

1 **The Role of Competence in mediating the Influence of Managerial Competence and**
2 **Social Competence on the Development of the Tourism Sector**

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11
12 **Abstract:** This study aims to analyze and prove the direct relationship of the governance
13 variable to tourism development, besides that it is also to analyze the mediating role of the
14 governance variable between the competence manager variable and social competence on
15 tourism development. The research method was carried out quantitatively with a descriptive
16 research design with a sample of 175 respondents, using a saturated sampling technique and
17 the data analysis method used was SEM (Structural Equation Modeling) using the SmartPLS
18 Program. The results showed that the managerial competence and social competence variables
19 partially had a significant positive effect on tourism governance. The variables of managerial
20 competence, social competence and governance have a significant positive effect on tourism
21 development. Governance can mediate the influence between managerial competence and
22 social competence with tourism development.

23
24 **Keywords:** Managerial Competence, **Social Competence**, Governance, Tourism Development

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26
27 **Introduction**

28 **The natural beauty and wealth of the Indonesian state makes this country the country of**
29 **choice for tourist attractions.** This is reflected in the arrival of foreign tourists throughout
30 2018 which grew 12.6% to 15.8 million visits from the previous year. The number of tourist
31 destinations in the country that are already known globally such as Bali, Komodo Island, Raja
32 Ampat, Lake Toba, and Bunaken become a magnet for foreign tourists visiting Indonesia. The
33 growth of foreign tourists visiting Indonesia only lost to Vietnam. However, it is higher than
34 the average foreign tourist visit to ASEAN (7.4%) and the growth of global foreign tourists
35 (5.6%) (Strizhakova, Coulter, & Price, 2011).

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

43 **Poor management of the resources produced by a rich environment will make the**
44 **environment less attractive. Human resources are the main factor in this regard, creating**
45 **quality human resources is important in increasing the correct allocation of the utilization of**
46 **natural resources. Tourism that is built and managed involves many elements, both regional**
47 **and private parties, with funds used to the maximum so that what is a regional plan can be**
48 **fulfilled; This is also supported by human resource education** (Vivek, Saranya, &
49 Chandrasekar, 2020). Berau Regency needs to improve and develop the tourism sector in
50 order to improve the welfare of life for the people in Berau Regency.

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

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

65 Tourism development in this study can be influenced by tourism governance and
66 competence. In general, governance is known as corporate governance which is the process
67 and management of companies based on regulations, laws, and business ethics. Corporate
68 governance is a set of legal rules that define the parties who have the right to make the most
69 important decisions in a business organization that is the company's control, as well as the
70 legal rules that define the processes and procedures used by these parties to exercise power or
71 control (Woosnam et al., 2018). Many other tourist charms that can be enjoyed by its beauty
72 (Andrades & Dimanche, 2017). Therefore, an effective strategy is needed for the development
73 of Berau tourism by empowering local communities as tourism industry players (owners,
74 managers and employees) so that Berau tourism destinations become part of the source of
75 livelihood for the local community. Therefore, in order to be able to compete in the future, it
76 is necessary to carefully formulate a development concept that favors the interests and welfare
77 of the community.

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

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

99 The implementation of the competencies possessed by a manager can manage and bring
100 the tourism industry to continue to improve and develop so that the tourism they manage

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

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113 **2. Literature Rreview**

114 **2.1 Managerial Competence**

115 (Syarifuddin et al., 2019) managerial competence is knowledge, skills, and
116 attitudes/behaviors that can be observed, measured and developed to lead and/or manage
117 organizational units. Managerial competence combined with technical and socio-cultural
118 competence will be a determining factor for the success of the organization Bakum, Savchak,
119 Kostiuk, Zhumbei, and Poznansky (2022). (Doblinger, 2022); (Swanson, Kim, Lee, Yang, &
120 Lee, 2020) competencies that must be possessed by managers include: communication skills,
121 team work, reactiveness, vision, self-management, results-orientation, strategy-orientation,
122 ambition, perseverance, decision-making, risk-taking and creativity. (Cabral & Dhar, 2020)
123 Competency factors that must be possessed by managers include: ability to analyze, decision
124 making, knowledge, adaptation, performance, leadership, and communication.

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

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132 **2.2 Social Competence**

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

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

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150 **2.3 Corporate Governance**

151 Corporate governance is a set of legal rules that define that has the right to make the most
152 important decisions in a business organization that is a company's control, as well as a set of
153 laws that define the processes and procedures used by these parties to exercise power or
154 control (Alkazali, Al-Eitan, & Aleem, 2021); (Peter, Tamyko, & Daniel, 2017). (Matei &
155 Drumasu, 2015) the dimensions of governance are: accountability, transparency, involvement,
156 structure, effectiveness, and power. (Habib & Jiang, 2015) in tourism management there is a
157 concept that is carried out and usually the management concept is defined as a structured and
158 synergistic management of tourism destinations, including the functions of coordinating,
159 planning, implementing, and controlling destination organizations in an innovative and
160 systemic way. This is done through the use of networks, information and guided technology
161 in an integrated manner with the participation of the community, actors/associations, industry,
162 academia, and the government (Bell, Filatotchev, & Aguilera, 2013; Ebrahim & Fattah, 2015;
163 Tanaka, 2014). Later it will be seen what tourism destinations in Indonesia are, including
164 improving the management quality, volume of tourist visits, length of stay, and the amount of
165 tourist spending and benefits for local communities (Asare, Abdolmohammadi, & Hunton,
166 2011; Lu, Wang, Hung, & Lu, 2012).

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168 2.4 Tourism Development

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

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

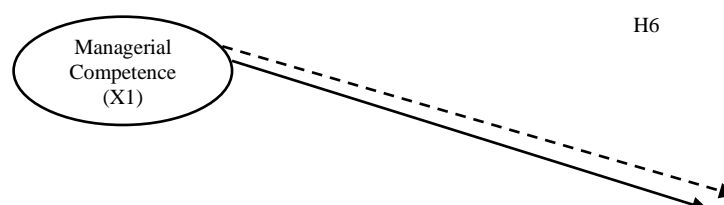
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194 2.5 Conceptual framework

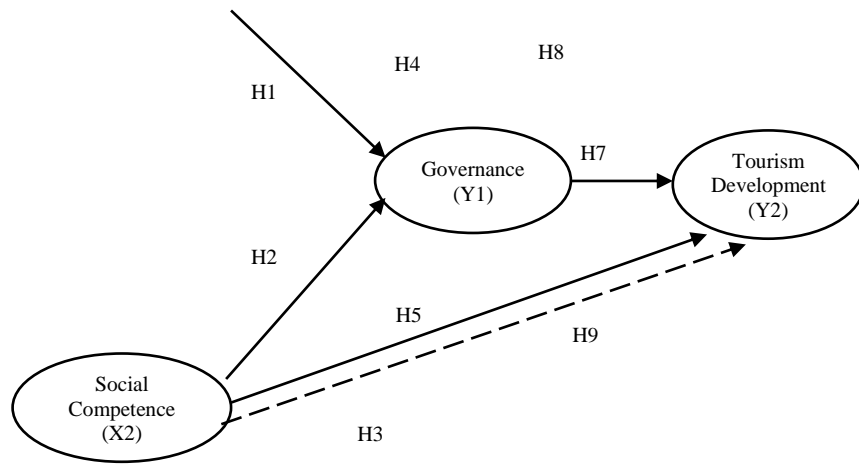
195 Based on the description of the research framework that refers to theoretical and
196 empirical studies, writer makes the conceptual framework of the research as follows.

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----- 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 an explanatory research. This research is an 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 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

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

242 Table 1. *Outer Loading*
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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

244 *Source: Processing Results of PLS, 2021*

245 Based on the data in table 1 above, it is known that each variable in this study has an
 246 outer loading value of > 0.5. According to Chin quoted by (Her et al., 2018) the outer loading
 247 value between 0.5 - 0.6 is considered sufficient to meet the convergent validity requirements.
 248 The data above shows that there are no variables whose outer loading values are below 0.5, so
 249 all research variables are declared feasible or valid for research use and can be used for
 250 further analysis.

251
 252 **Discriminant Validity**

253 Table 2. *Average Variant Extracted (AVE)*

Variables	AVE
Managerial Competence	0,524

Social Competence	0,517
Tourism Development	0,539
Governance	0,537

Source: Processing Results of PLS, 2021

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

Table 3. Composite Reliability

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

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.

Cronbach Alpha

Table 4. Cronbach Alpha

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

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

Table 5. Path Coefficient

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

280 *Source: Processing Results of PLS, 2021*

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

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

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Table 6. R-Square Values

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

300 *Source: Processing Results of PLS, 2021*

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302 Based on the data in table 6 above, it can be seen that the R-Square value for the
303 governance variable is 0.796. Obtaining this value explains that the large percentage of
304 governance can be explained by managerial competence and social competence of 79.6%
305 while the remaining 20.4% can be explained by other factors not examined. Then for the R-
306 Square value obtained by the tourism development variable of 0.888. This value explains that
307 tourism development can be explained by managerial competence, social competence and
308 governance of 88.8% while the remaining 11.2% can be explained by other factors not
309 examined.

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Table 7. Direct Effect

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

312 *Resource: Processing Results of PLS, 2021*

313 Based on the data in table 7 above, it can be seen that of the three hypotheses proposed in this
 314 study, all of them can be accepted because each of the effects shown has a t-count value >
 315 1.96 and a P-Values value <0.05. So it can be stated that the independent variable to the
 316 dependent has a significant positive effect.

317
 318 Table 8. Simultaneous 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

319 *Resource: Processing Results of PLS, 2021*

320 Table 9. Indirect Effect

Effect	F-Count	F-Table	Results
Managerial Competence=> Toursiem delvpm through Governance	3,820	0.000	Accepted
Social Competence => Tourism Devlp through Governance	4,478	0,000	Accepted

321 *Resource: Processing Results of PLS, 2021*

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 323 **5. Discussion Results**

324 **Effect of Managerial Competence on Governance**

325 Based on the results of the study, the t-value was $4.131 > 1.96$, meaning that there was a
 326 positive and significant influence on managerial competence on governance. The path
 327 coefficient or coefficient of determination is 0.290, which means the amount of managerial
 328 competence on governance is 29.0% and the remaining 71.0% is another factor not examined.
 329 Managerial competence is a soft competency that includes aspects of knowledge, skills, and
 330 attitudes according to the duties and/or functions of the position (PERKA-BKN Number 7 of
 331 2013).

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

342
 343 **Effect of Social Competence on Governance**

344 Based on the study results, the t-value of $9.810 > 1.96$ means that there is a positive and
 345 significant effect of social competence on governance. The path coefficient or the coefficient
 346 of determination is 0.630, which means the magnitude of managerial competence on
 347 governance is 63% and the remaining 37% are other factors not examined. Social competence

348 refers to an individual's ability to optimize his social behavior depending on available social
349 information (Gómez-López et al., 2022).

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

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359 **Effect of Managerial and Social Competencies on Governance**

360 Based on the calculation results, the F_{count} value is greater than the F_{table} value or $335.57 >$
361 3.896 , this indicates that managerial competence and social competence together have a
362 significant effect on governance. Managerial competencies and social competencies that are
363 properly integrated by tourism managers can improve tourism governance. The social
364 competence possessed by the stake holder environment provides the ability to evaluate social
365 situations and determine what is expected or needed; to recognize the feelings and intentions
366 of others; and to select the most appropriate social behavior for a given context (Meutia &
367 Ismail, 2012).

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369 **Effect of Managerial Competence on Tourism Development**

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

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381 **Effect of Social Competence on Tourism Development**

382 Based on the study results, the t-value was $4.770 > 1.96$, meaning that there was a
383 positive and significant influence on managerial competence on governance. Path coefficient
384 or the coefficient of determination is 0.318 , which means the amount of managerial
385 competence on governance is 31.8% and the remaining 68.2% is another factor not examined.
386 The phenomenon that occurs in tourism in Berau Regency is the lack of human resources who
387 have social competence for the development of local tourism networks so that they can be
388 managed properly so that the tourism industry is better known and in demand. Social
389 competence can be implemented through competitive pricing, displaying the uniqueness of
390 local culture, having special events that attract visitors and displaying cultural heritage. Well-
391 executed social competencies can improve tourism governance. The results of this study
392 support the research conducted by (Syarifuddin et al., 2019) which states that social
393 competence can have a significant effect on tourism development.

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395 **Effect of Managerial, Social and Governance Competencies on Tourism Development**

396 Based on the calculation results, the F_{count} value is greater than the F_{table} value or $451.93 >$
397 3.049 , this indicates that managerial competence, social competence, technical competence

398 and governance together have a significant effect on tourism development. Managerial
399 competence, social competence, technical competence and governance that are implemented
400 in a well-integrated manner by tourism managers can improve tourism development
401 (Murzagaliyeva & Jugembayeva, 2019); (Geersbro & Ritter, 2013; Guerrero & Kim, 2013;
402 Ljungquist, 2013).

403

404 **Effect of Governance on Tourism Development**

405 Based on the results of the study, the t-value of $5.685 > 1.96$ means that there is a positive
406 and significant influence on governance on tourism development. The path coefficient or the
407 coefficient of determination is 0.389, which means that the magnitude of governance towards
408 tourism development is 38.9% and the remaining 61.1% are other factors not examined. Good
409 governance implementation in the tourism industry by stakeholders through managers by
410 applying good governance principles such as transparency, accountability, responsibility,
411 independence and fairness is expected to be able to manage the tourism industry for the better.
412 This is in accordance with research conducted by (Mwesiumo et al., 2022); (Azimovna et al.,
413 2022) which states that governance has a significant effect on tourism development.

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415 **Effect of Managerial Competence on Tourism Development through Governance**

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

421

422 **Effect of Social Competence on Tourism Development through Governance**

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

427

428 **References**

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