



**JOURNAL OF TOURISM,
HOSPITALITY AND
ENVIRONMENT MANAGEMENT
(JTHEM)**
www.jthem.com



**EXAMINING THE INTERRELATIONSHIP BETWEEN
ECOTOURISM PROGRAM ATTRIBUTES FOR HORSESHOE
CRAB CONSERVATION IN TERENGGANU: FUZZY DEMATEL
APPROACH**

Kalsitinoor Set¹, Faridah Mohamad², Nurul Najwa Napatah^{3*}, Aslina Nasir⁴

¹ Faculty of Business, Economics and Social Development, Universiti Malaysia Terengganu, 21030 Terengganu, Malaysia

Email: kalsitinoor@umt.edu.my

² Faculty of Science and Marine Biology, Universiti Malaysia Terengganu, 21030 Terengganu, Malaysia

Email: mfaridah@umt.edu.my

³ Faculty of Business, Economics and Social Development, Universiti Malaysia Terengganu, 21030 Terengganu, Malaysia

Email: najwanapatah@umt.edu.my

⁴ Faculty of Fisheries and Food Science, Universiti Malaysia Terengganu, 21300 Terengganu

Email: inaslina@umt.edu.my

* Corresponding Author

Article Info:

Article history:

Received date: 30.07.2025

Revised date: 17.08.2025

Accepted date: 08.09.2025

Published date: 25.09.2025

To cite this document:

Set, K., Mohamad, F., Napatah, N. N., Nasir, A. (2025). Examining The Interrelationship Between Ecotourism Program Attributes for Horseshoe Crab Conservation in Terengganu: Fuzzy DEMATEL Approach. *Journal of Tourism Hospitality and Environment Management*, 10 (41), 429-443.

Abstract:

The horseshoe crab (*Tachypleus gigas*) is an endangered species in Malaysia, and its conservation is the primary concern. Ecotourism has been identified as a viable strategy for conservation. However, determining the most significant characteristics for an effective ecotourism program is essential. This study utilized the Fuzzy Decision-Making Trial and Evaluation Laboratory (Fuzzy DEMATEL) to identify the potential ecotourism program features for horseshoe crab conservation in Terengganu, Malaysia. The fuzzy causal map was employed to identify the relationships between five attributes, including community participation, value of attractions, ecotourism activities, environmental concerns, and facility management. The results indicated that environmental concerns and facility management were the primary fuzzy causal attributes affecting the effectiveness of the ecotourism program, while community participation, value of attractions, and ecotourism activities were influenced by these two dominant factors. This study demonstrates the efficacy of Fuzzy DEMATEL in identifying the critical factors for designing a successful community-based ecotourism program that prioritizes horseshoe crab conservation in Terengganu, Malaysia by emphasizing the environmental concerns and facility management. The findings offer valuable insights for

DOI: 10.35631/JTHEM.1041029

This work is licensed under [CC BY 4.0](https://creativecommons.org/licenses/by/4.0/)



policymakers and stakeholders to develop effective ecotourism programs that prioritize the conservation of horseshoe crabs in Terengganu.

Keywords:

Fuzzy DEMATEL; Horseshoe Crab; Attribute; Potential; CBET Program

Introduction

The horseshoe crab is a unique aquatic arthropod recognized as a fossil animal due to its morphological similarities for millions of years. There are just four species left in the world, three of which may be found in Malaysia (Manca et al., 2017; Akbar et al., 2018). *Tachypleus gigas*, often known as coastal horseshoe crabs, were once common on the beaches of Peninsular Malaysia. On the other hand, anthropogenic activities can only be found in a few areas nowadays. Because of its rarity and ecological significance, this animal has the potential to become a tourist attraction in Malaysia, including Kuala Kemaman, Terengganu on the East Coast of Peninsular Malaysia. Horseshoe crabs are readily available throughout the year, with an estimated population size between 7140-9900 in the two nearest localities (Mohamad et al., 2015; Sarmiento et al., 2021).

Unlike American horseshoe crabs, *Limulus polyphemus*, Asian horseshoe crab species, such as *T. gigas*, do not currently have a conservation plan. Malaysia still implements the legal horseshoe crab trade. However, in ASEAN countries, it is still legally or illegally traded (Akbar et al., 2021), and consequently, it leads to an overharvested wild population. The cultured juveniles can be released into the waters to replenish the waters with a new generation of horseshoe crabs to ensure the species is preserved. It is one option for ensuring stock preservation and resource sustainability (Xu et al., 2021).

The horseshoe crab conservation effort has positively been impacted by public perspective change through citizen science programs (Akbar et al., 2021). The conservation of this species heavily relies on the participation of local communities and the public. Encouraging substantial community engagement, which contributes to environmental and natural resources management, is critical for sustainable ecotourism (Masud et al., 2017; Chan et al., 2021; Marzo et al., 2023). Community-Based Ecotourism (CBET) is natural resource management implemented by a community based on conservation philosophy and practices. Sustainable CBET development necessitates the involvement of local communities and institutions, which can be accomplished in various techniques.

Ecotourism could be described as tourism based on natural resources promoting environmental sustainability and improving people's well-being. Ecotourism is defined in Malaysia as "travel and visits without neglecting the responsibility towards nature so as not to impede the enjoyment and appreciation of nature and the promotion of environmental protection (Ministry of Tourism, Arts and Culture Malaysia, 2023). The tourism industry all over the world is experiencing an overabundance of ecotourism. It can inspire sustainable behavior, environmental preservation, and community economic contributions.

Even though theoretical studies attempted to establish a theoretical framework for ecotourism, only a few assessments of ecotourism potential in a wide range of characteristics. A potential assessment is a move that can be made to help encourage communities to engage in ecotourism (Reitsamer et al., 2016; Nguyen et al., 2022; Hafezi et al., 2023). It entails learning about the various resources and sites that could be utilized to enhance the attraction of a destination. Once completed, this can assist in making smart decisions on how to promote a certain area.

Some studies focused on ecotourism development, including a study by Canteiro et al. (2018) determining tourism's impact on the environment in four protected areas. However, only a few studies identify the interrelationship between ecotourism attributes. Furthermore, they overlooked the underlying complexity issues and the interconnections between attributes regarding the horseshoe crab's ecotourism. Therefore, to bridge this gap, this study is conducted to identify the potential of the ecotourism program for horseshoe crab conservation in Terengganu and as an ecotourism destination in Malaysia based on attributes: facility management, ecotourism activities, environmental concerns, value of attraction and community participation.

Despite the shortage of resources, the value of tourist attractions still plays an important role. Providing learning centers and other attractions that provide unique experiences would draw tourists to tourist destinations (Reitsamer et al., 2016; Li and Yu, 2023; Xue et al., 2022). The numerous characteristics regarded as the attraction's value include beauty and uniqueness, an attachment between the place and tourists, and clear and abundant resources (Qu, Kim & Im, 2011; Yan et al., 2017.; Pessoa, Oliveira & Souza, 2022).

Facilities management is an important aspect of tourism destination operations because it assures that the facilities provided are compatible with guests' demands and expectations. The facilities management provided in remote areas should attract visitors (Hsu, 2019; Zhou et al., 2015; Ali et al., 2022; Achmad et al., 2023; Quynh, Hoai, & Van Loi, 2021). Consequently, the horseshoe crab hatchery serves as a learning center for visitors to better comprehend ecological systems and biodiversity. To attract travelers, the best services and high-quality facility is required. It also assists in minimizing tourism's negative effects on local populations and the environment.

An ecotourism destination is where visitors may relax and enjoy the natural surroundings (Canteiro et al., 2018; Ajuhari, Aziz & Bidin, 2023). It attracts visitors due to its quality of life and the environment. Thus, the environmental concern was crucial in ecotourism development, which could give an advantage to the environment besides providing jobs and stimulating local economies (Lee & Son, 2016; Baloch et al., 2023). Its physical characteristics and climate determine the quality of the horseshoe crab's environment.

Ecotourism activities need to address the requirements of both tourists and local communities Luo et al. (2016) to increase environmental awareness and conservation among them (Pineda et al., 2023). Community involvement in ecotourism aims to the shelter environment (Osman et al., 2018). This can be accomplished by working with different stakeholder groups, including the government, the private sector, and tourists. Individuals must feel motivated to participate in the development of the program if there is a high level of community involvement.

Methodology

Fuzzy DEMATEL evolved from the multiple criteria decision-making method (DEMATEL) to analyze the interrelationship between attributes (Çelikkbile and Tüylü, 2022). Next, the experts' evaluations of the causal relationship between these attributes are measured using Fuzzy DEMATEL. According to Akyuz and Celik (2015), fuzzy DEMATEL approach that a decision-maker could use to obtain scientific, simple, easy and effective decision-making. The findings are determined through 5 steps of Fuzzy DEMATEL: (1) constructing fuzzy initial direct-relation matrix, (2) generating normalised initial direct-relation matrix, (3) attaining total relation matrix, (4) determining driving and dependence power of attributes and (5) mapping the causal relationship. The fuzzy initial direct-relation matrix is constructed based on experts' evaluation using the fuzzy linguistic scale to obtain the interrelationship between attributes and then is normalised as a normalised initial direct-relation matrix (Seifi and Ghobadi, 2017). Next, the total relationship between attributes is evaluated as the total relation matrix. The driving attributes and dependence attributes are determined by the sum of row (R) and column (C) of the matrix, respectively. Finally, the causal diagram is drawn to map the cause or effect attribute. After conducting all steps of Fuzzy DEMATEL, the result indicates that the causal attributes comprise environmental concerns and facility management. In contrast, the effect attributes consist of the value of attractions, ecotourism activities, and community participation.

The DEMATEL method is explained in the following stages (Gao et al., 2018).

Stage 1: Constructing Initial Direction Relationship

To determine the interrelationship between each pairwise comparison of attributes by experts, an initial direct relation matrix $B=[b_{ij}]$, $n \times n$ non-negative matrix, was generated, where b_{ij} signified the causal relationship of attributes i on attributes j as well as $b_{ij}=0$ was the diagonal elements for $i=j$. Matrix b_{ij} could be obtained from Eq (1) by calculating the average of each expert's preferences (Gao, Chen & Chen, 2018).

$$b_{ij} = \frac{1}{k} \sum_{k=1}^k x_{ij} \quad (1)$$

Where $b_{ij} = \begin{bmatrix} b_{11} & b_{12} & \dots & b_{1n} \\ b_{21} & b_{22} & \dots & b_{2n} \\ \vdots & \vdots & \ddots & \vdots \\ b_{n1} & b_{n2} & \dots & b_{nn} \end{bmatrix}$ and $b_{ij} = (q_{ij}, s_{ij}, v_{ij})$ were dimensions of triangular fuzzy number (TFN). $T = N(I - N)^{-1}$

Stage 2: Generating Normalized Initial Direct Relation Matrix

The initial direct-relation matrix was normalized and represented by I_R as in Eq. (2). Next, it was multiplied to acquire matrix N (see Eq. 3), where all elements in N conformed to $0 \leq i \leq 1$ except the elements of diagonal that were equivalent to 0 (Abbasi et al., 2013; Lin, 2013).

$$I_R = \frac{b_{ij}}{\max_{1 \leq i \leq n} \sum_{j=1}^n b_{ij}} \quad (2)$$

$$N = I_R \times B \quad (3)$$

$$N = \begin{pmatrix} n_{11} & n_{12} & \dots & n_{1n} \\ n_{21} & n_{22} & \dots & n_{2n} \\ \vdots & \vdots & \ddots & \vdots \\ n_{n1} & n_{n2} & \dots & n_{nn} \end{pmatrix}$$

$$N_{ij} = \left(xq_{ij}^k = \frac{(xq_{ij}^k - \min xq_{ij}^k)}{\max r_{ij}^n - \min l_{ij}^n}, xs_{ij}^k = \frac{(xs_{ij}^k - \min xs_{ij}^k)}{\max r_{ij}^n - \min l_{ij}^n}, xt_{ij}^k = \frac{(xt_{ij}^k - \min xt_{ij}^k)}{\max r_{ij}^n - \min l_{ij}^n} \right) \quad (4)$$

for $i=1, \dots, n$ and $j=1, \dots, n$.

Then, normalized values of right (r) and left (l) could be calculated as follows:

$$xl_{sij}^k = \frac{xs_{ij}^k}{(1 + xs_{ij}^k - xq_{ij}^k)} \quad (5.1)$$

$$xr_{sij}^k = \frac{xv_{ij}^k}{(1 + xv_{ij}^k - xs_{ij}^k)} \quad (5.2)$$

$$x_{ij}^k = \frac{xl_{sij}^k(1 - xl_{sij}^k) + (xr_{sij}^k)^2}{1 - xl_{sij}^k + xr_{sij}^k} \quad (6)$$

$$\tilde{w}_{ij}^k = \min b_{ij}^n + x_{ij}^k(\max r_{ij}^n - \min l_{ij}^n) \quad (7)$$

$$d_{ij}^k = \sum_{k=1}^n \tilde{w}_{ij}^k = \frac{x_{ij}^1 + x_{ij}^2 + x_{ij}^3 + \dots + x_{ij}^k}{k} \quad (8)$$

Stage 3: Attaining Total Relationship Matrix

Next, the total-relation matrix (T) was calculated to identify the total relationship between each pair of attributes. Matrix T is expressed as in Eq (9).

$$T = N(I - N)^{-1} \quad (9)$$

where I was the identity matrix ($n \times n$)

Stage 4: Determining the Driving Power and Dependence Power

The sum of value in the column cells (C) and row cells (R) from total relation matrix T could be acquired as in Eq. (10) and (11), respectively. C and R are obtained to measure the driving power and dependence power, respectively

$$R = [\sum_{i=1}^n t_{ij}]_{n \times 1} = (r_i)_{n \times 1} \quad (10)$$

$$C = [\sum_{i=1}^n t_{ij}]_{1 \times n} = (c_i)_{1 \times n} \quad (11)$$

where t_{ij} denoted the indirect effects of criterion i on criterion.

Stage 5: Plotting the Causal Diagram

The causal diagram, with R+C (horizontal axis) and R-C (vertical axis), was drawn to map the causal relationship between attributes. The R+C value can be calculated to determine the attributes' importance in evaluating eco-tourism potential, where R-C, on the other hand,

determines the causal or effect groups. The positive value of R-C signified the attributes of the cause group, while the negative value of R-C indicated the attributes of the effect group (Muhammad and Cavus, 2017; Priyanka, 2023).

Results and Discussion

The findings of this study are reported under the stages outlined in the method section. The initial direct relation matrix is generated through a five-point fuzzy linguistic scale most frequently applied in the previous study, as shown in Table 1, based on the expert's rating average.

Table 1: Five-point Fuzzy Linguistic Scale

Influence Score	Triangular Fuzzy Number	Linguistic Preferences
0	(0.0, 0.1, 0.3)	No influence
1	(0.1, 0.3, 0.5)	Very low influence
2	(0.3, 0.5, 0.7)	Low influence
3	(0.5, 0.7, 0.9)	High influence
4	(0.7, 0.9, 1.0)	Very high influence

Stage 1: Constructing the Initial Direct-Relationship

Table 2 presents the triangular fuzzy number converted from the fuzzy initial direct-relation matrix (D).

Table 2: Initial Direct Relation Matrix

	Facility management (A1)	Ecotourism activities (A2)	Environmental concerns (A3)	Value of attractions (A4)	Community participation (A5)
A1	(1.0, 1.0, 1.0)	(0.5, 0.7, 0.9)	(0.5, 0.7, 0.9)	(0.3, 0.5, 0.7)	(0.3, 0.5, 0.7)
A2	(0.5, 0.7, 0.9)	(1.0, 1.0, 1.0)	(0.7, 0.9, 1.0)	(0.5, 0.7, 0.9)	(0.3, 0.5, 0.7)
A3	(0.5, 0.7, 0.9)	(0.7, 0.9, 1.0)	(1.0, 1.0, 1.0)	(0.3, 0.5, 0.7)	(0.3, 0.5, 0.7)
A4	(0.5, 0.7, 0.9)	(0.5, 0.7, 0.9)	(0.3, 0.5, 0.7)	(1.0, 1.0, 1.0)	(0.7, 0.9, 1.0)
A5	(0.3, 0.5, 0.7)	(0.3, 0.5, 0.7)	(0.5, 0.7, 0.9)	(0.3, 0.5, 0.7)	(1.0, 1.0, 1.0)

Stage 2: Generating the Normalised Initial Direct Relation Matrix

The crisp values (d_{ij}^k) of the normalised initial direct-relation matrix are calculated based on Eq. (2) to (7). These crisp values must be aggregated into matrix A through Eq. (8) once the transformation stages have been completed.

Table 3: Normalised Initial Direct-Relation Matrix (Defuzzification) Procedure From Experts

	A1	A2	A3	A4	A5
A1	[1.000 1.000 1.000]	[0.500 0.700 0.900]	[0.500 0.700 0.900]	[0.000 0.100 0.300]	[0.300 0.500 0.700]
A2	[0.500 0.700 0.900]	[1.000 1.000 1.000]	[0.700 0.900 1.000]	[0.500 0.700 0.900]	[0.300 0.500 0.700]

A3	[0.500 0.700 0.900]	[0.700 0.900 1.000]	[1.000 1.000 1.000]	[0.300 0.500 0.700]	[0.300 0.500 0.700]
A4	[0.500 0.700 0.900]	[0.500 0.700 0.900]	[0.300 0.500 0.700]	[1.000 1.000 1.000]	[0.700 0.900 1.000]
A5	[0.300 0.500 0.700]	[0.300 0.500 0.700]	[0.500 0.700 0.900]	[0.300 0.500 0.700]	[1.000 1.000 1.000]
	$xq_{11}^k \ xs_{12}^k \ xv_{13}^k$	$xq_{21}^k \ xs_{22}^k \ xv_{23}^k$	$xq_{31}^k \ xs_{32}^k \ xv_{33}^k$	$xq_{41}^k \ xs_{42}^k \ xv_{43}^k$	$xq_{51}^k \ xs_{52}^k \ xv_{53}^k$
A1	[1.000 0.714 0.429]	[0.286 0.286 0.286]	[0.286 0.286 0.857]	[0.000 0.000 0.000]	[0.000 0.000 0.000]
A2	[0.286 0.286 0.286]	[1.000 0.714 0.429]	[0.571 0.571 1.000]	[0.500 0.600 0.600]	[0.000 0.000 0.000]
A3	[0.286 0.286 0.286]	[0.571 0.571 0.429]	[1.000 0.714 1.000]	[0.300 0.400 0.400]	[0.000 0.000 0.000]
A4	[0.286 0.286 0.286]	[0.286 0.286 0.286]	[0.000 0.000 0.571]	[1.000 0.900 0.700]	[0.571 0.571 0.429]
A5	[0.000 0.000 0.000]	[0.000 0.000 0.000]	[0.286 0.286 0.857]	[0.300 0.400 0.400]	[1.000 0.714 0.429]
	$xl_{s_{ij}}^k \ xr_{s_{ij}}^k$	$xl_{s_{ij}}^k \ xr_{s_{ij}}^k$	$xl_{s_{ij}}^k \ xr_{s_{ij}}^k$	$xl_{s_{ij}}^k \ xr_{s_{ij}}^k$	$xl_{s_{ij}}^k \ xr_{s_{ij}}^k$
A1	1.000 0.600	0.286 0.286	0.286 0.545	0.000 0.000	0.000 0.000
A2	0.286 0.286	1.000 0.600	0.571 0.700	0.545 0.600	0.000 0.000
A3	0.286 0.286	0.571 0.500	1.000 0.778	0.364 0.400	0.000 0.000
A4	0.286 0.286	0.286 0.286	0.000 0.364	1.000 0.875	0.571 0.500
A5	0.000 0.000	0.000 0.000	0.286 0.545	0.364 0.400	1.000 0.600
	x_{ij}^k				
A1	0.600	0.286	0.398	0.000	0.000
A2	0.286	0.600	0.651	0.576	0.000
A3	0.286	0.533	0.778	0.378	0.000
A4	0.286	0.286	0.097	0.875	0.533
A5	0.000	0.000	0.398	0.378	0.600
	w_{ij}^k				

A1	0.720	0.500	0.579	0.000	0.300
A2	0.500	0.720	0.756	0.576	0.300
A3	0.500	0.673	0.844	0.378	0.300
A4	0.500	0.500	0.368	0.875	0.673
A5	0.300	0.300	0.579	0.378	0.72

Stage 3: Attaining Total Relationship Matrix

The total relation matrix (T) in Table 4 is obtained using Eq. (9) to (11).

Table 4: Total-Relation Matrix (T)

	A1	A2	A3	A4	A5	R
A1	1.299	1.316	1.539	0.834	0.960	5.947
A2	1.679	1.900	2.173	1.476	1.375	8.604
A3	1.586	1.785	2.095	1.315	1.286	8.068
A4	1.672	1.802	2.018	1.597	1.546	8.636
A5	1.249	1.356	1.670	1.109	1.252	6.636
C	7.486	8.160	9.495	6.331	6.419	

Stage 4: Determining the Driving Power and Dependence Power

In Table 4, C and R are the totals of columns and total of rows, respectively, acquired from Table 3. C is represented as driving power, while R is dependence power. The results show A3 and A4 have a high value of C+R, consequently implying that both are important to be included in ecotourism potential evaluation. Besides, the value C-R for A2 and A3 is positive, indicating them as the causal attributes. Whereas the value C-R for A1, A4, and A5 are negative, indicating them as the effect attributes.

The most significant causal attribute that leads to the ecotourism potential is "facility management (A2)", which records the highest value of C+R with 1.538. It means A2 should be given more consideration in enhancing the ecotourism potential. Besides, the influential impact degree of facility management is ranked the lowest degree among all causal with C+R= 13.433. Meanwhile, "environmental concern" (A3) indicates the second-highest significant causal attribute for the ecotourism potential with C+R with 1.427. The influential impact degree of environmental concern is ranked the highest degree among all causal with C+R= 17.563.

The effect attribute represents the attribute influenced by others. From the findings, "value of attraction" (A1)" has the highest value among the whole process with C-R= 2.306. Whereas the "ecotourism activities" (A4)" and "community participation" (A5) show a low value of C-R= 0.444 and 0.217, respectively. These values are comparatively low, which point to a strongly influenced degree and are easily affected by other factors.

Table 5: Driving And Dependence Power Of Attributes

	<i>C</i>	<i>R</i>	<i>C+R</i>	<i>C-R</i>
A1	7.486	5.947	13.433	1.538
A2	8.160	8.604	16.763	(0.444)
A3	9.495	8.068	17.563	1.427
A4	6.331	8.636	14.967	(2.305)
A5	6.419	6.636	13.055	(0.217)

Step 5: Plotting The Causal Diagram

Figure 1 is drawn based on Table 5. From the plot, the group of causal relationships consists of Facility management (A1) and environmental concerns (A3), while the values of attractions (A4), ecotourism activities (A2) and community participation (A5) are in the effect group. This explains the operation of the facility management of either public facilities or the organisation must be able to provide security, maintenance and facilitate tourist needs (Temeljotov Salaj & Lindkvist, 2021) While the suggested tourism activity related to horseshoe crab must reflect on the aim for environmental protection and preservation that will cause a tourist to visit the destinations. Thus, based on the effectiveness of the facilities management's services and ecosystem integrity practices, it will affect the tourism product's uniqueness through its activity, educating both tourists and stakeholders, and directly affecting the community through economic activity from tourist arrival.

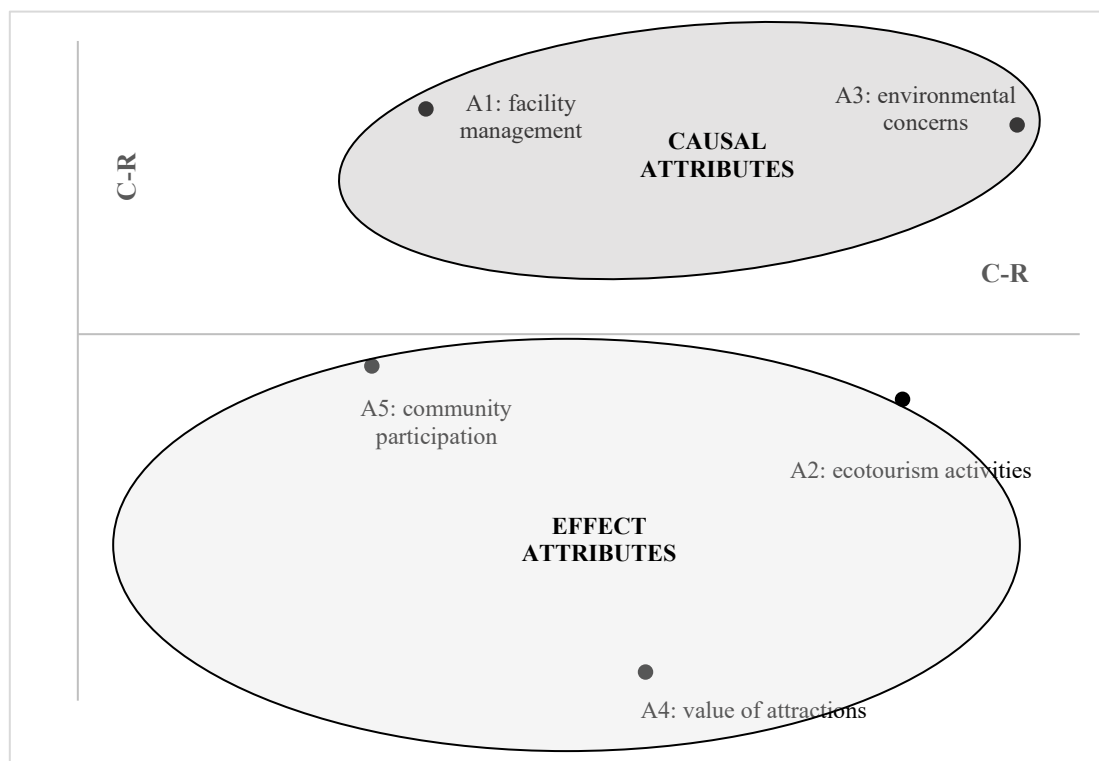


Figure 1: Causal Diagram

Table 6 explains the importance and relation of the attribute value. Overall, environmental concerns are the most essential attributes, followed by ecotourism activities, the value of attractions, facility management and community participation. Furthermore, the facility management is recorded as having higher cause attributes than environmental concerns. Besides, community participation shows the highest effect attributes, followed by ecotourism activities and attractions value.

Table 6: The Importance and Relation of Attributes Value

	<i>C+R</i>	Rank of attributes	<i>C-R</i>	Causal/Effect group	Rank based on group
Facility management (A1)	13.433	4	1.538	Causal	1
Ecotourism activities (A2)	16.763	2	(0.444)	Effect	(2)
Environmental concerns (A3)	17.563	1	1.427	Causal	2
Value of attractions (A4)	14.967	3	(2.305)	Effect	(3)
Community participation (A5)	13.055	5	(0.217)	Effect	(1)

Conclusion

The scarcity of horseshoe crabs has sparked a global concern, with the species having drastically declined in Terengganu's beaches. The reproduction capacity is a critical factor in the horseshoe crab's persistence and growth. In regions of Terengganu where the species persists, conservation efforts are underway to boost spawning and hatching rates. A study by Salman et al. (2021) highlights environmental protection as the primary focus of all stakeholders, with any activities detrimental to the environment being strictly prohibited. Therefore, it is essential to identify the role of environmental concern in enhancing the potential of community-based ecotourism (CBET) on horseshoe crab conservation and sustainability. A Fuzzy DEMATEL analysis is employed to determine the interrelationship between five key attributes affecting ecotourism potential: facility management, ecotourism activities, environmental concerns, value of attraction, and community participation. This study aims to identify causal and effect relationships between these attributes to overcome theoretical limitations.

Based on statistical analysis, the coefficient of determination of ecotourism potential is strongly correlated with facility management, indicating that it is a significant influencing variable. The provision of amenities should not only be optimized for tourist convenience but also satisfy the community's needs. According to recent studies, inadequate infrastructure and lack of planning were identified as primary contributors to underdeveloped ecotourism potential (Seifi and Ghobadi, 2017). Furthermore, stakeholders suggest that promoting ecotourism through mathematical modelling of nature walks, trash removal optimization, and photography opportunities can enhance its effectiveness (Salman et al., 2021).

Similarly, the environmental concern can be viewed as a significant coefficient in the model of community-based ecotourism (CBET) on horseshoe crab. As demonstrated by Salman et al. (2021), incorporating environmental awareness activities into the model would result in a more accurate prediction of tourist behavior, enabling stakeholders, tourists, and the public to avoid environmental degradation. A pleasant environment can be represented as a variable that significantly affects the value of tourist sites, thereby increasing the attractiveness of these sites to potential visitors. This aligns with the findings of Lee and Son (2016), which identified a positive and significant correlation between environmental concern and ecotourism intention among Vietnamese travelers visiting ecotourism locations. The tourists' experience with the environment would improve, leading to increased environmental consciousness, provided that the environment is protected from negative externalities.

Ecotourism is a process of participation of local people, and it contributes to sustainable tourism development. It is possible to reduce the environmental impact of disasters by involving locals. Increasing environmental awareness is critical to the success of conservation programs in preserving the environment. This study is confined to experts, but it can be expanded to include non-experts such as industry representatives, local communities, and tourists. This study applies Fuzzy DEMATEL methodology to analyze the complex relationships between ecotourism, local participation, and sustainable development. By involving experts, industry representatives, local communities, and tourists in the evaluation process, we can identify the relative importance of factors influencing the environmental impact of ecotourism and prioritize actions to mitigate disasters and promote environmental conservation. The fuzzy set approach enables us to consider the uncertainty and subjectivity inherent in evaluating the relationships between these attributes, ultimately providing a more comprehensive understanding of the role of ecotourism in sustainable development.

This research has provided an alternative perspective on evaluating potential destinations for conservation efforts in a system, with specific application to the problem of preserving horseshoe crab populations. The fuzzy DEMATEL approach offers a novel method for identifying and ranking the relative importance of attributes that will guide decision-makers in prioritizing key factors for effective conservation strategy implementation.

Acknowledgements

This study is a part of under Universiti Malaysia Terengganu (UMT) Translational Research (UMT/TRANSLATIONAL-2021/53387). We also express our gratitude to the government agency for providing information and facilities.

References

- Abbasi, M., Hosnavi, R. & Tabrizi, B. (2013), "Application of fuzzy DEMATEL in risks evaluation of knowledge-based networks", *Journal of Optimization*, <https://doi.org/10.1155/2013/913467>
- Achmad, F., Prambudia, Y., & Rumanti, A. A. (2023)" "Improving Tourism Industry Performance through Support System Facilities and Stakeholders: The Role of Environmental Dynamism", *Sustainability*, Vol. 15 No. 5, 4103. <https://doi.org/10.3390/su15054103>
- Ajuhari, Z., Aziz, A., & Bidin, S. (2023), "Characteristics of attached visitors in ecotourism destination", *Journal of Outdoor Recreation and Tourism*, Vol. 42, 100608. <https://doi.org/10.1016/j.jort.2023.100608>

- Akbar John, B., Melson, B.R., Sheikh, H.I., Cheung, S.G., Wardiatno, Y., Dash, B.P., Tsuchiya, K., Iwasaki, Y., & Pati, S. (2018), "A review on fisheries and conservation status of Asian horseshoe crabs", *Biodiversity and Conservation*, Vol. 27, pp. 3573-3598.
- Akbar John, B., Shin, P.K.S., Botton, M.L., Gauvry, G., Cheung, S.G., & Laurie, K. (2021). Conservation of Asian horseshoe crabs on spotlight", *Biodiversity and Conservation*, Vol. 30, pp. 253-256.
- Akyuz, E., & Celik, E. (2015), "A Fuzzy DEMATEL Method to Evaluate Critical Operational Hazards During Gas Freeing Process in Crude Oil Tankers", *Journal of Loss Prevention in the Process Industries*, Vol. 38, pp. 243-253.
- Ali, I. M., Radzuan, N. A. M., Yasin, M. F. M., Hamdan, W. S. Z. W., & Hassin, M. A. (2022), "Sustainable Facilities Management for Muslim Friendly Tourism and Hospitality", *International Journal of Academic Research in Business and Social Sciences*, Vol. 12 No. 11, pp. 166 – 186.
- Baloch, Q. B., Shah, S. N., Iqbal, N., Sheeraz, M., Asadullah, M., Mahar, S., & Khan, A. U. (2023), "Impact of tourism development upon environmental sustainability: A suggested framework for sustainable ecotourism", *Environmental Science and Pollution Research*, Vol. 30 No. 3, pp. 5917-5930.
- Canteiro, M., Cordova-Tapia, F. A. & Brazeiro. (2018), "Tourism impact assessment: A tool to evaluate the environmental impacts of tourist activities in Natural Protected Areas", *Tourism Management Perspectives*, Vo. 28, pp. 220-227.
- Çelikbile, Y. & Tüylü, A. N. A. (2022), "Prioritising the components of e-learning systems by using fuzzy DEMATEL and A.N.P", *Interactive Learning Environments* Vol. 30 No. 2, pp. 322-343.
- Chan, J. K. L., Marzuki, K. M., & Mohtar, T. M. (2021), "Local community participation and responsible tourism practices in ecotourism destination: A case of lower Kinabatangan, Sabah", *Sustainability*, Vol.13 No. 23, 13302. <https://doi.org/10.3390/su132313302>
- Chen, C. A. & Lee, H. L. (2012), "Developing Taiwan into the tourist transport centre of East Asia", *Tourism Economics*, Vol. 18 No. 6, pp. 1401-1411.
- Gao, S. Chen, L.S. & Chen. P.L. (2018), "A fuzzy DEMATEL method for analysing key factors of the product promotion", *Journal of Discrete Mathematical Sciences and Cryptography*, Vol. 21, Vol. 6, pp. 1225-1228. <https://doi.org/10.1080/09720529.2018.1525904>
- Hafezi, F., Bijani, M., Gholamrezai, S., Savari, M., & Panzer-Krause, S. (2023), "Towards sustainable community-based ecotourism: A qualitative content analysis", *Science of The Total Environment*, 164411. <https://doi.org/10.1016/j.scitotenv.2023.164411>
- Hsu. P.H. (2019), "Economic impact of wetland ecotourism: an empirical study of Taiwan's Cigu Lagoon area", *Tourism Management Perspectives*, Vol. 29, pp. 31-40.
- Ibnou-Laaroussi, S., Rjoub, H., & Wong, W. K. (2020), "Sustainability of green tourism among international tourists and its influence on the achievement of green environment: Evidence from North Cyprus. *Sustainability*, Vol. 12 No. 14, 5698. <https://doi.org/10.3390/su12145698>
- Lee, J.H. & Son, Y.H. (2016), "Stakeholder subjective towards ecotourism development using Q methodology: the case of Maha ecotourism site in Pyeongchang, Korea", *Asia Pacific Journal of Tourism Research*, Vol. 21 No.8, pp. 931-951.
- Li, J., & Yu, G. (2023), "Constructing the festival tourist attraction from the perspective of Peircean semiotics: The case of Guangzhou, China" *Plos one*, Vol. 18 No. 2, e0282102. <https://doi.org/10.1371/journal.pone.0282102>

- Lin. R. J. (2013), "Using fuzzy DEMATEL to evaluate the green supply chain management practices", *Journal of Cleaner Production*, Vol. 40, pp. 32-39.
- Luo, F., Moyle, B.D., Bao, J. & Zhong Y. (2016), "The role of institutions in the production of space tourism: national Forest Parks in China", *Forest Policy and Economics*, Vol 70, pp. 47-55.
- Manca, A., Mohamad, F., Ahmad, A.B., Mohd Sofa M.F.A. & Ismail, N. (2017), "Tri-spine horseshoe crab, *Tachypleus tridentatus* (L.) in Sabah, Malaysia: the adult body sizes and population estimate", *Journal of Asia-Pacific Biodiversity*, Vol. 10, pp. 355-361.
- Marzo, D. R. R., Chen, H. W. J., Anuar, H., Abdul Wahab, M. K. B., Arifin, M. H. N. B., Ariffin, I. A. B., ... & Aljuaid, M. (2023), "Effect of community participation on sustainable development: an assessment of sustainability domains in Malaysia", *Frontiers in Environmental Science*, Vol. 11, 1268036. <https://doi.org/10.3389/fenvs.2023.1268036>
- Masud, M.M., Aldakhil, A.M., Nassani, A.A. & Azam, M.N. (2017), "Community-based ecotourism management for sustainable development of marine protected areas in Malaysia", *Ocean & Coastal Management*, Vol. 136, pp.104-112.
- Ministry of Tourism, Arts and Culture Malaysia. (2023). "National Ecotourism Plan 2016-2025: Executive Summary", <https://www.motac.gov.my/en/download/category/86-pelan-eko-pelancongan-kebangsaan-2016-2025>
- Mohamad, F., Ismail, N., Ahmad, A.B., Manca, A., Azizo Rahman, M.Z.F., Saiful Bahri, M.F., Mohd Sofa, M.F.A., Abdul Ghaffar, I. H., Alia'm, A.A., Abdullah, N. H., & Kasturi, M.M.M. (2015), "The population size and movement of a coastal horseshoe crab, *Tachypleus gigas* (Muller) on the east coast of Peninsular Malaysia. In: R.H. Carmichael, M.L. Bottom, P.K.S. Shin & S.G. Cheung, eds. *Changing Global Perspectives on Horseshoe Crab Biology, Conservation and Management*", Switzerland: Springer Cham. <https://doi.org/10.1007/978-3-319-19542-1>
- Muhammad, M. N. & Cavus, N. (2017), "Fuzzy DEMATEL method for identifying L.M.S. evaluation criteria. *Procedia computer science*, Vol. 120, pp. 742-749. <https://doi.org/10.1016/j.procs.2017.11.304>
- Nguyen, T. D., Hoang, H. D., Nguyen, T. Q., Fumikazu, U., Vo, T., & Nguyen, C. V. (2022), "A multicriteria approach to assessing the sustainability of community-based ecotourism in Central Vietnam", *APN Science Bulletin*, Vol. 12 No. 1, pp. 123-140.
- Osman, T. Shaw, D. & Kenawy, E. (2018), "Examining the extent to which stakeholder collaboration during ecotourism planning processes could be applied within an Egyptian context", *Land Use Policy*, Vol. 78, pp. 126-137.
- Ponjan, P. & Thirawat. N. (2016), "Impacts of Thailand's tourism tax cut: A CGE analysis", *Annals of Tourism Research*, Vol 61, pp. 45-62.
- Perçin, S. (2019), "A combined fuzzy multicriteria decision-making approach for evaluating hospital website quality", *Journal of Multi-Criteria Decision Analysis*, Vol. 26 No. 3-4, pp.129-144. <https://doi.org/10.1002/mcda.1671>
- Pessoa, R. A., Oliveira, O., & Souza, L. L. F. (2022), "Factors that make a destination fascinating and motivate (re) visit", *Spanish Journal of Marketing-ESIC*, Vol. 26 No. 2, pp. 210-230.
- Pham, H.S.T. & Khanh, C.N.T. (2021), "Ecotourism intention: the roles of environmental concern, time perspective and destination image", *Tourism Review*, Vol. 76 No. 5, pp. 1141-1153. <https://doi.org/10.1108/TR-09-2019-0363>
- Pineda, F., Padilla, J., Granobles-Torres, J. C., Echeverri-Rubio, A., Botero, C. M., & Suarez, A. (2023), "Community preferences for participating in ecotourism: A case study in a

- coastal lagoon in Colombia”, *Environmental Challenges*, Vol. 11, 100713. <https://doi.org/10.1016/j.envc.2023.100713>
- Priyanka, R., Ravindran, K., Sankaranarayanan, B., & Ali, S. M. (2023), “A fuzzy DEMATEL decision modeling framework for identifying key human resources challenges in start-up companies: Implications for sustainable development”, *Decision Analytics Journal*, Vol. 6, 100192. <https://doi.org/10.1016/j.dajour.2023.100192>
- Qu, F., Kim, L. H., & Im, (2011), “H. H. A model of destination branding: Integrating the concepts of the branding and destination image”, *Tourism management*, Vol. 32 No.3, pp. 465-476.
- Quynh, N., Hoai, N. T., & Van Loi, N. (2021), “The role of emotional experience and destination image on ecotourism satisfaction”, *Spanish Journal of Marketing-ESIC*, Vol. 25 No. 2, pp. 312-332.
- Reitsamer, F., Brunner-Sperdin, A., & Stokburger-Sauer, N.E. (2016), “Destination attractiveness and destination attachment: the mediating role of tourist's attitude”, *Tourism Management Perspectives*, Vol. 19, pp. 93-101.
- Salman, A., Jaafar, M., Mohamad, D. & Malik, S. (2021), “Ecotourism development in Penang Hill: a multi-stakeholder perspective towards achieving environmental sustainability”, *Environmental Science and Pollution Research*, Vol. 28 No. 31, pp. 42945-42958.
- Sarmiento, M. E., Chin, K. L., Lau, N. S., Aziah, I., Norazmi, M. N., Acosta, A., ... & Yaacob, N. S. (2021), “Mitochondrial DNA sequence of the horseshoe crab *Tachypleus gigas*”, *Mitochondrial DNA Part B*, Vol. 6 No. 6, pp. 1710-1714.
- Seifi, & Ghobadi., G.R.J. (2017), “The Role of Ecotourism Potentials in Ecological and Environmental Sustainable Development of Miankaleh Protected Region”, *Open Journal of Geology*, Vol. 7, pp. 478-487. <https://doi.org/10.4236/ojg.2017.74033>
- Seker, S. & Zavadskas, E. K. (2017), “Application of fuzzy DEMATEL method for analysing occupational risks on construction sites”, *Sustainability*, Vol. 9 No. 11, 2083. <https://doi.org/10.3390/su9112083>
- Shi, F., Weaver, D., Zhao, Y., Huang, M.F., Tang, C. & Liu, Y. (2019) “Toward an ecological civilisation; mass comprehensive ecotourism indications among domestic visitors to a Chinese wetland protected area”, *Tourism Management*, Vol. 70, pp. 59-68.
- Temeljotov Salaj, A. & Lindkvist, C.M. (2021) “Urban facility management”, *Facilities*, Vol. 39, pp. 525-537. <https://doi.org/10.1108/F-06-2020-0078>
- Tseng, M. L., Lin, C., Lin, C.W.R., Wu, K.J. & Sriphon, T. (2019) “Ecotourism development in Thailand: Community participation leads to the value of attractions using linguistic preferences”, *Journal of cleaner production*, Vol 231, pp. 1319-1329.
- Tseng, M.I., Lin, Y.H., Chiu, A.S.F. & Liao, J.C.H. (2008) “Using FANP approach on selection of competitive priorities based on cleaner production implementation: a case study in P.C.B. manufacturer, Taiwan”, *Clean Technology Environment Policy*, Vol. 10 No. 1, pp. 17-29.
- Xu, P., Bai, H., Xie, X., Wang, C-C., Huang, X., Wang, X., Zhang, M., Ye, Z., Zhu, J., Zhen W., Cheung, S.G., Shin, P.K.S. & Kwan, K.Y. (2021) “Tri-spine horseshoe crab aquaculture, ranching and stock enhancement: Perspectives and Challenges”, *Frontiers of Marine Science*, Vol. 8, 608155. <https://doi.org/10.3389/fmars.2021.608155>
- Xue, J., Zhou, Z., Majeed, S., Chen, R., & Zhou, N. (2022), “Stimulating tourist inspiration by tourist experience: The moderating role of destination familiarity”, *Frontiers in psychology*, Vol. 13, 895136. <https://doi.org/10.3389/fpsyg.2022.895136>
- Yan, L., Gao, B.W. & Zhang, M. (2017), “A mathematical model for tourism potential assessment”, *Tourism Management*, Vol. 63, pp. 355-365.

Zhou, Y., Maumbe, K., Deng, J. & Selin S.W. (2015), “Resource-based destination competitiveness evaluation using a hybrid analytic hierarchy process (A.H.P.): The case study of West Virginia”, *Tourism Management Perspectives*, Vol. 15, pp. 72-80.