

Managerial Control as Moderation in the Link between Authentic Leadership, Sabotage Behavior and Destination Sustainability

Ariesta Heksarini*, Dirga Lestari, Siti Maria

Department of Management, Faculty of Economics and Business, Universitas Mulawarman, Indonesia. *Corresponding Author's Email: ariesta.heksarini@feb.unmul.ac.id

Abstract

Recently, the central government has agreed to relocate the Indonesian Capital City (IKN). The tourism market plays a vital role in various regions, including the new IKN. To capitalize on this opportunity, tourism stakeholders must prepare for effective management. Understanding the impact of authentic leadership on sabotage and sustainability behaviours, particularly through the lens of managerial control, is essential for comprehending how a transparent and honest leadership style can mitigate destructive behaviours and promote sustainable practices within organizations. Moderation of managerial control is crucial for understanding the extent to which supervision can either strengthen or weaken the influence of authentic leadership on various behaviours. The objective of this study is to examine the relationship between authentic leadership, sabotage behaviour, and destination sustainability, with managerial control serving as a moderating factor. The case study involves 681 tourists who have visited Titik Nol Nusantara. By employing moderated regression analysis, five point findings were identified. First, authentic leadership negatively impacts sabotage behaviour. Second, sabotage behaviour adversely affects destination sustainability. Third, managerial control has a negative effect on destination sustainability. Fourth, authentic leadership influences sabotage behaviour indirectly through managerial control. Fifth, sabotage behaviour impacts destination sustainability indirectly via managerial control. The uniqueness of this study lies not only in its focus on authentic leadership and managerial control but also in its examination of intentional employee misconduct, such as sabotage within the context of applying leadership theory to sustainable tourism management. Future research should consider the novelty of the existing variables.

Keywords: Authentic Leadership, Destination Sustainability, Managerial Control, New IKN, Sabotage Behaviour.

Introduction

The year 2024 marks a significant period for Indonesia as it undertakes the ambitious task of relocating its government centre from Jakarta to the East Kalimantan region, especially to Sepaku (1). This relocation is driven by several critical issues, including a shortage of residential land and clean water, high population density, traffic congestion, uneven economic growth, and the instability of prosperity, which has predominantly been concentrated in Java (2, 3). Given these prevailing conditions, there is a pressing need for solutions that prioritize sustainable development for Indonesia's future. One such solution is the relocation of the national capital, commonly referred to as "IKN" (4). From an infrastructural perspective, the facilities being constructed in the IKN zone must be integrated with various sectors, including tourism. Currently, the tourism industry in East Kalimantan is not yet fully developed; it is

still classified as "developing" and has not met expectations regarding the number of visits from both foreign and domestic tourists (5). Tourism clusters are categorized into seven types: natural destinations, artificial destinations, religious destinations, culinary destinations, historical destinations, sports destinations, and park destinations (6). One of the most renowned tourist attractions in IKN is Titik Nol Nusantara, which serves as a key destination for tourists to explore. Titik Nol Nusantara is located in Sepaku, within the North Penajam Paser Regency (PPU). The PPU Regency has been designated by the IKN authorities as the administrative center of Indonesia's new government. The legal basis for the relocation of IKN is outlined in Law Number 3 of 2022. The topic of tourism in IKN has not been extensively explored in scientific literature, particularly regarding its role, essence and impact

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on regional progress (7). As previously mentioned, both the planning and management of the Titik Nol Nusantara destinations remain limited. The sustainability of a destination is heavily reliant on effective management practices. This study specifically examines the interplay between authentic leadership, sabotage behaviour, and management control in relation to destination sustainability. In the broader organizational level, particularly within the tourism sector, these three elements have the potential to significantly influence the trajectory of destination sustainability. Traditional characteristics of authentic leadership can have implications for sabotage behavior (8–10). When control measures do not align with organizational values, they can deteriorate the emotional connection between top management and employees. Consequently, employees may feel excluded from the decision-making process, leading to relatively unprofessional conduct. A commitment to service is essential in the workplace. Therefore, through objective assessment, it is anticipated that sabotage behavior within the organization will decrease, thereby enhancing overall work performance.

At the same time, uncontrolled sabotaging behavior increasingly undermines the sustainability of destination management. In fact, at certain times, the consequences of such sabotage in tourism activities can diminish the reputation, image, and brand of a destination (11–13). Tourists' intentions to visit and their loyalty are influenced by a harmonious atmosphere (14). If communication is not inclusive, it can lead to a lack of trust among tourists regarding emotional connections. Accordingly, a crucial strategy for preventing internal organizational anomalies, such as sabotaging behavior, is to promote employee happiness. To ensure a comfortable visit, managerial commitment must focus on maintaining job consistency, providing competency training, developing talent, recognizing achievements, and supporting career growth. Besides, it is essential to encourage the sharing of ideas, prioritize work quality, and enhance employee productivity (15). One effective strategy for reducing sabotaging behavior within the organization is the implementation of management controls. Through stringent managerial oversight, sabotaging behavior can be

significantly minimized. Importantly, management at both upper and middle levels has the authority to establish work programs that regulate policies regarding employee rewards and punishments. In practice, a management approach that emphasizes innovation often serves as a solution to organizational dilemmas. The most rational methods for identifying instances of employee fraud include job rotation, the enforcement of administrative sanctions, and performance evaluations.

In a distinct scope, the mediation of holistic managerial control can foster strong, authentic leadership and enhance employee awareness (16). The transformation of collective leadership, which emphasizes system strengthening, is regarded as an inspirational advancement. Therefore, to achieve sustainable destinations, tourism management must establish precise partnerships among various divisions. Based on the phenomena, conditions, and premises discussed earlier, this study focuses on the relationship between authentic leadership, sabotage behavior, and managerial control in the destination sustainability. The study specifically examines new destinations in the IKN, particularly Titik Nol Nusantara. This study offers valuable insights for both academic and practitioner literature on how to improve managerial ecosystems. Furthermore, the originality opens up new prospects for destination sustainability based on previously unexamined perspectives.

The study's findings offer valuable insights into how authentic leadership can mitigate sabotage behaviors that often emerge from social tensions within the socio-cultural situation of destinations, particularly in strategic areas such as the IKN. In the scope of IKN's development, this involves local and indigenous communities; managerial control serves as a balance between authority and inclusivity, helping to minimize potential conflicts through a transparent, integrity-based leadership approach. Authentic leadership, combined with effective managerial control, can foster positive community participation in managing ecotourism centers, thereby creating a sense of shared ownership over the destination's sustainability. Consequently, this underscores the urgency of a contextual managerial approach that addresses social and cultural dynamics in the development of sustainable tourism in IKN.

Hypothesis of the Study

Destination sustainability is crucial for enhancing competitiveness. Essentially, sustainable destination status refers to the standards established by the United Nations World Tourism Organization (UNWTO). This international standard-setting agency provides guidance for all types of tourism to ensure its sustainability. Two primary themes closely associated with destination sustainability are tourism management capabilities and relevant tourism segmentation. In this circumstance, destination sustainability across five scenarios: effective management, attracting tourists, environmentally friendly product services, accommodation and information regarding the natural environment, and profitability (17–19). The success of integrated destination sustainability is driven by alternative leisure activities. This approach relies on the commitment of tourism stakeholders to stimulate the revival of the tourism sector through substantial financial investment. Ultimately, by recruiting dependable human resources (HR), the cultural and social elements inherent in the tourism community further enhance the destination's appeal.

Authentic leadership refers to a leader's ability to foster creativity by encouraging employees to be more imaginative and insightful (20). For years, the stigma surrounding authentic leadership has focused on the authenticity of a leader's characteristics, which are closely linked to personal branding in promoting contemporary intrinsic values, ethics, and self-determination. One effective approach to addressing leadership irregularities in many organizations in developed countries is to cultivate an authentic leadership mind set. Philosophically, authentic leadership encompasses two key preferences (21). First, it encourages a reflective view within the organization, allowing leaders to better understand the complexities of their roles and their presence as leaders. Second, leaders who adopt an authentic style tend to prioritize relationships, fostering a humanistic connection with their followers. In leadership theory, the concept of authentic leadership is relatively new. It encompasses a combination of skills, styles, capacities, and traits that enable organizational leaders to exhibit honest and ethical behavior.

In the history of leadership reviews, leadership measures have consistently evolved. The shifts observed in the 20th century were contingent upon various factors. To address tensions between leaders and employees, authentic leadership, which emphasizes collective norms and individual responsibility, can be effective (22, 23). Over the past decade, research has explored the relationship between authentic leadership and employee affective commitment by sequentially examining the psychosocial dynamics within the workplace (24). Consequently, the passion exhibited by authentic leaders can serve as a protective factor against conflicts, including sabotage behaviors (25). Thus, the first hypothesis presented in this proposal is articulated as follows: Hypothesis one (H1): authentic leadership contributes negatively to sabotage behavior.

Sabotage can significantly impact a company's output (26). Employee behavior that violates regulations can lead to substantial losses, particularly by damaging the company's reputation. This extreme dynamic is often triggered by employee disobedience, which jeopardizes organizational effectiveness, achievement, and teamwork. The situation began when employees refused to produce goods, claiming they felt discriminated against by their superiors. Consequently, they resorted to aggressive tactics to undermine the organization's authority. In professional relationships, non-romantic interactions are frequently observed (27). Conceptually, individuals with diverse backgrounds may struggle to articulate their viewpoints effectively. This aligns with the typology of counterproductive behaviors in organizations (28). Incidents of deliberate sabotage, such as concealing job capabilities, further threaten the organization. Critical spikes in conflict, often stemming from interpersonal issues, have been repeatedly identified. When leaders fail to make prompt decisions—whether through warnings, coaching, or termination—employee sabotage, often manifested as revenge, intensifies and erodes collegial relationships.

In the tourism literature, authoritarian leadership can pose a threat to employees' mental health (29, 30). Dysfunctional behavior, exemplified by employee turnover, can lead to service sabotage. Within various tourism networks, such as the hospitality sector, jealousy among employees is

also prevalent. Poor self-efficacy often signals ineffective HR management. According to the principle of conservation of resources, employees who exhibit signs of stress or depression are typically characterized by work-related fatigue. This is evidenced by an increase in sabotaging behavior among colleagues. The primary source of such sabotaging behavior is emotional dissonance (31). Effective managerial control over employees is indicative of the organization's commitment to addressing these issues.

Sabotage behaviors—such as vandalizing public facilities, spreading negative narratives through social media, or violating local norms and regulations—can undermine governance structures and erode community trust in a tourist destination. This, in turn, disrupts the achievement of sustainability across social, economic, and environmental dimensions. For example, research on tourism sustainability indicates that non-compliance with norms and regulations, as well as negative tourist behaviors—such as violating cultural norms, offering money with manipulative motives, or engaging in other antisocial actions—can harm social cohesion and the well-being of local communities, which are essential foundations for social sustainability in remote destinations (32). Conversely, studies on sustainable tourist behavior confirm that actions intended to support the environment and community arise when tourists develop cultural attachment and have positive experiences at the destination (33). Thus, individual acts of sabotage not only cause direct physical or reputational damage but also indirectly undermine social capital, shared norms, and collective motivation to maintain destination sustainability. Therefore, the following hypothesis is proposed:

Hypothesis two (H2): sabotage behavior contributes negatively to destination sustainability.

Managerial control is defined as the process of effectively managing an organization. Within the field of management, it is the responsibility of managers, especially operational managers, to oversee various professional hierarchies that align with organizational needs. To foster a more autonomous company, managers typically adopt specialized modes of thinking, confront challenges, and seize opportunities. Managerial control serves as an intervention that enables managers to guide

the organization in accordance with established protocols. Therefore, managerial control becomes a vital tool for anticipating uncertainties, forecasting achievements, solidifying objectives, and facilitating innovative breakthroughs. Nevertheless, there is a lack of clarity in the observations of management control that requires refinement. The shift towards centralized control management, which embraces consensus, aims to enhance collaboration across management levels (34). The integrity of leadership is at stake as organizations strive to navigate the challenges posed by competitive environments.

When adapted to the context of the tourism industry, this analysis explores the reciprocal relationship between management control and employee sabotage behavior, particularly in relation to authentic leadership. It examines how authentic leadership influences sabotage behavior through management control and investigates the implications of sabotage behavior for destination sustainability, all within the framework of management control. Recent articles suggest that an increase in sabotage behavior is often linked to perceptions of distributive injustice and imbalance in the workplace. Furthermore, the severity of sabotage is typically associated with slow procedural recovery. Group identity, fostered by compensatory ranking, also plays a significant role in influencing sabotage behavior. Employees are more likely to engage in sabotage when they perceive inequalities in wage contracts. There is a correlation between the frequency of sabotage among co-workers and disparities in the treatment of fixed-wage contracts versus piece-rate contracts. On the other hand, management that demonstrates a tolerant attitude is believed to enhance employee satisfaction. By ensuring fair work conditions, promoting welfare, and upholding justice, employees are more likely to feel valued. Ultimately, this leads to a reduction in sabotaging behavior that could undermine the organization (35, 36).

Authentic leadership, supported by effective managerial control, can effectively address aggression and sabotage (37–39). It serves as the foundation for fostering employee performance. By implementing routine managerial oversight, the leader's responsibilities are significantly alleviated. Service saboteurs typically exhibit four primary motives: financial gain, revenge against

customers, apathy, and a desire for excitement. This negative behavior is often displayed by employees who claim that errors stem from the organization's leadership (40, 41). Conflicting workplace dynamics can lead to complex interactions among employees, some of which may result in consumer mistreatment. Below are the formulations for the third, fourth, and fifth hypotheses:

Hypothesis three (H3): managerial control contributes negatively to sabotage behavior.

Hypothesis four (H4): authentic leadership moderated by managerial control contributes negatively to sabotage behavior.

Hypothesis five (H5): sabotage behavior moderated by managerial control contributes negatively to destination sustainability.

Model Scheme

Briefly, Figure 1 presents the theoretical framework. Each classification occupies a distinct position based on the established hypothesis format. The composition of the hypothesis is

developed from both theoretical and empirical analogies. The model includes two criteria for relationships. The first phase, represented by the solid arrow, examines direct causality: the relationship between authentic leadership and sabotage behavior (H1), sabotage behavior and destination sustainability (H2), and managerial control and sabotage behavior (H3). The second phase, indicated by the dotted arrow, explores indirect pathways, focusing on the moderating role of managerial control in both the relationship between authentic leadership and sabotage behavior (H4) and between sabotage behavior and destination sustainability (H5). The four variables are categorized into four elements: authentic leadership and sabotage behavior are classified as exogenous variables; sabotage behavior is also designated as an endogenous variable. As well, to serving as an exogenous variable, managerial control is treated as a moderating variable, while destination sustainability is identified as an endogenous variable.

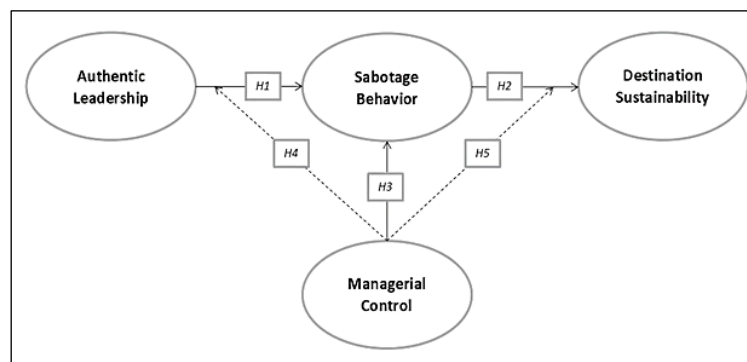


Figure 1: Theoretical Framework

Methodology

The objective of this research focuses on a monument in the new IKN, specifically Titik Nol Nusantara, which was inaugurated in February 2024. Primary data were collected through surveys conducted with 618 respondents from August 2024 to December 2024. The survey material was gathered using a questionnaire that included a Likert scale instrument. The five response options in the questionnaire, ranked from highest to lowest scores, are as follows: 5 – very relevant, 4 – relevant, 3 – neutral, 2 –

irrelevant and 1 – very irrelevant. The respondents were selected as informants from a pool of tourists, both domestic and international. The sample proportion was verified through random sampling, ensuring it is representative of the overall population. Random sampling techniques are well-suited for studies surveying tourists because they give each individual an equal chance of being selected as a respondent, thereby minimizing selection bias. Hence, the survey results more accurately represent the characteristics of the tourist population in a proportional and objective manner.

Table 1: Variable Components

Variable Name	Label	Items	Adapted from
Authentic leadership (AL)	Exogenous	- AL.1: Wise in decision-making - AL.2: Mission-focused management - AL.3: Sincere and self-aware - AL.4: Leading with the heart - AL.5: Have credibility - AL.6: Maintain the destination with hard work - AL.7: Always be alert and hold your ground	(42, 43)
Sabotage behavior (SB)	Exogenous, endogenous	- SB.1: Self-expression through acts of self-exclusion - SB.2: Looking for friends to start unilateral power - SB.3: Not following work instructions - SB.4: Expanding heated conflicts and controversies	(44–46)
Managerial control (MC)	Exogenous, moderated	- MC.1: Interactive managerial control - MC.2: Reliable delegation, authority, and organizational structure - MC.3: Accuracy in strategic planning, budgeting, implementation, and monitoring - MC.4: Actively channelling awards - MC.5: Not tendentious and more flexible	(47)
Destination sustainability (DS)	Endogenous	- DS.1: Maintaining ecological processes - DS.2: Accountability to facts - DS.3: Conduct training and promotion - DS.4: Support local community goals - DS.5: Participation of tourism actors - DS.6: Education regarding social culture	(48–50)

In accordance with the systematic theoretical framework, the variable parameters associated with each code are authentic leadership (AL), sabotage behavior (SB), destination sustainability (DS), and managerial control (MC). Table 1 summarizes the variable names, labels, items, and literature sources. The total number of indicators for the four variables comprises 22 items, specifically: AL = 7 items, SB = 4 items, MC = 5 items and DS = 6 items. Once collected, the data is entered into a statistical tool known as SPSS. Subsequently, the data is recapitulated using moderated regression analysis (MRA). The MRA method examines the role of mediating variables that may either weaken or strengthen the relationships among the variables. Also, MRA validates three patterns: correlation and mean,

reliability, validity, and common method bias (CMB), as well as confirmation of the proposed hypothesis.

Results

Table 2 presents the characteristics of the respondents. Based on a sample of 618 respondents, it was found that there were more male respondents (57.6%) than female respondents (42.4%). The data indicates that single respondents outnumber those who are married or divorced, with single respondents comprising 47.6% of the total, while married respondents account for 45%, and divorced respondents make up 7.4%. In terms of citizenship status, the majority of tourists are domiciled in Indonesia, representing 64.9%, which is

significantly higher than the 35.1% of tourists from abroad. Regarding age distribution, the largest group of respondents falls within the 41–50 years age range (39.8%). The remaining respondents are

categorized as follows: those aged over 51 years (25.7%), 20–30 years (21.5%), and 31–40 years (12.9%).

Table 2: Profile of Respondent

Status	Items	N	Percentage
Gender	• Man	356	57.6
	• Female	262	42.4
Marriage	• Marry	278	45
	• Singles	294	47.6
	• Divorced	46	7.4
Citizenship	• Indonesia	401	64.9
	• Outside Indonesia	217	35.1
Age (years)	• 20–30	133	21.5
	• 31–40	80	12.9
	• 41–50	246	39.8
	• > 51	159	25.7
Frequency of visits (times)	• 1	63	10.2
	• 2	292	47.2
	• 3	208	33.7
	• > 3	55	8.9
Last certificate	• SD/SMP/SMA	111	18
	• Diploma	139	22.5
	• Bachelor	214	34.6
	• Masters	145	23.5
	• Doctor	9	1.5
Income per month (IDR)	• No income yet	36	5.8
	• < IDR 2,000,000	19	3.1
	• IDR 2,000,000–IDR 4,000,000	290	46.9
	• IDR 4,000,001–IDR 6,000,000	147	23.8
	• IDR 6,000,001–IDR 8,000,000	105	17
	• > IDR 8,000,000	21	3.4

The frequency of visits to Titik Nol Nusantara is predominantly two visits (47.2%), followed by respondents who reported visiting three times (33.7%), once (10.2%), and more than three times (8.9%). Besides that, the majority of tourists hold higher education degrees, including bachelor's degrees (34.6%), master's degrees (23.5%), diplomas (22.5%), and doctoral degrees (1.5%). Notably, 18% of respondents had not pursued education beyond the elementary level (SD),

middle school (SMP), or high school (SMA). Interestingly, among respondents, those with an income between IDR 2,000,000 and IDR 4,000,000 constituted the largest group, at 46.9%. This was followed by respondents with incomes of IDR 4,000,001 to IDR 6,000,000 (23.8%), IDR 6,000,001 to IDR 8,000,000 (17%), no income (5.8%), incomes exceeding IDR 8,000,000 (3.4%), and those earning below IDR 2,000,000 (3.1%).

Table 3: Matrix of Correlation and Mean

	AL	SB	MC	DS	Mean
AL	1	.322 (.166)	.704** (.001)	.653** (.002)	3.29
SB	.322 (.166)	1	-.418 (.067)	-.342 (.140)	2.56
MC	.704** (.001)	-.418 (.067)	1	.772* (.026)	4.07
DS	.653** (.002)	-.342 (.140)	.772* (.026)	1	3.93

Noted: ** $p < 1\%$; * $p < 5\%$; Abbreviation: AL = authentic leadership, SB = sabotage behaviour, MC = managerial control, and DS = destination sustainability

The presentation of correlations and means, which are evaluated using the product moment correlation coefficient and mean scores. With a probability threshold of 5% ($p = 0.05$), we project significant bidirectional causality between MC and DS, as well as vice versa ($0.026 < 0.05$). In comparison, at a probability threshold of 1% ($p = 0.01$), it was found significant causality from AL to MC ($0.001 < 0.01$) and from AL to DS ($0.002 < 0.01$), as well as the reverse. According to Table 3, when

the mean score is quantified based on the five questionnaire variants (5: very relevant, 4: relevant, 3: neutral, 2: not relevant, and 1: very irrelevant), various averages are obtained. Overall, the two variables (MC and DS) with mean values close to or equal to "4" indicate that respondents perceive the question items in MC and DS as the other two variables (AL and SB) have mean values reaching or close to the question items in AL and SB are considered.

Table 4: Reliability, Validity and CMB

Variables	Items	Reliability	Validity	Initial Eigenvalues		
				Total	% of Variance	Cumulative (%)
Authentic leadership		.862				
	AL.1		.712	6.45	29.34	29.34
	AL.2		.655	2.95	13.41	42.75
	AL.3		.778	2.01	9.14	51.89
	AL.4		.772	1.56	7.09	58.98
	AL.5		.630	1.34	6.11	65.09
	AL.6		.899	1.1	5.02	70.11
Sabotage behavior	AL.7		.656	.98	4.46	74.57
		.708				
	SB.1		.633	.83	3.77	78.34
	SB.2		.438	.72	3.27	81.61
	SB.3		.669	.66	3	84.61
Managerial control	SB.4		.577	.59	2.68	87.29
		.799				
	MC.1		.894	.51	2.32	89.61
	MC.2		.885	.44	2	91.61
	MC.3		.688	.4	1.81	93.42
	MC.4		.672	.36	1.64	95.06
Destination sustainability	MC.5		.755	.29	1.32	96.38
		.805				
	DS.1		.718	.25	1.14	97.52
	DS.2		.796	.22	1	98.52
	DS.3		.695	.19	.88	99.4
	DS.4		.766	.14	.63	100
	DS.5		.864	.12	–	–
	DS.6		.826	.08	–	–

The feasibility of the variables and indicators presented in the questionnaire is assessed using two indices. First, the reliability of each variable is measured by comparing the Cronbach's alpha score with the critical coefficient ($\alpha > r_i$), where the critical coefficient is set at 0.7. Second, validity is evaluated by referencing the correlation coefficient score against the correlation table ($r_{xy} > r_{table}$), with a threshold for r_{table} established at 0.361. Of the four existing variables, it can be concluded that all are reliable (see Table 4). Third, Harman's Single Factor Test in SPSS is used to assess the presence of CMB in questionnaire data, which can occur when all data are collected from the same source, such as self-reports (51). The test results are interpreted based on the total variance explained (TVE) by the single factor: if the first factor accounts for more than 50% of the total variance, there is potential for CMB; conversely, if it accounts for less than 50%, CMB is not considered a significant issue. With a threshold of 0.7, the values for AL (0.862), SB (0.708), MC (0.799), and DS (0.805) exceed the standard.

Among these variables, AL has the highest reliability, while SB has the lowest. All indicators are classified as valid. Upon examining each item associated with the variables, it is evident that in the AL category, the most dominant indicator is AL.6 ($r_{xy} = 0.899$), while the least dominant is AL.5 ($r_{xy} = 0.630$). In the SB category, the highest indicator is SB.3 ($r_{xy} = 0.669$), whereas the lowest is SB.2 ($r_{xy} = 0.438$). In the MC category, the highest indicator is MC.1 ($r_{xy} = 0.894$), and the lowest is MC.4 ($r_{xy} = 0.672$). Then, among the DS indicators, DS.5 exhibits the highest validity score ($r_{xy} = 0.864$), while DS.3 has the lowest ($r_{xy} = 0.695$). Through Harman's test, it was found that the first factor accounted for 29.34% of the total variance in the combined data. Since this value met the established criteria, there was no strong indication of CMB in the questionnaire data. Additionally, the number of components with eigenvalues greater than 1 indicated that the data were distributed across multiple constructs rather than originating from a single common source.

Table 5: Estimation Results

Hypothesis	Prob.	t-value	Coef.	Accept or reject?
Direct path				
H1 AL → SB	.000**	-.062	-.941	Accept
H2 SB → DS	.292	-1.872	-.262	Accept
H3 MC → SB	.037**	-2.261	-.127	Accept
Indirect path				
H4 AL → MC → SB	.028*	-1.925	-.379	Accept
H5 SB → MC → DS	.002**	-3.212	-.205	Accept

Noted: ** $p < 1\%$; * $p < 5\%$; Abbreviation: AL = authentic leadership, SB = sabotage behavior, MC = managerial control, and DS = destination sustainability

Table 5 highlights the direct effects of AL on SB, SB on DS, and MC on SB. In addition, the indirect effects of AL on SB and SB on DS are moderated by the role of MC. Specifically, AL is negatively correlated with SB ($\beta = -0.941$), SB is negatively correlated with DS ($\beta = -0.262$), and MC is negatively correlated with SB ($\beta = -0.127$). Also, AL has a negative relationship with SB through MC ($\beta = -0.379$), and SB has a negative relationship with DS via MC ($\beta = -0.205$). Moreover, there is a significant relationship between the variables. Using a probability threshold of 1% ($p = 0.01$) and a standard probability of 5% ($p = 0.05$), it is observed that as AL increases, SB decreases ($0.000 < 0.01$). What's more, as MC increases, SB is further reduced ($0.037 < 0.05$). Furthermore, MC serves as a moderating variable that significantly influences

the relationship between AL and SB ($0.028 < 0.05$) as well as between SB and DS ($0.002 < 0.01$). This indicates that MC enhances the effectiveness of AL in reducing SB and facilitates the reduction of SB towards achieving synergistic DS. However, it is important to note that while an increase in SB can lead to a reduction in DS, this effect is statistically insignificant ($0.292 > 0.05$).

Discussion

So far, the trend in the volume of tourist visits to Titik Nol Nusantara has demonstrated impressive growth. In October 2021, the number of foreign and domestic tourist arrivals to East Kalimantan's attractions exceeded 4 million visits. In detail, there was an increase in visitation levels of approximately 300% following the designation of

Sepaku as IKN. Since 2018, 21,000 individuals have visited Titik Nol Nusantara (52). There has been a significant increase in visitation intensity to the PPU Regency in 2022, with the average number of visits reaching 9,987.83 tourists per destination. In the first quarter of 2023, foreign tourist arrivals totalled 400 visits, compared to 343 visits in 2022 and 198 visits in 2021. Overall, the growing appeal of IKN destinations is primarily driven by holiday travel. In addition to weekends, peak tourist visits also occur during religious celebrations, such as Eid and Christmas. Titik Nol Nusantara has become a favored destination for many national and regional tourists due to its ability to spark curiosity. The high enthusiasm among tourists to experience Titik Nol Nusantara as a potential center for a new, modern civilization ensures that this destination remains bustling with visitors (53). Many tourists capture memories by taking selfies with their families.

Despite progress, there remain significant deficiencies in the presentation of attractions, manufacturing equipment, transportation facilities, and overlapping operational mechanisms. A particularly complex challenge in this situation is the mobility of destination management. The concepts developed by destination artists, along with the construction processes and revitalization efforts, have been executed effectively. Nonetheless, following project completion, regular monitoring and destination management practices that primarily empower local communities have not been implemented to a sufficient extent. From a technical standpoint, employee compliance with the organizational structure at tourist destinations is a valuable asset (54, 55). For instance, disciplinary measures are necessary to address behaviors such as sabotage. Leadership management must be prepared to make difficult decisions. In an environment that is not conducive to productivity, a leader must prioritize the continuity of the organization. Strong leadership embodies courage, prestige, and decisiveness in taking risks to safeguard the institution.

In the context of tourism, numerous publications emphasize the urgent need for managerial control in authentic leadership to mitigate sabotaging behaviors and foster positive energy for destination sustainability (56–60). Authentic leadership can effectively prevent sabotaging

behaviors among employees. Such sabotage at destinations is largely influenced by leadership factors. When tourism management conflicts with managerial control planning, it can lead to the emergence of conventional rather than authentic leadership. In practice, limited access to managerial resources, which is often restricted to leaders in specific tiers, represents a significant deficiency in achieving destination sustainability. To date, empirical discussions have primarily concentrated on the leadership dimension; however, an imbalance in managerial control can hinder a destination's success (61–63). In fact, several papers indicate that sabotaging behaviors in destinations can be addressed through strong leadership, such as issuing ultimatums to employees found engaging in sabotage (64).

Some related literature was also reviewed to assess whether the test results were consistent, although the studies were not specific to the same version and involved various cases. First, research on authentic leadership and sabotage behavior indicates that personality factors, such as authentic leadership, have a negative effect on knowledge sabotage and organizational sabotage behavior (65–67). Second, studies on sabotage behavior and destination sustainability show that service sabotage in hospitality organizations is influenced by social identity, supervisor support, and job embeddedness; this irresponsible behavior, in turn, harms the destination environment (68, 69). Third, the relationship between managerial control and sabotage behavior has been examined. Empirical studies demonstrate that several types of managerial control systems—such as boundary control, supervisor management, control environment, ethical conflict, and interactive control—affect the likelihood of sabotage behavior within organizations (70, 71). Fourth, the relationship between authentic leadership and sabotage behavior is moderated by managerial control. In practice, managerial pressure, often manifested as performance pressure, is typically viewed as a form of external control rather than specifically linked to sabotage or destructive behavior (72). It was found that boundary and interactive control systems can effectively reduce counterproductive work behaviors (73). Fifth, sabotage behavior affecting destination sustainability is also moderated by managerial control. Dysfunctional

customer behavior can provoke service sabotage by employees, which has significant implications for the sustainability of the tourism sector, including the hospitality industry and destinations. Organizational management that employs an empowering, supervision-based leadership style facilitates improvements in quality of life while reducing employee service sabotage (29, 74, 75).

Conclusion

This paper aims to map the relationships among authentic leadership, sabotage behavior, and destination sustainability, with a particular focus on the artificial tourism cluster in IKN, specifically Titik Nol Nusantara. The study examines how managerial control moderates these relationships. The following five points were drawn: authentic leadership has a negative impact on sabotage behavior, sabotage behavior negatively affects destination sustainability, managerial control negatively influences sabotage behavior, the relationship between authentic leadership and sabotage behavior is negatively moderated by managerial control, and the relationship between sabotage behavior and destination sustainability is negatively moderated by managerial control. In summary, the moderating variables are found to weaken the relationships between the exogenous and endogenous variables.

Considering the alignment between statistical findings and the proposed hypothesis, it is recommended that stakeholders in the tourism sector adopt a management agenda that fosters solidarity. The most effective approach to ensuring destination sustainability is the enhancement of managerial control. Managerial control serves as the essential link to promoting authentic leadership, which can address the issue of sabotage behavior in tourism destinations, particularly during event implementation. Through authentic leadership, sabotaging behavior can be swiftly mitigated. Moreover, the implications of authentic leadership, grounded in strengthened managerial control, enable employee autonomy and freedom for further development. Employee autonomy in the service context explicitly facilitates comprehensive authentic leadership, which helps reduce sabotage behavior. Yet, a decrease in sabotage behavior may inadvertently diminish the sustainability of the destination. Similarly, authentic leadership can

significantly mitigate sabotage behavior through effective managerial control. This phenomenon is not caused by alienation from stakeholders but is instead driven by technical aspects related to service quality and reputational damage, including issues such as credibility, unilateral power, reward distribution, and training and promotion. The unique aspect of leadership, when moderated by managerial control, is its capacity to prevent or diminish sabotage behavior. This study suggests that the principles of managerial control can be replicated in other cases by providing guidance, clarification, and support for employees who may feel frustrated or regretful following incidents of sabotage. Finally, the recommended program incorporates values-based authentic leadership training, a participatory, feedback-driven monitoring system, and performance incentives that emphasize both collaboration and individual responsibility. This approach strikes a balance between supervision and autonomy, thereby minimizing sabotage and fostering commitment to sustainability.

The limitations of this study include the scope of the analysis. Ideally, long-term studies should focus on detailed aspects, such as comparisons with other subjects that possess similar characteristics. This approach facilitates a deeper understanding and enhances the subsequent transfer of knowledge. Going forward, another suggestion for enhancing the theoretical framework is to expand its novelty by incorporating psychological safety, organizational commitment, and job satisfaction as distinct mediators within the destination sustainability model, along with the factors that influence them. By incorporating innovative models, the originality of the research can be significantly enhanced. Specifically, further research is recommended to examine the influence of authentic leadership on employee sabotage behavior within the tourism sector, particularly in destinations prone to internal conflict. It is also important to analyse how sabotage behavior directly impacts the sustainability of destinations from environmental, social, and economic perspectives. Future studies should focus on the mediating role of managerial control in the relationship between authentic leadership and sabotage behavior to understand the extent to which supervision can strengthen or weaken the influence of leadership. Additionally,

managerial control can be explored as a mediator in the relevance between sabotage behavior and destination sustainability to determine whether internal control can mitigate the negative impacts of sabotage. Longitudinal studies across multiple destinations are highly recommended to capture the long-term dynamics and contextual differences in these relationships.

Abbreviations

AU: Authentic Leadership, DS: Destination Sustainability, IDR: Indonesian Rupiah, IKN: Ibu Kota Nusantara/ Indonesian Capital City, MC: Managerial Control, MRA: Moderated Regression Analysis, PPU: Penajam Paser Utara/ North Penajam Paser, SB: Sabotage Behavior, SD: Sekolah Dasar/ Elementary School, SMA: Sekolah Menengah Atas/ High School, SMP: Sekolah Menengah Pertama/ Middle School, SPSS: Statistical Package for the Social Sciences, UNWTO: United Nations World Tourism Organization

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Author Contributions

Ariesta Heksarini: writing original draft, validation, visualisation, supervision, Dirga Lestari: review and editing, writing review, editing, supervision, validation, visualisation, Siti Maria: conceptualization, writing original draft, data curation, formal analysis, investigation, methodology.

Conflict of Interest

The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

Declaration of Artificial Intelligence (AI) Assistance

This study employs generative AI technologies exclusively to assist with language refinement, idea development, and formatting, ensuring the originality of the content remains intact.

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