effort to restore ecological tourism based on tourism that combines environmental rehabilitation techniques with educational tourist attractions (Bian et al., 2010; Yu et al., 2018).

In the context of Belitung, the tourism developed is tourism management that fully involves the local community as the main manager, with a focus on economic empowerment and cultural preservation (Mbaiwa, 2011; Giampiccoli & Saayman, 2014). This is interesting to study further, especially in the roles of integrative leaders who have a vision for change in society, especially in economic orientation. Tourism in Belitung is not only designed but also managed by the community itself. In the process of changing the mining-based economy into tourism, the community also applies the latest technologies designed to make it easier for tourists (Thakur & Al-Mashari, 2011; Kim & Hall, 2020). This can be seen from the way the community maps the tourism potential in their village. They use drones, namely cameras that can record from a height. In addition, the community also prepares various tourism information that can be visited by tourists. The tourism packages offered in Belitung are educational tours, not only about mining but also about ecosystems and others. Educational tourism implemented in Belitung by utilizing the remaining land from mining excavations is a new breakthrough. Transforming a former mine into an educational tourism requires a series of environmental interpretations that adapt actual conditions to the educational messages displayed (Ballantyne & Packer, 2011; Ham & Weiler, 2012).

To raise funds from visitors, the community produces various handicrafts. These products are created by the community not only with local content but also by using local natural resources available in each village. With the production of crafts, one village with another village can have different crafts because each village has its own characteristics (Richard, 2011; Gibson & Connel, 2016). Creativity and innovation are the keys to developing a tourism-based economy. Therefore, in understanding the case in Belitung, especially related to the transformative economy, a complex analysis is needed that involves many aspects (Buckey, 2012; Font & McCabe, 2017). The economic transition from mining to tourism in the community is a dynamic process in the community that seeks attractive forms and tourism packages by "magically transforming" former mines and other potential into attractive tourist destinations (Van Der Merwe & Timothy, 2023; Muhardi & Oktini, 2024), including museums (Cole, 2008).

Economic transformation in Belitung can be said to be successful. Based on existing data in 2013 the number of tourists increased by 5.66% compared to that of in 2012, in 2014 there was a decrease of 16.78% compared to that of in 2013. In 2015 the number of tourists increased again by 25.65% compared to that of in 2014, and in 2016 the number of tourists increased again by 15.67% compared to that of in 2015. There was a big spike as the number of tourists increased by 29.94% compared to that of in 2016. In 2018 the number of tourists further increased by 21.96% compared to that of in 2017, but there was a sharp decline in 2019 by 27.34% compared to that of in 2018. This was due to the policy of more expensive airline ticket prices. The number of tourists drastically declined in 2020 by 89.31% compared to that of in 2019, this was due to the COVID-19 pandemic. The peak increase occurred in 2017, in line with the tin mining moratorium in 2016.

## **Belitung community and integrative leadership**

In tropical and communal community such as Indonesian community in general and Belitung community, the role of a leader is very important. A leader is someone who does a job beyond what is expected. A leader is not only present to provide encouragement but also concrete examples in action. Leaders are often demanded to be "all-rounders and knowers" by the community so that their actions exceed the limits of community expectations. In this situation, the definition given by Bass (1990) regarding transformative leadership finds its contextuality. Leaders are able to recognize the potential of each citizen and try to awaken the potential they have. In the context of Belitung, of course, reading the signs of the times by trying to convert the former tin mining excavations into interesting and attractive tourist attractions. From the leadership factor, it can be seen that villages are rapidly changing and adapting to becoming tourist villages or still lamenting their fate because there are no mines. A transformative leader will invite the community to recognize the ultimate goal of creating tourist attractions and emphasize the importance of good results. Transformative leadership will also move the community to prioritize communal interests over individual interests (Northouse, 2018).

Given the existence of transformative leadership in the community, it will make the community proud, respectful, and trust the leader. The actions and words of a transformative leader will inspire the community to improve. No less important is that the leader is able to capture and stimulate new ideas in the community to be developed so that innovations are born in the community, including tourism development. Transformative leaders are also able to encourage the community to solve problems independently and creatively without ignoring the customs that apply in the community and are able to make the community find new ways to solve problems (Bass, 1990; Cameron, 2011; Northouse, 2018).

Local leaders in Belitung have succeeded in accompanying and leading their community to face major changes related to economic orientation. These changes require not only natural and human resources but also cross-village and cross-sector cooperation and collaboration, having a long-term vision for communal interests, and no less importantly the ability to unite various interests in one step. Leadership is about the vision for the future of an organization (Kotter, 1996). The involvement of local leaders can unite the community so that they can work as a team (Chen, 2020). With integrative leadership, the newly formed tourism industry in Belitung can run well because of its effectiveness.

Local leaders in Belitung are people who live with the community and are born from the community itself. Local leaders, especially informal leaders, are chosen by the community with the consideration of having "spiritual advantages", good emotional control, being able to motivate residents, being able to be protectors and mediators if there is a conflict in the community and being able to find solutions for residents who complain. With these characteristics, local leaders can invite the community and accompany them in the process of economic transformation. This shows that integrative leadership has been proven to improve employee performance and performance in the mining industry (Mulyana & Djajadiningrat, 2013). Integrative leadership that contributes to sustainable development can encourage the community to maximize the benefits of the mining sector in the transition to sustainable tourism (Renianti, et al., 2024). Integrative leadership can also increase competitiveness and create opportunities for developing new tourist destinations (Siguaw & Smith, 2010). Integrative and transformative leadership will encourage the community to optimize every potential that exists to become a tourist destination. Such as cultural heritage, developing and preserving local culture, strengthening cultural identity that can be a tourist destination (Murguia, et al., 2018), mining history combined with technology (Cranmer, 2020), development and information on maps of tourist locations (Rocha & Duarte, 2021). Leaders also need to improve their capacity through training so that they are in accordance with tourism (Bajunid, 2008). The transfer or transformation of the economy from mining community to tourism also always involves charismatic figures who can influence public opinion. In the case of Belitung, village leaders, in addition to being village heads, are also traditional leaders. Social activities or movements that occurred in Belitung, especially when the tin mine was still operating, were driven by leaders in their respective villages. The local social movement succeeded in changing policies and resource management, resulting in a moratorium. The success of the social movement that



occurred in Belitung in changing environmental policies also occurred in several regions in Indonesia (Savirani & Wardhani, 2017). The sustainability of resource utilization, from mining to tourism, is a real and concrete step, not rhetoric. The closure of the mine in Belitung through a social movement was due to the fact that trust in the company had faded. This also happened in Australia because it ignored the cultural rights of the local community (Kunkel, 2014)). In the context of tin mining in Belitung, the depletion of tin supplies in Belitung has been predicted. Several studies have begun to explore the possibility of developing a nuclear-based industry as a substitute for the dwindling tin resources in Belitung (Yanto & Hikmah, 2022). This study suggests preparing alternative economic sources other than tin mining for the Belitung community.

According to him, it is necessary to develop a nuclear-based industry. However, this choice is difficult because it requires large capital, advanced technology, and cannot yet be done by the community. There are also those who suggest that the former mining location be replaced with nickel. The replacement of the community's economic system from mining needs to be designed carefully by involving the community, so that there is a guarantee that when the mine is closed, the community still has economic resources through the replacement economic system. Another challenge of tourism development that will test the integrity and transformation of leadership in Belitung is the people who directly benefit from tin mining, the sustainability of the ecosystem and the environment.

The change in management of extractive resources to other management often causes problems or turmoil (Kohl & Farthing, 2012). The social, cultural, and economic impacts on the community due to the closure of the mine need to be managed properly, long-term oriented, and involving the community (Nurtjahya & Agustina, 2018; Thammajinda, 2021), including women (Buss, et al., 2019). Integrative and transformative leadership in overseeing changes in the community related to economic orientation is very important. This leadership can motivate the community to develop tourism-related businesses (Renianti, et al., 2024). With this leadership, villages in Belitung can optimally transform former mining locations into attractive tourist attractions, of course accompanied by the development of supporting physical and social infrastructure. The perspective of tourists also needs to be considered, as a criticism and improvement effort (Valeriani & Putri, 2020). Tourism is a dynamic activity so that tourism trends, at least in Asia, need to be considered (Hitchcock, et al., 1993). Likewise in Belitung, tourism development continues to change along with changes and tourism trends.

In Belitung, the community is the main "actor" in the shift in economic resources from mining to tourism. Through integrative leadership, they prepare for a change in the economic system. In changing economic orientation, there are factors that influence preparation at the community level, including informal leaders in the community (Mitchell et al., 2008; Sutrisno, et al., 2024; Crammer, et al., 2020). However, the study, although it has discussed the importance of the role of leaders, is more about "informant leaders" and not the role of leaders as "agents" of economic transformation. Strong and integrative informal leaders are the "main role" in the economic transformation process in Belitung. They become "liaisons" between the government and the community, the investors and the community, the markets and the community. With integrative leaders who involve the community, economic and environmental interests can coexist through sustainable tourism development (Sofield, 2021; Slocum, 2021), and ensure the fulfillment of communal rights (Odendaal & Hebinck, 2022). Another thing that is an "added value" of economic transformation in Belitung is the large number of companies whose systems can be adopted for tourism development and management. In addition, involving the community can also absorb the aspirations or passions of each person. The good intentions of the community must be appreciated and followed up (Buheji & Mushimiyimana, 2024). This will have an impact on economic diversification, as happened in the mining town of Oranjemund (Helmuth, 2019).

In the economic transformation in Belitung, the community is not only involved in designing tourism but also in financial management. With these skills, the community can be independent in developing tourism (Macleod, 2021). Among the economic systems that have long developed in society is the cooperative system. This needs to be strengthened and empowered so that social justice can be achieved (Tiainen, 2012). In the case of Bolivia, cooperatives have succeeded in making communities manage resources independently (Eichler, 2017), safety aspects, both capital

and workers (Mayo-Alvarez, et al., 2024). This is important, considering that there are many cases of injustice and economic inequality in mining areas (Eichter, 2017; Umejesi, et al., 2021) so that conflicts often occur. Tourism development combined with environmental conservation is what can be done (Rijal, 2016; Agus, 2020). For this reason, there needs to be a dialogue action between the parties (Mutagwaba, et al., 2018), a mutually beneficial partnership (Digby, 2007). Dialogue in the format of community meetings is often held in Belitung.

Tourism development by involving the community can also implement multi-purpose management. With this model, environmental and tourism interests can be met (Kehl, et al., 2021; Zahler, et al., 2022), including being integrated with agriculture (Bellamy & Jonson, 2000), other tourism-related businesses such as hotels, car rentals, food stalls (Kandampully & Duddy, 2001; Park, et al., 2021). In addition, the strategy implemented, of course through transformative leadership is inclusive management so that all levels of the community can be involved (Haydan, et al., 2022). Community involvement can also be based on citizen science (Kral, et al., 2021). Tourism development can contribute to community development (N'Dower & Moscardo, 2021), especially small communities. This needs to be done because so far, in many cases small miners are worried about their vulnerable future. Among the potentials that can be developed into attractive tourism are environmental management practices carried out by coastal communities. This practice has been around for a long time and has been passed down from generation to generation (Bidayani, et al., 2023). However, anticipation of environmental damage when a marine area becomes a tourist destination must also be considered (Papathanassis, 2023). Care must be taken in designing coastal areas for tourism (Martin, 2022). Developing environmental conservation practices based on experience alone is not enough. There must be a strong political will from the central government, regional governments, and the community to develop this "traditional wisdom" into a tourist attraction while also preserving the environment. The issue of environmental management is not only the responsibility of one party, but all parties, and no less important is consistent and strong leadership (Ibrahim & Pratama, 2019; Herremans, 2006), as demonstrated by local leaders in Belitung.

Mining touches every "joint" of people's lives, including influencing politics, culture and religion. The experience in Berom, Africa, shows that mining affects religion and local ecological systems (Mwadkwon, 2010). The closure of mining areas not only has an impact on the economic life of the community, but also has an impact on the sustainable development goals (SDGs) (Ruswa, 2023). The development of tourism in former mining sites and the existence of transformative leadership not only lead people to be able to adapt in going through "turbulence" or dynamics but can also help Indonesia achieve sustainable development goals. This certainly cannot be done by the community alone, there needs to be involvement of the state and the private sector to help through social responsibility (Kapelus, 2002; Dorn & Gundermann, 2022). Local governments play a significant role in encouraging community initiatives (Meyer, 2021).

### **Belitung, integrative leadership and sustainable livelihood**

Tourism is one of the main livelihoods of the Belitung community after the mining moratorium. As the main livelihood, the Belitung community strives to always increase capacity, safe and comfortable infrastructure, and attractive tourism packages to attract tourists. The efforts made by the Belitung community are sustainable livelihoods. Sustainable livelihoods can be achieved through capacity building, social justice and transformation, taking a comprehensive perspective on how people survive and earn a living, empowering and improving the social and economic welfare of households, an approach that covers all these different aspects (Pandey et al., 2017a). Sustainable livelihoods are characterized by effective responses to shocks and ways of increasing capabilities and assets that generate sustainable life opportunities for future generations (Chambers and Conway, 1992). Sustainable livelihoods can be used as a factor in integrating development policies, resource management, and poverty alleviation simultaneously (Krantz, 2001). Therefore, providing a livelihood approach to empower and enhance the capacity of poor communities is one of the basic and important approaches to achieving sustainable development (Pandey et al., 2018).

Livelihood resilience is concerned with the capacity of all people from different generations to

maintain and improve their facilities, well-being, and situation in the face of environmental, economic, social, and political crises (Tanner et al., 2015). This resilience is built through human empowerment through human agency, individual and collective action, human rights, etc., through dynamic social processes (Hayward, 2013). Therefore, livelihood resilience highlights the role of human agency and individual and collective capacities to respond to stressors. The approach to livelihood resilience emphasizes the ability of communities and their differences in understanding risks and preventive measures. Resilience seeks to move forward by minimizing human rights, justice, politics, and power to minimize losses.

Measuring resilience and sustainability is a difficult task and has different approaches. Alternative methods of measuring resilience are often used because measuring resilience is not easy to do (Quandt, 2018). However, there is no standard protocol for determining resilience indicators that should not be needed (Quandt, 2018). However, a comprehensive strategy is important to ensure that key social and ecological aspects of resilience are included in the measurement protocol. The capital asset approach to household livelihoods is an appropriate organizational factor for selecting system performance indicators, which is considered as a way to ensure that various social and natural indicators are considered to improve efforts and ultimately create an explicit resilience profile (Campbell et al., 2001). After being used in several studies, the sustainable livelihoods approach is considered an innovative method for determining resilience indicators (Scoones, 1998; Campbell et al., 2001; Elasha et al., 2005; Erenstein et al., 2010; (IFRC), 2015; Thulstrup, 2015; Szoenyi et al., 2016; Zhang and Fang, 2020). The sustainable livelihoods approach considers that livelihoods should be considered based on people's access to capital assets, how people combine and develop these assets to generate livelihoods through interactions with actors and institutions. In this framework, a people-centered approach is emphasized based on the five components of the sustainable livelihoods approach, such as human, social, natural, physical, and financial capital, which are interdependent and each can complement other assets (Shakoori and Bahrami, 2014; Pandey et al., 2017; Quandt et al., 2017).

Human capital is an intrinsic and acquired asset of a person consisting of a person's skills, abilities, and capabilities (Quandt, 2018). This definition refers to skills, good health, and work ability that allow individuals to carry out different life strategies and activities to achieve their life goals (Shena et al., 2009). Economists basically define the concept of human capital as the internal capabilities accumulated over a span of life (working) in a society that allow human capital to work effectively with other types of capital to protect economic production. Social capital consists of networks, groups, associations, and relationships, trust, and interactions (Adger et al., 2003). These are resources and capital that can be accessed by individuals and communities through certain communications with each other. Social assets are defined as social resources that people use to earn a living. This type of support usually includes social networks, group membership, reciprocity, and trust. Generally, social capital in each group represents the level of trust and solidarity of the community with each other (Nooripoor and Noori, 2012).

Natural capital consists of access to environmental services and resources (Campbell et al., 2001). Natural capital is especially important for those whose livelihoods are wholly or partly derived from natural resource-based activities (Sharafi et al., 2018). This capital involves resources and elements such as land, water, mining, livestock and other natural resources (agricultural land tenure, customary rights, water and mineral industries, etc.). Natural capital and vulnerability are closely related to the number of destructive shocks that occur. Livelihoods such as fires, floods, earthquakes, etc. are natural processes that reduce natural capital (Kollmair and Gamper, 2002).

Physical capital refers to access to services and infrastructure (Adato and Meinzen-Dick, 2002). This includes skills, knowledge, education, health, and access to family labor (Tacoli, 1999). In addition, it refers to various facilities that largely contribute to the local environment including housing, public places, industries, bridges, dams, ports, and shelters. It further includes vital facilities such as electricity, water, telephone, and gas. Financial capital is defined as financial resources, such as cash, bank accounts, savings, income, investments, credit, current assets, pension rights, benefits, grants, financial transfers, household property, and others. Integrative leadership plays a very important role in moving community awareness, not only to survive but also to improve the quality of life, through changing economic orientation.

## CONCLUSION

The economic transformation experienced by the Belitung community, from a mining-based economy to a tourism-based economy, can be said to be successful. This success is shown by the increase in the number of tourists visiting Belitung each year. This economic transformation is also inseparable from the important role of integrative leaders in the community. Local leaders accompany the community from the moratorium process, determine a replacement economy for mining, prepare infrastructure, and others so that the community is ready to make tourism the main driver of the economy in the community.

Local leaders not only lead organizations or community groups, but also provide advice, direction, and even solutions needed by the community. The presence of local leaders in accompanying the economic transformation process causes the community to become motivated and more dedicated in preparing tourism packages offered to visitors. The community also has new innovations that are developed. Leaders also help the marketing network for tourist destinations. The involvement of local leaders also accelerates and smooths the process of economic transformation that occurs in Belitung. Traditional leadership in the Belitung community is still quite effective in moving the community, especially in relation to economic development.

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