

# The Role of Competence in Mediating the Influence of Managerial Competence and Social Competence on The Development of The Tourism Sector

*by* Rahcmad Budi Suharto

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# The Role of Competence in Mediating the Influence of Managerial Competence and Social Competence on The Development of The Tourism Sector

Djoko SETYADI<sup>1</sup>, Novita IKASARI<sup>2</sup>, Zainal ABIDIN<sup>3</sup>, Irsan TRICAHYADINATA<sup>4</sup>, Rahcmad Budi SUHARTO<sup>5\*</sup>

<sup>12345</sup>Faculty of Economics and Business, Mulawarman University of Samarinda East Kalimantan

Email: rahcmad.budi.suharto@feb.unmul.ac.id<sup>5</sup>

\* Corresponding Author

## Abstract

*This study aims to analyze and prove the direct relationship of the governance variable to tourism development, besides that it is also to analyze the mediating role of the governance variable between the competence manager variable and social competence on tourism development. The research method was carried out quantitatively with a descriptive research design with a sample of 175 respondents, using a saturated sampling technique and the data analysis method used was SEM (Structural Equation Modeling) using the SmartPLS program. The results showed that the managerial competence and social competence variables partially had a significant positive effect on tourism governance. The variables of managerial competence, social competence and governance have a significant positive effect on tourism development. Governance can mediate the influence between managerial competence and social competence with tourism development.*

**Keywords:** Managerial Competence, Social Competence, Governance, Tourism Development

## Introduction

The natural beauty and wealth of the Indonesian state makes this country the country of choice for tourist attractions. This is reflected in the arrival of foreign tourists throughout 2018 which grew 12.6% to 15.8 million visits from the previous year. The number of tourist destinations in the country that are already known globally such as Bali, Komodo Island, Raja Ampat, Lake Toba, and Bunaken become a magnet for foreign tourists visiting Indonesia. The growth of foreign tourists visiting Indonesia only lost to Vietnam. However, it is higher than the average foreign tourist visit to ASEAN (7.4%) and the growth of global foreign tourists (5.6%) (Strizhakova, Coulter, & Price, 2011).

Similarly, tourism in Berau Regency is enough to attract the attention of foreign tourists and domestic tourists to make visits, Berau Regency, located in East Kalimantan, is known as an underwater natural tourism area, both for domestic and international tourism. Development of the tourism sector can increase its contribution to the structure of the economy. In addition, with the development of tourist areas, it will create job opportunities and business opportunities for the surrounding community so that the income of the community will also increase.

Poor management of the resources produced by a rich environment will make the environment less attractive. Human resources are the main factor in this regard, creating quality human resources is important in increasing the correct allocation of the utilization of natural resources. Tourism that is built and managed involves many elements, both regional and private parties, with funds used to the maximum so that what is

a regional plan can be fulfilled; This is also supported by human resource education (Vivek, Saranya, & Chandrasekar, 2020). Berau Regency needs to improve and develop the tourism sector in order to improve the welfare of life for the people in Berau Regency.

Tourism development is a business or a way to promote and develop existing tourism objects (Mwesiumo, Halfdanarson, & Shlopak, 2022). The development of tourism in a tourist destination will be calculated with the benefits and benefits for the surrounding community (Azimovna, Ilkhomovna, & Shokhrukhovich, 2022). (Woosnam, Draper, Jiang, Aleshinloye, & Erul, 2018) Tourism development must be in accordance with careful planning so that it is beneficial to the community, both in terms of economy, social and culture.

Tourism development can be influenced by various factors such as the condition of security and political stability, the carrying capacity of human resources who have appropriate expertise in terms of both quality and quantity, the budget used to develop tourist area facilities and infrastructure, legal policies that provide convenience, security, transparency and convenience for investors and tourists in investing and enjoying tourist areas, as well as socialization and promotion of the development and utilization of tourist areas (Kline, Cardenas, Viren, & Swanson, 2015).

Tourism development in this study can be influenced by tourism governance and competence. In general, governance is known as corporate governance which is the process and management of companies based on regulations, laws, and business ethics. Corporate governance is a set of legal rules that define the parties who have the right to make the most important decisions in a business organization that is the company's control, as well as the legal rules that define the

processes and procedures used by these parties to exercise power or control (Woosnam et al., 2018). Many other tourist charms that can be enjoyed by its beauty (Andrades & Dimanche, 2017). Therefore, an effective strategy is needed for the development of Berau tourism by empowering local communities as tourism industry players (owners, managers and employees) so that Berau tourism destinations become part of the source of livelihood for the local community. Therefore, in order to be able to compete in the future, it is necessary to carefully formulate a development concept that favors the interests and welfare of the community.

The current phenomenon is that islands managed by foreign private companies are more developed than those managed by local governments, and islands managed by foreign private companies cannot make local culture a tourist icon and tourist attraction on managed islands by foreigners, and cannot affect the local economy, even though the number of visitors is very large. The implementation of good governance in the tourism industry by stakeholders through managers by applying good governance principles such as transparency, accountability, responsibility, independence and fairness is expected to be able to manage the tourism industry for the better (Sari, Handayani, Marta, Desiana, & Wiranata). This is in accordance with research conducted by (Hsu & Bui, 2022) which states that governance has a significant effect on tourism development. Managerial competencies are knowledge, skills, and behaviors that can be observed, measured, and developed to lead or manage organizational tasks. Competencies that must be possessed by managers are communication skills, teamwork, proactive, vision, self-management, result orientation, strategy orientation, ambition, perseverance, decision making, risk taking and creativity (Doblinger, 2022).

Results of a survey conducted on 30 respondents. Competence of tourism service managers in Berau Regency, out of 30 respondents, 27 managers (90%) stated that in general they do not have professional managerial competence. Likewise, for social competence 18 respondents (60%) stated that social skills were quite good, while technical competence 21 respondents (27%) stated that they were not good in developing tourism potential in Berau Regency. This condition is caused by the lack of intensive local government in providing adequate financial support.

The implementation of the competencies possessed by a manager can manage and bring the tourism industry to continue to improve and develop so that the tourism they manage becomes more highly competitive so that it can attract visitors to come to visit. Improvements and progress made based on managers' commitments can improve tourism governance and development. This is in accordance with research conducted by (Syarifuddin, Ramadhana, & Susanty, 2019) which states that managerial competence can have a significant effect on tourism development. Social competence refers to an individual's ability to optimize his social behavior depending on available social information (Meutia & Ismail, 2012). The phenomenon that occurs in tourism in Berau Regency is the lack of human resources who have social competence for the development of local tourism networks so that they can be managed properly so that the tourism industry is better know this is in accordance with research conducted by which states that social competence can have a significant effect on tourism development (Munanura & Kline, 2022).

## 2. Literature Review

### 2.1 Managerial Competence

(Syarifuddin et al., 2019) managerial competence is

knowledge, skills, and attitudes/behaviors that can be observed, measured and developed to lead and/or manage organizational units. Managerial competence combined with technical and socio-cultural competence will be a determining factor for the success of the organization Bakum, Savchak, Kostiuik, Zhumbei, and Poznansky (2022). (Doblinger, 2022); (Swanson, Kim, Lee, Yang, & Lee, 2020) competencies that must be possessed by managers include: communication skills, team work, reactivity, vision, self-management, results-orientation, strategy-orientation, ambition, perseverance, decision-making, risk-taking and creativity. (Cabral & Dhar, 2020) Competency factors that must be possessed by managers include: ability to analyze, decision making, knowledge, adaptation, performance, leadership, and communication.

Based on some of the opinions above, managerial competence is needed for tourism development because of the role of leaders in decision making and building human resources and tourism governance from all fields and can collaborate both internally and externally (Syarifuddin et al., 2019). PERKA-BKN Number 7 of 2013 explains that managerial competence is a soft competency that includes aspects of knowledge, skills, and attitudes according to the duties and/or functions of the position.

### 2.2 Social Competence

(Meutia & Ismail, 2012) Social competence refers to the social, emotional, and cognitive skills and behaviors required for successful social adaptation. Despite this simple definition, social competence is a difficult concept to grasp, as the skills and behaviors required for healthy social development vary with the demands of the particular situation (Gómez-López, Viejo, Romera, & Ortega-Ruiz, 2022). (O'Madagain & Tomasello, 2022) social competence depends on a number of factors including social skills, social awareness, and self-confidence. Social skills is a term used to describe knowledge of, and the ability to use, a variety of social behaviors that are appropriate to certain interpersonal situations and that please others in each situation.

Social competence is a broader term used to describe social effectiveness, the ability to build and maintain high quality and mutually satisfying relationships and to avoid negative treatment or victimization from others Langeland, Ausland, Gunnarsdottir, Arvekle, and Vinje (2022). In addition to social skills and emotional intelligence, factors such as a child's self-confidence or social anxiety can affect his social competence. Social competence can also be influenced by the social context and the extent to which there is a good match between skills, interests and abilities in the environment.

### 2.3 Corporate Governance

Corporate governance is a set of legal rules that define that has the right to make the most important decisions in a business organization that is a company's control, as well as a set of laws that define the processes and procedures used by these parties to exercise power or control (Alkazali, Al-Eitan, & Aleem, 2021); (Peter, Tsyko, & Daniel, 2017). (Matei & Drumasu, 2015) the dimensions of governance are: accountability, transparency, involvement, structure, effectiveness, and power. (Habib & Jiang, 2015) in tourism management there is a concept that is carried out and usually the management concept is defined as a structured and synergistic management of tourism destinations, including the functions of coordinating, planning, implementing, and controlling destination organizations in an innovative and systemic way. This is done through the use of networks, information and guided technology in an integrated manner

with the participation of the community, actors/associations, industry, academia, and the government (Bell, Filatotchev, & Aguilera, 2013; Ebrahim & Fattah, 2015; Tanaka, 2014). Later it will be seen what tourism destinations in Indonesia are, including improving the management quality, volume of tourist visits, length of stay, and the amount of tourist spending and benefits for local communities (Asare, Abdolmohammadi, & Hunton, 2011; Lu, Wang, Hung, & Lu, 2012).

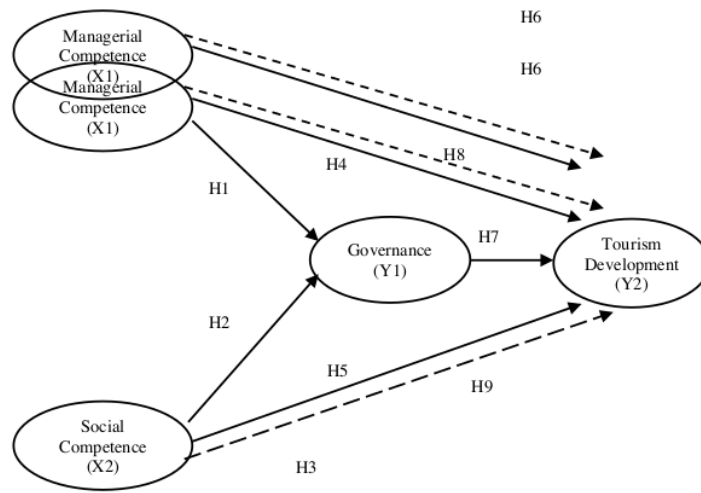
## 2.4 Tourism Development

According to the Law of the Republic of Indonesia Number 10 of 2009 concerning tourism, it is stated that tourism is a variety of tourism activities and is supported by various facilities and services provided by the community, businessmen, government, and local governments. Tourism is the overall activity of government, business and society to regulate, manage and serve the needs of tourists (Mwesiumo et al., 2022); (Azimovna et al., 2022; Sumarmi, Kurniawati, & Aliman, 2020; Vivek et al., 2020). Tourism is a series of activities carried out by humans both individually and in groups within the territory of other countries. These activities use facilities, services and other supporting factors provided by the government and or the community, in order to realize the wishes of tourists (Suess, Baloglu, & Busser, 2018; Woosnam et al., 2018).

Tourism is one aspect that is very helpful in marketing national brands in the world, because tourism is one of the real visual manifestations of a country and can describe the image of a country (Mai & Smith, 2018). Good tourism management will have an impact on other performances of a country, for example, investors will invest their capital in a country because they are interested in tourism management (Andrades & Dimanche, 2017; Mai & Smith, 2018). The concept of sustainable tourism development begins with the concept of sustainable development. In general, the concept of development includes efforts to maintain ecological integrity and diversification, meet basic human needs, open choices for future generations, reduce injustice, and increase self-determination for local communities (Andrades & Dimanche, 2017). Sustainable development in its goals must adhere to three basic principles: (1) Ecological sustainability; (2) Socio-cultural sustainability; and (3) economic sustainability where development is able to meet the needs of the present without compromising the ability of future generations to meet their needs (Lenao & Basupi, 2016; Rivera, Croes, & Lee, 2016).

## 2.5 Conceptual framework

Based on the description of the research framework that refers to theoretical and empirical studies, writer makes the conceptual framework of the research as follows.



--- Indirect Effect through Y1

Figure 1: Conceptual Framework

## 3. Research Method

The method used in this study is a quantitative descriptive research method with a causal approach. This research is intended to build a real picture of a phenomenon that is in the context of the research. With this descriptive research, various information will be collected in order to test hypotheses or answer questions concerning research problems.

This study uses a survey technique by distributing questionnaires, then the data or information obtained is processed by statistical methods using SmartPLS 3.0 software. The data analysis method uses PLS (Partial Least Square).

This research is explanatory research. This research is explanatory research which aims to test a theory or hypothesis in order to strengthen or reject a pre-existing theory or research hypothesis. Explanatory research as explanatory research that highlights the causal relationship between research variables and tests the hypotheses that have been formulated previously.

The research hypothesis was tested using the Structural Equation Model (SEM) approach using Partial Least Square (PLS). According to (Her, Shin, & Pae, 2018) PLS is an alternative approach that shifts from a covariance-based SEM approach to a variant-based approach. Covariance-based SEM generally tests causality/theory, while PLS is more of a

23 predictive model. PLS is a powerful analytical method (Wold, 1985 in (Cheah, Sarstedt, Ringle, Ramayah, & Ting, 2018) because it can be applied to all data scales, does not require many assumptions and the sample size does not have to be large. Besides being able to be used to confirm theory, PLS can simultaneously analyze constructs formed with reflexive and formative indicators. This cannot be done by covariance-based SEM because it will be an unidentified model.

#### 4. Data Analysis Results

2 In this study, hypothesis testing uses the Partial Least Square (PLS) analysis technique with the smartPLS 3.0 program. The measurement model for the validity and reliability test, the coefficient of model determination and the path coefficient for the equation model, can be seen in the following figure:

### 4.1 Evaluation of Outer Model

#### Convergent Validity

Variables	Indicators	Outer Loading
Managerial Competence (X1)	X1.1	0,754
	X1.2	0.741
	X1.3	0.749
	X1.4	0.712
	X1.5	0.728
	X1.6	0.748
	X1.7	0.710
	X1.8	0.692
	X1.9	0.721
	X1.10	0,679
Social Competence (X2)	X2.1	0.708
	X2.2	0.708
	X2.3	0.733
	X2.4	0.711
	X2.5	0.714
	X2.6	0.725
	X2.7	0.715
	X2.8	0.738
Governance (Y1)	Y1.1	0.733
	Y1.2	0.703
	Y1.3	0.729
	Y1.4	0.783
	Y1.5	0.762
	Y1.6	0.704
	Y1.7	0.722
	Y1.8	0.724
Tourism Development (Y)	Y2.1	0.711
	Y2.2	0.697
	Y2.3	0.754
	Y2.4	0.740
	Y2.5	0.785
	Y2.6	0.729
	Y2.7	0.753
	Y2.8	0.701

Table 1: Outer Loading  
Source: Processing Results of PLS, 2021

Based on the data in table 1 above, it is known that each variable in this study has an outer loading value of > 0.5. According to Chin quoted by (Her et al., 2018) the outer loading value between 0.5 - 0.6 is considered sufficient to meet

the convergent validity requirements. The data above shows that there are no variables whose outer loading values are below 0.5, so all research variables are declared feasible or valid for research use and can be used for further analysis.

#### Discriminant Validity

Variables	AVE
Managerial Competence	0,524
Social Competence	0,517
Tourism Development	0,539

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Governance	0,537
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Table 2: Average Variant Extracted (AVE)  
Source: Processing Results of PLS, 2021

2

Based on table 2 above, it is known that the AVE value of the managerial competence variable, environmental management accounting and tourism development is  $> 0.5$ .

Thus, it can be stated that each variable has good discriminant validity.

## Composite Reliability

Variables	Composite Reliability
Managerial Competence	0,917
Social Competence	0,895
Tourism Development	0,903
Governance	0,903

Table 3: Composite Reliability  
Source: Processing Results of PLS, 2021

Based on table 4 above, it can be seen that the composite reliability value of all research variables is  $> 0.6$ . These results indicate that each variable has met composite reliability so that

it can be concluded that all variables have a high level of reliability.

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## Cronbach Alpha

Variables	Cronbach Alpha
Managerial Competence	0,899
Social Competence	0,867
Tourism Development	0,878
Governance	0,877

Table 4: Cronbach Alpha  
Source: Processing Results of PLS, 2021

Based on table 4, it can be seen that the Cronbach alpha value of each research variable is  $> 0.7$ . Thusly, these results indicate that each research variable has met the requirements

of the Cronbach alpha value, so it can be concluded that all variables have a high level of reliability.

## Evaluation of Inner Model

### Path Coefficient Test

Variables	Original Sample	T Statistics	P Values
Managerial Competence → Governance	0,290	4,131	0,000
Social Competence → Governance	0,630	9,810	0,000
Managerial Competence → Tourism Development	0,283	4,981	0,000
Social Competence → Tourism Development	0,318	4,770	0,000
Governance → Tourism Development	0,389	5,685	0,000

Table 5: Path Coefficient  
Source: Processing Results of PLS, 2021

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Based on table 5. Above from the result, the inner model that has been shown in Figure 5.2 above, it can be explained that the largest path coefficient value is indicated by the influence of social competence on governance of 8,690 in a positive direction. Then the second biggest influence is the effect of governance on tourism development of 7,124 with a positive direction and the smallest effect is shown by managerial competence on tourism development of 4,061 with a positive direction. The positive negative direction can be seen from the original sample value

Based on the description of these results, it shows that the independent variable on governance in this model has a path coefficient with a positive number. This shows that the greater the path coefficient value on one independent variable on the dependent variable, the stronger the influence between the independent variables on the dependent variable. While the independent variable on tourism development in this model has a path coefficient with a positive number indicated by the path coefficient on the original sample value. This shows that the greater the path coefficient value on an independent

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variable on the dependent variable, the greater the influence between the independent variables on the dependent variable.

Variables	R Square Values
Governance	0,796
Tourism Development	0,888

Table 6: R-Square Values  
Source: Processing Results of PLS, 2021

Based on the data in table 6 above, it can be seen that the R-Square value for the governance variable is 0.796. Obtaining this value explains that the large percentage of governance can be explained by managerial competence and social competence of 79.6% while the remaining 20.4% can be

explained by other factors not examined. Then for the R-Square value obtained by the tourism development variable of 0.888. This value explains that tourism development can be explained by managerial competence, social competence and governance of 88.8% while the remaining 11.2% can be explained by other factors not examined.

Variables Effect	T-Statistics	P-Values	Results
Managerial Competence => Governance	4,131	0,000	Accepted
Social Competence => Governance	9,810	0,000	Accepted
Managerial Competence=> Tourism Development	4,981	0,000	Accepted
Social Competence=> Tourism Development	4,770	0,000	Accepted
Governance => Tourism Development	5,685	0,000	Accepted

Table 7: Direct Effect  
Resource: Processing Results of PLS, 2021

Based on the data in table 7 above, it can be seen that of the three hypotheses proposed in this study, all of them can be accepted because each of the effects shown has a t-count

22 value > 1.96 and a P-Values value <0.05. So it can be stated that the independent variable to the dependent has a significant positive effect.

Effect	F-Count	F-Table	Result
Managerial competence and Social => Governance	335,57	3,896	Accepted
Managerial Competence, Social and Governance => Tourism Development	451,93	3,049	Accepted

Table 8: Simultaneous Effect  
Resource: Processing Results of PLS, 2021

Effect	F-Count	F-Table	Results
Managerial Competence=> Tourism delvpm through Governance	3,820	0,000	Accepted
Social Competence => Tourism Devlp throug Governance	4,478	0,000	Accepted

Table 9: Indirect Effect  
Resource: Processing Results of PLS, 2021

### 5. Discussion Results

#### Effect of Managerial Competence on Governance

Based on the results of the study, the t-value was 4.131 > 1.96, meaning that there was a positive and significant influence on managerial competence on governance. The path coefficient or coefficient of determination is 0.290, which means the amount of managerial competence on governance is 29.0% and the remaining 71.0% is another factor not examined. Managerial competence is a soft competency that includes aspects of knowledge, skills, and attitudes according to the duties and/or functions of the position (PERKA-BKN Number 7 of 2013).

The implementation of the competencies possessed by a manager can manage and bring the tourism industry to

continue to improve and develop so that the tourism they manage becomes more highly competitive so that it can attract visitors to come to visit. Managerial competence can be applied through how to manage good promotions, provide services that satisfy destination visitors, use easy-to-understand language, complete facilities and infrastructure to support destinations. Improvements and progress made based on the manager's commitment from management to promotion, service, communication and development can improve tourism governance in which states that managerial competence can have a significant effect on tourism governance (Mwesiumo et al., 2022); (Azimovna et al., 2022).

#### Effect of Social Competence on Governance

Based on the study results, the t-value of 9.810 > 1.96 means that there is a positive and significant effect of social competence on governance. The path coefficient or the

coefficient of determination is 0.630, which means the magnitude of managerial competence on governance is 63% and the remaining 37% are other factors not examined. Social competence refers to an individual's ability to optimize his social behavior depending on available social information (Gómez-López et al., 2022).

The phenomenon that occurs in tourism in Berau Regency is the lack of human resources who have social competence for the development of local tourism networks so that they can be managed properly so that the tourism industry is better known and in demand. Social competence can be implemented through competitive pricing, displaying the uniqueness of local culture, having special events that attract visitors and displaying cultural heritage. Well-executed social competencies can improve tourism governance. This study results support research conducted by (Meutia & Ismail, 2012) which states that social competence can have a significant effect on tourism governance.

### Effect of Managerial and Social Competencies on Governance

Based on the calculation results, the Fcount value is greater than the Ftable value or  $335.57 > 3.896$ , this indicates that managerial competence and social competence together have a significant effect on governance. Managerial competencies and social competencies that are properly integrated by tourism managers can improve tourism governance. The social competence possessed by the stakeholder environment provides the ability to evaluate social situations and determine what is expected or needed; to recognize the feelings and intentions of others; and to select the most appropriate social behavior for a given context (Meutia & Ismail, 2012).

### Effect of Managerial Competence on Tourism Development

Based on the results of the study, the t-value of 4.981 > 1.96 means that there is a positive and significant effect on managerial competence on governance. The path coefficient or the coefficient of determination is 0.283, which means the amount of managerial competence on governance is 28.3% and the remaining 71.7%. The competencies implementation possessed by a manager can manage and bring the tourism industry to continue to improve and develop so that the tourism they manage becomes more highly competitive so that it can attract visitors to come to visit. Improvements and progress made based on the manager's commitment can improve tourism development. The results of the study support the research conducted by which states that (Syarifuddin et al., 2019) can have a managerial competence significant effect on tourism development.

### Effect of Social Competence on Tourism Development

Based on the study results, the t-value was  $4.770 > 1.96$ , meaning that there was a positive and significant influence on managerial competence on governance. Path coefficient or the coefficient of determination is 0.318, which means the amount of managerial competence on governance is 31.8% and the remaining 68.2% is another factor not examined. The phenomenon that occurs in tourism in Berau Regency is the lack of human resources who have social competence for the development of local tourism networks so that they can be managed properly so that the tourism industry is better known and in demand. Social competence can be implemented

through competitive pricing, displaying the uniqueness of local culture, having special events that attract visitors and displaying cultural heritage. Well-executed social competencies can improve tourism governance. The results of this study support the research conducted by (Syarifuddin et al., 2019) which states that social competence can have a significant effect on tourism development.

### Effect of Managerial, Social and Governance Competencies on Tourism Development

Based on the calculation results, the Fcount value is greater than the Ftable value or  $451.93 > 3.049$ , this indicates that managerial competence, social competence, technical competence and governance together have a significant effect on tourism development. Managerial competence, social competence, technical competence and governance that are implemented in a well-integrated manner by tourism managers can improve tourism development (Murzagaliyeva & Jugembayeva, 2019); (Geersbro & Ritter, 2013; Guerrero & Kim, 2013; Ljungquist, 2013).

### Effect of Governance on Tourism Development

Based on the results of the study, the t-value of 5.685 > 1.96 means that there is a positive and significant influence on governance on tourism development. The path coefficient or the coefficient of determination is 0.389, which means that the magnitude of governance towards tourism development is 38.9% and the remaining 61.1% are other factors not examined. Good governance implementation in the tourism industry by stakeholders through managers by applying good governance principles such as transparency, accountability, responsibility, independence and fairness is expected to be able to manage the tourism industry for the better. This is in accordance with research conducted by (Mwesiumo et al., 2022); (Azimovna et al., 2022) which states that governance has a significant effect on tourism development.

### Effect of Managerial Competence on Tourism Development through Governance

Based on the results of the study, the t-value was 3.820 > 1.96, meaning that governance can mediate the effect between managerial competence and tourism development. Tourism managers who have good managerial competence and apply good tourism governance can improve tourism development. (Nuong, Huyen Trang, Thuy Trang, & Lam, 2021; Persson-Fischer & Liu, 2021; Rather, 2021)

### Effect of Social Competence on Tourism Development through Governance

Based on the study results, the t-value was  $4.478 > 1.96$ , meaning that governance can mediate the influence between social competence and tourism development. Tourism managers who have good social competence and apply good tourism governance can improve tourism development. (Azimovna et al., 2022); (Rather, 2021).



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