

Integrated Tourism Development Strategy Model in Increasing Regional Revenue (PAD) and Community Economy in Southeast Sulawesi Province

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ABSTRACT

This study was conducted with the objectives of (1) identifying factors that influence the development of integrated tourism, (2) obtaining information on tourism destination management models to achieve tourism development that can increase Regional Income (PAD) and the development strategy model in increasing community economy, and (3) obtaining regional revenue (PAD) and community information on strategies and concepts. The research locations were Bau-Bau City, North Konawe, Bombana, and Kolaka Regency. The analysis methods used were Partial Least Square (PLS) analysis and SWOT analysis. The results of this study are as follows: (1) Facilities and infrastructure in tourist areas currently only consist of several types. The existing facilities and infrastructure do not meet tourism quality standards due to a lack of attention from the local government; (2) The Tourism Office faces several challenges in developing the tourism sector. This is because tourism is not considered a primary or leading sector in these areas; (3) The development of the tourism sector cannot be separated from the progress of information technology, which is increasingly spreading in various regions in Southeast Sulawesi Province. The suggestion from the results of this study is that the Southeast Sulawesi government should hold/collect levies for each district that has tourist attractions to increase PAD.

Keywords: Community Economy; Integrated Tourism; Regional Revenue (PAD) Income; Southeast Sulawesi Provincial Government; Tourism Development Strategy

INTRODUCTION

Sustainable development is essentially aimed at ensuring equitable development across generations, both in the present and the future. Sustainable development seeks to improve community welfare and meet human needs and aspirations (Ismail & Widhi, 2022; Rice et al., 2022). Therefore, development policies must always focus on promoting high economic growth, expanding employment opportunities, alleviating poverty, and ensuring equitable income distribution.

To achieve these goals, development must be carried out in a planned, phased, and continuous manner without end (Widodo, 2006). Thus, local governments require strategic policies to implement development programs that effectively stimulate targeted activities in line with the actual conditions of a region. Based on the goals and policy directions of the National Long-Term Development Plan (RPJPN), the Southeast Sulawesi government has also established the Regional Long-Term Development Plan (RPJPD) of Southeast Sulawesi Province for 2005–2025. This serves as a guideline for the provincial and local governments, as well as economic practitioners, in planning and developing various economic sectors in Southeast Sulawesi Province.

The potential for developing the tourism sector needs special attention because this leading sector has yet to contribute significantly to the Gross Regional Domestic Product (GRDP) of Southeast Sulawesi Province (Ernawati, 2019). Tourism development must align with the development of other economic sectors to foster synergy in the regional development process of Southeast Sulawesi. Specifically, it requires improving human resource quality, developing public infrastructure, and spatial planning to facilitate tourist visits, particularly in transportation facilities, tourist attractions, and environmental management integrated with the local community's cultural wisdom. Properly managing and optimizing the tourism sector's potential is expected to attract many visitors, significantly contributing to the regional economy and directly enhancing the welfare of the people of Southeast Sulawesi.

Based on the description above, and with reference to the National Tourism Strategic Areas (KSPN) and the Master Plan for Tourism Development of Southeast Sulawesi Province, the study aims to explore integrated tourism development as a strategic approach to enhancing regional revenue (*Pendapatan Asli Daerah* or PAD) and community economic growth in Southeast Sulawesi Province. Specifically, the objectives include identifying key factors influencing tourism development, analyzing tourism destination management models that contribute to economic growth, and formulating effective strategies that align with national and regional development plans. The significance of this research lies in its potential to provide valuable insights for policymakers, local governments, and tourism stakeholders in optimizing the tourism sector's contribution to the regional economy. Given that tourism in Southeast Sulawesi has yet to make a substantial impact on the GRDP, this study addresses a crucial gap by offering data-driven recommendations for sustainable and integrated tourism policies.

The novelty of this research lies in its holistic approach to tourism development, emphasizing an integrated model that considers infrastructure, human resource development, and cultural preservation as key drivers of sustainable economic impact. Unlike previous studies that focus solely on tourism growth, this research integrates tourism policies with broader economic development strategies to ensure equitable and long-term benefits. By aligning with the KSPN and the Southeast Sulawesi Master Plan for Tourism Development, this study contributes a localized yet scalable model of tourism integration that other regions with similar characteristics can adopt.

The contributions of this research are both theoretical and practical. Theoretically, it enriches the literature on sustainable tourism by incorporating a multidimensional approach that links tourism development with regional economic policies. Practically, the findings offer actionable recommendations for local governments to design policies that maximize tourism's economic potential while maintaining environmental and cultural sustainability. The proposed strategies serve as a framework for future development initiatives, ensuring that tourism becomes a key driver of inclusive and sustainable regional economic growth in Southeast Sulawesi.

LITERATURE REVIEW

Integrated Tourism Development

Integrated tourism development is a holistic approach that seeks to harmonize various elements of tourism, including infrastructure, cultural preservation, environmental sustainability, and economic growth, to create a cohesive and sustainable tourism ecosystem (Dangi & Jamal, 2016). This concept is rooted in several theoretical frameworks, including sustainable development theory, systems theory, and destination management models. Based on Mensah (2019) and Nababan et al. (2021), sustainable development theory emphasizes the need to balance economic growth with environmental protection and social equity, ensuring that tourism development meets present needs without compromising future generations. Systems theory, on the other hand, views tourism as an interconnected system where changes in one component—such as infrastructure or community engagement—affect the entire system (Sedarati et al., 2019). This perspective highlights the importance of coordinated planning and stakeholder collaboration to achieve integrated tourism development.

Destination management models further contribute to the theoretical foundation by focusing on the strategic management of tourism destinations to enhance visitor experiences while preserving local resources (Shafiee et al., 2019). These models often emphasize the role of public-private partnerships, community involvement, and data-driven decision-making in achieving sustainable tourism outcomes. Additionally, integrated tourism development draws on the principles of cultural tourism and ecotourism, which advocate for the preservation of cultural heritage and natural environments as key components of tourism offerings. By integrating these diverse theoretical perspectives, integrated tourism development aims to create a synergistic approach that maximizes the economic, social, and environmental benefits of tourism while minimizing its negative impacts. This theoretical framework provides a comprehensive foundation for understanding and implementing integrated tourism development in diverse contexts, such as Southeast Sulawesi Province, where balancing growth with sustainability is crucial for long-term success.

Factors Influencing Tourism Development

Tourism development is shaped by a combination of interrelated factors, with facilities and infrastructure, government policies and support, and information technology playing crucial roles in fostering a thriving tourism sector.

Facilities and infrastructure form the backbone of tourism development, influencing both accessibility and visitor satisfaction (Mandić et al., 2018). Well-developed transportation networks, including roads, airports, and public transit, enable seamless mobility for tourists, reducing travel barriers and enhancing convenience. Accommodation facilities, ranging from hotels to homestays, must align with visitor expectations in terms of quality and affordability to encourage longer stays and repeat visits. Additionally, supporting

amenities such as restaurants, recreational spaces, and healthcare services contribute to the overall tourism experience. Poor infrastructure, on the other hand, can deter tourists and limit a destination's growth potential, making continuous investment in these areas essential for sustainable tourism.

Government policies and support serve as another key driver of tourism development. Regulatory frameworks, funding initiatives, and promotional strategies significantly impact the attractiveness of a destination (Sachani et al., 2017). Policies that encourage investment in tourism-related businesses, such as tax incentives or subsidies, can stimulate sectoral growth and innovation. Moreover, government-led destination marketing efforts and collaborations with private stakeholders play a vital role in branding and positioning a location as a desirable travel destination. Environmental and cultural preservation policies also ensure that tourism growth remains sustainable, balancing economic benefits with long-term resource management.

Information technology has become an increasingly influential factor in modern tourism, revolutionizing how travelers plan, book, and experience their journeys. Digital platforms, including online travel agencies, social media, and review sites, shape consumer decision-making by providing accessible and real-time information (Gupta, 2019; Varkaris & Neuhofer, 2017). Smart tourism technologies, such as mobile applications, virtual reality experiences, and AI-driven chatbots, enhance visitor engagement and streamline service delivery. Additionally, the integration of big data and analytics allows tourism stakeholders to better understand market trends and consumer preferences, enabling more effective destination management (Mariani et al., 2021).

The interplay of these three factors determines the success of tourism development. While strong infrastructure facilitates movement and comfort, supportive government policies create an enabling environment, and advancements in information technology enhance accessibility and connectivity. A strategic approach that harmonizes these elements can lead to a resilient and competitive tourism industry capable of adapting to evolving traveler needs and global trends.

Link Between Tourism and PAD

The relationship between tourism and regional economic development, particularly in terms of PAD, has been widely recognized as a key driver of local economic growth. Tourism serves as a catalyst for various economic activities, stimulating demand across multiple sectors such as hospitality, transportation, retail, and local cultural industries. As tourists visit a region, they contribute directly through expenditures on accommodation, food, entertainment, and souvenirs, which in turn generate revenue for businesses and create employment opportunities.

One of the most significant ways tourism impacts PAD is through tax collection (Rikayana & Nurhasanah, 2020). Local governments benefit from tourism-related taxes, including hotel and restaurant taxes, entrance fees to tourist attractions, and levies on transportation services. These funds become a crucial component of PAD, enabling authorities to reinvest in infrastructure, public services, and further tourism development. For instance, popular tourist destinations often experience an increase in revenue from local businesses, which subsequently leads to higher tax contributions, allowing governments to enhance roads, public facilities, and conservation efforts.

Moreover, tourism fosters regional economic diversification by promoting small and medium enterprises (SMEs) that cater to visitors. Local artisans, food vendors, and service providers gain increased exposure and customer bases, strengthening the local

economy and reducing dependency on traditional industries such as agriculture or manufacturing. This diversification enhances economic resilience, as regions with strong tourism sectors tend to recover more quickly from economic downturns.

Another important link between tourism and regional economic development lies in infrastructure investment (Almeida & Machado, 2021). As tourism demand grows, governments and private stakeholders often invest in improving transportation networks, communication systems, and public amenities. These developments not only benefit tourists but also enhance the overall quality of life for local residents, making the region more attractive for further economic activity and investment.

The multiplier effect of tourism further amplifies its contribution to regional economic development (Pascariu & Ibănescu, 2018). Revenue generated from tourism circulates within the local economy as businesses use their earnings to purchase goods and services, pay wages, and reinvest in expansion. This process leads to job creation and higher household incomes, which in turn stimulate further consumption and economic growth. For example, a thriving tourism sector in a coastal town may lead to an increase in demand for local fisheries, agricultural products, and cultural performances, reinforcing interdependent economic linkages within the region.

However, the extent to which tourism contributes to PAD depends on effective governance, sustainable tourism policies, and the ability to manage tourism-related challenges such as environmental degradation, seasonal fluctuations, and overcrowding (Bianchi & de Man, 2021). Without proper planning, tourism growth may lead to issues such as rising living costs for local residents, strain on public infrastructure, and potential cultural displacement.

In conclusion, tourism plays a crucial role in driving regional economic development by generating revenue, creating jobs, and stimulating investments in infrastructure and local enterprises. Through well-managed tourism strategies, regional governments can optimize PAD collection and promote long-term economic sustainability, ensuring that tourism benefits are widely distributed across communities.

Previous Studies

Several empirical studies used in this research are compiled based on references from various sources related to improving the community's economy and achieving sustainable economic growth through developing regional tourism potential.

Haryanto (2006), whose research findings indicate that the leading tourist attractions in Cilacap Regency are Mount Selok and Mandala Waterfall, which scored the highest in combined potential. These attractions can be promoted as top natural tourism destinations. The high classification of the combined potential of these two attractions is influenced by their pristine condition and uniqueness, which are not easily found in other regions.

Yuliadi (2011) conducted research on the analysis of the potential for developing natural tourism in Kendal Regency, Central Java. The findings revealed that Curugsewu Waterfall, Kiskendo Cave, and Sendang Sikucing Beach have high combined potential. The challenges faced by natural tourist attractions in Kendal Regency include the lack of facilities and accessibility. The direction for developing tourist attractions in Kendal Regency prioritizes destinations with high combined potential as well as attractions with high internal potential but moderate or low external potential.

Additionally, Nisak (2012) researched the potential of beaches for coastal tourism development in Bantul Regency. The findings show that the coastal tourist attractions in Bantul Regency are classified as moderately developing coastal tourism. The coastal tourist attractions with rapid development include Parangtritis Beach and Parangkusumo Beach. The development pattern used focuses on attractions with low development potential first, followed by those with moderate and high potential.

Kusbandrijo et al. (2018) conducted a study on the management of integrated tourism areas in Ponorogo Regency. The results indicate that Ponorogo has significant tourism potential, including natural, cultural, religious, culinary, creative economy, and cultural arts tourism. However, tourism development in Ponorogo has not been optimal due to limited socialization and communication, inadequate infrastructure to tourist destinations, and the lack of synergy among stakeholders in program implementation. As a result, tourism potential has not been maximized to provide economic benefits to the community or increase PAD.

The tourism development model should begin with mapping potential and implementing integrated management that strengthens each tourism potential (Nur et al., 2019). To facilitate tourism development, legal support in the form of regional regulations (*perda*) is necessary. Tourism development must be carried out collaboratively by all stakeholders so that all parties share responsibility for achieving success. Each party contributes according to their position and authority, with high integrity and commitment.

Hypotheses Development

- H1: Integrated tourism development has a significant positive effect on the increase in PAD.
- H2: Integrated tourism development has a significant positive effect on the community economy.
- H3: An Increase in PAD has a significant positive effect on the community economy.
- H4: An Increase in PAD mediates the relationship between integrated tourism development and the community economy.

RESEARCH METHOD

Research/Development Approach

This research was conducted in several regions within the Province of Southeast Sulawesi, focusing on the integrated development of tourism to increase tourist visits and improve the community economy. The districts and cities selected as research locations include Bau-Bau City, North Konawe Regency, Bombana Regency, and Kolaka Regency.

Data Collection Stages

The data collection for this research was carried out directly by the research team, assisted by enumerators (field assistants). The population and sample for the study were determined based on time utilization and budget allocation. The total number of respondents deemed representative for this research was 132 respondents.

RESULTS

Analysis Results

Data Analysis Results on the Influence Between Variables

Measurement of the Loading Factor for the Integrated Tourism Development Variable
The measurement of the Integrated Tourism Development variable is reflected through

five (5) indicators, namely tourism development and enhancement, preservation, protection, and improvement of resources, development of regional attractions, tourist services, and providing support and legitimacy.

The evaluation of the outer model or measurement model can be observed from the outer loading values of each variable indicator as follows:

Table 1. Outer Loading of Integrated Tourism Development

Indicator	Outer Loading
Tourism Development and Enhancement	0.870
Preservation, Protection, and Resource Improvement	0.905
Development of Regional Attractions	0.879
Tourist Services	0.900
Providing Support and Legitimacy	0.865

Source: PLS Output (2023)

Based on the measurement model results presented in [Table 1](#), it can be seen that the indicators of preservation, protection, and resource improvement, as well as tourist services, are valid for reflecting the measurement of the integrated tourism development variable. Meanwhile, tourism development and enhancement, as well as support and legitimacy, are also valid and important factors to consider, although their indicator values are lower compared to the other indicators. This result is supported by the fact that the outer loading estimates for all five indicators of the variable are greater than 0.60, and all are considered valid.

Measurement of the Loading Factor for the PAD Increase Variable

The measurement of the PAD increase variable is reflected through five (5) indicators, namely, the arrival of foreign and domestic visitors, foreign exchange revenue and the tourism sector, job creation, the contribution of the tourism sector to GDP, and tourism competitiveness. The evaluation of the outer model or measurement model can be seen from the outer loading values of each variable indicator as follows:

Table 2. Outer Loading for PAD Increase

Indicator	Outer Loading
Arrival of Foreign and Domestic Visitors	0.828
Foreign Exchange Revenue and Tourism Sector	0.884
Job Creation	0.874
Contribution of the Tourism Sector to PDRB	0.888
Tourism Competitiveness	0.891

Source: PLS Output (2023)

Based on the measurement model results presented in [Table 2](#), it can be seen that the indicators of tourism competitiveness and the contribution of the tourism sector to GDP are valid for reflecting the measurement of the variable related to increasing tourist visits and are the highest contributors to tourist arrivals. Meanwhile, the aspect of the arrival of foreign and domestic visitors is also a valid and important factor to consider, although its indicator value is lower compared to the other indicators. This result is supported by the fact that the outer loading estimates for all the indicators of the variable are greater than 0.60, and all are considered valid.

Measurement of the Loading Factor for the Community Economy Increase Variable

The measurement of the community economy increase variable is reflected through three indicators, namely: the environment or climate that allows the potential for

community income generation to grow, strengthening the economic potential of the community, and developing of people-centered economic activities. The evaluation of the outer model or measurement model can be seen from the outer loading values of each variable indicator as follows:

Table 3. Outer Loading for Community Economy Increase

Indicator	Outer Loading
Economic Climate Developing	0.879
Strengthening People's Economic Potential	0.839
Developing People's Economy	0.914

Source: PLS Output (2023)

Based on the results of the measurement model presented in Table 3, it appears that the indicator of developing the people's economy is valid for reflecting the measurement of the community economic increase variable and is the highest contributor to the improvement of the community's economy. Meanwhile, the aspects of strengthening the potential of people's economy and the increasingly developing economic climate are also valid and important to implement, although their indicator values are lower compared to the other indicators. This result is supported by the fact that the outer loading estimates for all the indicators of the variable are greater than 0.60, and all are considered valid. Upon closer inspection, the highest outer loading estimate is for the indicator of developing the people's economy, with a value of 0.914, followed by the developing economic climate of the community at 0.879 and strengthening the people's economic potential at 0.839.

Structural Model Evaluation (Inner Model)

The testing of the structural model is evaluated by observing the percentage of explained variance, i.e., the R^2 value. The coefficient of determination (R^2) for the endogenous variables is presented in Table 4 as follows:

Table 4. R-Square Test Results

Structural Model	Composite Reliability	R-Square	Adjusted R-Square
1	PAD Improvement	0.788	0.785
2	Community Economy Improvement	0.818	0.812

Based on the R^2 coefficient values or the goodness of fit test used in this study, as presented in Table 4, it can be seen that the R-square value for the increase in tourist visits is 0.788, meaning that the accuracy or precision of this research model can explain 78.8% of the variance of the integrated tourism development variable in relation to the increase in tourist visits. The remaining 21.2% is explained by other variables not included in this research model.

Furthermore, the R-square value for the increase in community visits is 0.818, meaning that the accuracy or precision of this research model can explain 81.8% of the variance of the integrated tourism development and increase in community visits variables in relation to the increase in the community economy. The remaining 18.2% is explained by other variables not included in this research model. The model that has been formed shows good accuracy, as the R-square values exceed 60%.

Structural Model Testing Results

The inner structural model is evaluated by looking at the path coefficient values of the relationships between the variables. The structural model testing (inner model) is

conducted after the relationship model constructed in this research is validated based on observational data and the overall model fit. From the PLS output, the structural model and hypothesis testing are performed by examining the significant path coefficient estimates with a p-value \leq the probability value α of 0.05 (Subhaktiyasa, 2024).

Path Coefficient Direct Effect Testing

The results of testing the path coefficient effects and hypothesis testing of the relationships between variables can be seen from the path coefficient values, where the p-value is less than $\alpha = 0.05$, as presented in the path diagram in Figure 2.

Figure 2. Path Coefficient Diagram

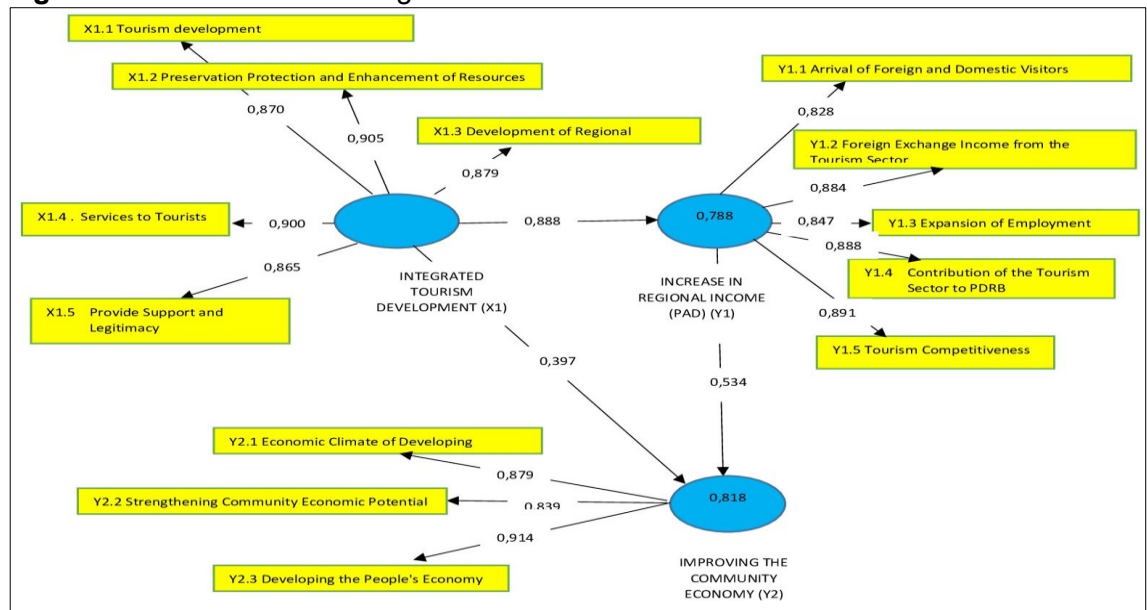


Figure 2 shows that all three direct effects between the tested variables have a positive and significant influence. This test examines the impact of integrated tourism development on increasing tourist visits and the impact of integrated tourism development on improving the community economy in several regions in Southeast Sulawesi Province. The results of the direct influence test between the dependent variables and the independent variables are presented in Table 5 as follows:

Table 5. Direct Path Coefficients and Hypothesis Testing

	Direct Influence	Path Coefficient	p-value	Evidence	Hypothesis Result
H1	Integrated Tourism Development (X1) → Increase in PAD (Y1)	0.888	0.000	+ Significant	Accepted
H2	Integrated Tourism Development (X1) → Community Economy (Y2)	0.397	0.000	+ Significant	Accepted
H3	Increase in PAD (Y1) → Community Economy (Y2)	0.534	0.000	+ Significant	Accepted

Source: PLS Output (2023)

Table 5 presents the results of the direct path coefficients and hypothesis testing based on the Partial Least Square (PLS) output. The first hypothesis (H1) examines the relationship between Integrated Tourism Development (X1) and the Increase in PAD (Y1). The path coefficient for this relationship is 0.888, with a p-value of 0.000, indicating a significant positive effect. Therefore, H1 is accepted, confirming that integrated tourism development significantly contributes to the increase in PAD.

The second hypothesis (H2) tests whether Integrated Tourism Development (X1) directly influences the Community Economy (Y2). The path coefficient for this relationship is 0.397, with a p-value of 0.000, which also indicates a statistically significant positive effect. Consequently, H2 is accepted, demonstrating that integrated tourism development plays a crucial role in improving the local community's economic conditions.

The third hypothesis (H3) assesses the impact of an Increase in PAD (Y1) on the Community Economy (Y2). With a path coefficient of 0.534 and a p-value of 0.000, the results show a significant positive influence, leading to the acceptance of H3. This finding suggests that an increase in PAD further enhances economic conditions within the community.

Testing Path Coefficients for Mediation Variables

The purpose of examining the effects of variables is to detect the role of mediation variables in the model. Mediation variables can be classified into three types: (1) complete mediation, (2) partial mediation, and (3) non-mediation (Solimun, 2011). The results of the coefficient examination method and the significance of the mediation effects are presented in Table 6 as follows:

Table 6. Mediation Path Coefficients

Direct Influence		Path Coefficient	p-value	Evidence	Hypothesis Result
H4	Integrated Tourism Development (X1) → Increase in PAD (Y1) → Increase in Community Economy (Y2)	0.474	0.000	Mediation	Accepted

Source: PLS Data Processing (2023)

Table 6 presents the mediation path coefficients, examining the indirect influence of Integrated Tourism Development (X1) on the Community Economy (Y2) through the Increase in PAD (Y1). The path coefficient for this mediated relationship is 0.474, with a p-value of 0.000, indicating a statistically significant mediation effect. This result confirms that an increase in PAD serves as a crucial intermediary in the relationship between tourism development and community economic growth. The accepted hypothesis (H4) suggests that while integrated tourism development directly influences the community economy, its impact is further strengthened when it enhances PAD, which in turn contributes to broader economic improvements.

Based on the results of this study, it is proven that the development of regional tourism is a promising sector that can provide broad and sustainable development benefits for communities in several regions of Southeast Sulawesi Province. Regionally, tourism is known for its strong ties to other economic sectors. Tourism is capable of providing significant employment opportunities for young people and women, as around 49% of employees in the hotel and restaurant industries are women. If planned and managed

well, tourism can create jobs, increase income, and improve the well-being of the community.

Southeast Sulawesi Province has excellent potential for tourism development, but it has not been well managed as a regional tourism asset that could contribute to improving the community's well-being sustainably (Tambuh et al., 2020). Southeast Sulawesi is currently one of the regions attracting domestic and international investors with its valuable natural resources, such as mining products, that are highly valued in international export markets. In addition, it has rich biodiversity and a variety of tourist attractions that attract tourists. However, despite the expansion of promotional efforts for natural resources by increasing protected areas and attracting more online interest from tourists in nature-related activities, the tourism industry in the region still does not perform up to its potential, considering its rich natural and cultural diversity.

SWOT Analysis Results for Strategic Development

Based on empirical facts related to regional conditions and potential in several areas of Southeast Sulawesi Province, an integrated tourism development strategy can be formulated using SWOT analysis. To assess the utilization of regional tourism potential in increasing tourist visits and improving community economic conditions in Southeast Sulawesi Province, a SWOT analysis examines strengths, weaknesses, opportunities, and threats. The SWOT analysis for integrated tourism development in the research areas is detailed in Table 7 below:

Table 7. SWOT Matrix for Integrated Tourism Development in Southeast Sulawesi Province

	Strengths	Weaknesses
	<ol style="list-style-type: none"> 1. High levels of tourism development and significant potential in several regions of Southeast Sulawesi. 2. Regional government support for improving human resource quality programs. 3. Availability of infrastructure for tourist attractions accessible to the wider community. 4. Organized tourist service access in several regions. 5. Support and legitimacy for tourism development programs. 	<ol style="list-style-type: none"> 1. Tourism development in Southeast Sulawesi is concentrated in a few specific areas. 2. Insufficient government support for tourism-specific human resource improvement. 3. Limited infrastructure development in tourist attraction areas. 4. Suboptimal tourist service access. 5. Tourism development programs are only regional or local in scale.
Opportunities	Strategic Recommendations SO (Strengths-Opportunities) Strategy:	WO (Weaknesses-Opportunities) Strategy:

<ol style="list-style-type: none"> 1. Regional tourism development as a provincial government program. 2. Support for advancing education quality to higher levels. 3. National-level infrastructure development. 4. Organized, integrated tourist service access. 5. Central and regional government support for national tourism programs. 	<ol style="list-style-type: none"> 1. Support government policies for improving community welfare through integrated tourism development. 2. Optimize the availability of infrastructure to support regional tourism. 3. Enhance human resource development programs for integrated tourism. 4. Improve organized and integrated tourist service access. 5. Position the tourism sector as a sustainable economic growth center for the region. 	<ol style="list-style-type: none"> 1. Focus tourism development efforts on strategic areas. 2. Provide infrastructure that meets the needs of tourist attractions. 3. Enhance visitor service access to tourist areas. 4. Implement national and international tourism development programs. 5. Train human resources to promote tourism and provide excellent visitor service.
Threats	ST (Strengths-Threats) Strategy:	WT (Weaknesses-Threats) Strategy:
<ol style="list-style-type: none"> 1. Tourism development in several regions remains under-promoted. 2. Lack of skilled human resources for tourism development. 3. Existing tourism infrastructures are not sufficiently appealing. 4. Tourist services are localized, making them less competitive. 5. Tourism mainly attracts domestic rather than international tourists. 	<ol style="list-style-type: none"> 1. Develop tourism in high-potential regions. 2. Support national programs for integrated tourism improvement. 3. Prepare attractive tourism infrastructures to captivate visitors. 4. Open nationally-scaled service access to attract visitors from other regions. 5. Focus tourism development on attracting more international visitors. 	<ol style="list-style-type: none"> 1. Build nationally-scaled tourist destinations. 2. Empower regional governments to enhance tourism-related human resources. 3. Upgrade infrastructure in tourist areas as needed. 4. Provide high-quality services to make destinations competitive. 5. Develop strategies to attract both domestic and international tourists.

DISCUSSION

Analysis of Factors Influencing Integrated Tourism Development for Enhancing Regional Community Economic Growth in Southeast Sulawesi Province

Several tourism areas in Southeast Sulawesi Province are situated far apart and are not supported by adequate access and connecting transportation facilities. Therefore, an integrated concept is necessary for their development. In this integrated tourism development, it is crucial to identify the influencing factors. This research aims to identify the factors affecting integrated tourism development in several tourism areas located within various regencies/cities in Southeast Sulawesi Province by conducting in-depth interviews with selected stakeholders. Content analysis was then performed on the

interview transcripts to uncover the factors influencing integrated tourism development in the research areas, namely North Konawe Regency, Bombana Regency, Kolaka Regency, and Bau-Bau City. The findings of this study indicate that several main factors significantly influence integrated tourism development in Southeast Sulawesi Province:

Development of the Quantity and Quality of Facilities and Infrastructure

The facilities and infrastructure in tourism areas within the regencies/cities of Southeast Sulawesi Province have not yet reached the standards required for a developed tourist destination. This is due to the lack of awareness and cooperation among local communities in activities such as maintaining cleanliness and preserving the natural environment. Currently, the types of facilities and infrastructure available in these areas are limited. Existing facilities do not meet the quality standards of tourism infrastructure due to the lack of attention from local governments. This lack of attention has resulted in strategic tourism areas within the regencies/cities being inadequately equipped with facilities and infrastructure, as private investors have not yet been attracted. Consequently, only a few facilities and infrastructure elements are operational, and their maintenance is not routinely managed by local governments. Yet, tourism facilities and infrastructure play a vital role in attracting visitors to these destinations. Interviews with several tourists revealed that the lack of adequate facilities in the tourism areas is due to insufficient attention from both the government and the community. The development of facilities and infrastructure in tourist destinations has not been effective and has not adequately addressed existing problems. The availability of facilities and infrastructure in the regencies under study reflects the broader state of tourism in Southeast Sulawesi. While accessibility exists, the quality is minimal and falls short of the requirements for being considered a competitive tourist destination, especially when compared to leading tourism areas such as Bali, Yogyakarta, and Bandung. This inadequacy is primarily due to poor road conditions leading to tourism areas, making them difficult to access from urban centers. Vehicles cannot reach the tourist sites quickly, further hindering their development as competitive tourism destinations.

Development of Tourism Attraction Planning and Diversification

Southeast Sulawesi Province, renowned for its natural tourism, beautiful coastlines, cultural diversity, and historical sites, possesses unique attractions with significant development potential. Diversifying tourism destination products is one of the approaches that can be undertaken to enhance tourism activities in various regencies and cities across the province. Based on interviews with tourism department officials in the regencies/cities within the study area, several challenges in developing the tourism sector were identified. One major challenge is that tourism is not considered the primary or leading sector in many regions. However, despite these challenges, local governments, through their respective tourism departments, consistently strive to develop the sector. One key effort is the diversification of tourist attractions.

Development of Data and Information Access

Information plays a crucial role in the advancement of the tourism sector (Kasemsap, 2017). In the current era, technological advancements have reached various areas of Southeast Sulawesi, with the internet serving as a key medium for disseminating tourism-related information (Hafid et al., 2023). Both government and private institutions utilize the internet to provide tourism service information efficiently and effectively. Compared to other media, the internet stands out as a superior tool for promoting tourism destinations in Southeast Sulawesi, particularly through website-based platforms. However, the tourism information systems in the regencies/cities of Southeast Sulawesi are not yet fully integrated. This lack of integration leads to fragmented and incomplete information about the destinations offered in each region. Ideally, the promotional

information provided by the Southeast Sulawesi Provincial Government through the Tourism and Creative Economy Agency and the Provincial Communication and Information Agency should be comprehensively integrated across all regencies and cities within the province.

Research findings show that prospective tourists often face difficulties in quickly and easily accessing comprehensive and up-to-date tourism information. Issues include incomplete websites and outdated content related to tourist destinations, accommodations, travel services, and local culinary options. Tourists participating in this study proposed the development of a more interactive and user-friendly information system to address these shortcomings. During a Focus Group Discussion (FGD) conducted as part of the study, participants emphasized the importance of having a web-based application to provide comprehensive tourism information. Such an application should cover regions like North Kolaka Regency, Kolaka Regency, Bombana Regency, Bau-Bau City, and other regencies/cities in Southeast Sulawesi Province. The proposed web service application would serve as a centralized information hub for tourism facilities, destinations, visitor data, and other relevant details.

The FGD concluded that an integrated web service application could significantly simplify the process for visitors seeking information about tourist spots, accommodations, culinary tourism, transportation, and maps displaying various attractions across Southeast Sulawesi.

Development of Destination Management Models to Increase PAD and Community Economy

Tourism management models should be based on all aspects related to tourism, including tourism business operators and attractions, as well as businesses interested in this field. Therefore, tourism management must adhere to management principles emphasizing the values of environmental sustainability, community, and social values, allowing tourists to enjoy their activities while benefiting the broader community. To develop a tourism destination management model aimed at increasing PAD and the economy, the model must first be empirically tested and supported by field analysis conducted in the study area. The results of the variable influence analysis are explained as follows:

Analysis of Tourism Development to Increase PAD in Southeast Sulawesi Province

Analysis results show that integrated tourism development has a positive and significant impact on increasing PAD in Southeast Sulawesi Province. This indicates that tourism development, preservation, protection, resource enhancement, attraction development, tourist services, and solid support and legitimacy promote increased regional tourist visits. These are observed from indicators such as foreign and domestic visitor arrivals, tourism and foreign exchange revenues, job creation, tourism sector contributions to GRDP, and tourism competitiveness.

Preservation, protection, and resource enhancement efforts in promoting regional tourism in Southeast Sulawesi have included integrated tourism area development supported by policies facilitating and ensuring synergy and coordination among tourism actors. Integrated tourism areas focus on two main interests: developing cultural and natural tourism management and fostering creative arts innovation and local culinary specialties. These elements contribute to strengthening local culture with unique selling points as the foundation for promoting comparative advantages in regional culture and tourism, as implemented in Bau-Bau City. Tourism area management synergizing

various interests through integrated management and promotion reflects a comprehensive approach to cultural and natural tourism management. This optimizes tourism and cultural assets, empowering communities through approaches like Community-Based Tourism and Community-Based Culture and Nature-Centered models, as demonstrated in Labengki, North Konawe, and the management of Bau-Bau City's Fortress Palace.

Analysis of Tourism Development to Improve the Economy of Southeast Sulawesi Communities

Southeast Sulawesi offers abundant natural resources with great potential for various tourism development options. These include the Fortress Palace in Bau-Bau City, the Golden Triangle tourism destination comprising Labengki Island, Wawolesea Hot Springs, and Taipa Beach in North Konawe Regency, Tamborasi—the shortest river in the world—and Sani-Sani Tourism Village in Kolaka Regency, Pajjongan Savanna in Bombana Regency, and other destinations across Southeast Sulawesi. These provide opportunities for the tourism industry to be managed professionally and utilized as world-class tourism destinations. The Indonesian Ministry of Tourism and Creative Economy recognizes Southeast Sulawesi's potential for national tourism development and ranks it among the top 10 tourist destinations in Indonesia. However, there are still issues that the local government must address to boost tourism in Southeast Sulawesi.

A robust tourism development model, as discussed in FGD in several study areas, reveals that the Southeast Sulawesi Provincial Government fosters integrated tourism development by optimizing the performance of related agencies, such as the Regional Tourism Department, alongside the Industry and Trade Office. This ensures that MSME players have ample opportunities to market their products to meet tourist needs. MSME players are also encouraged to participate in workshops and exhibitions showcasing their products at local and regional tourism events.

Analysis of PAD Increase to Enhance the Economy of Southeast Sulawesi Communities

The increase in PAD in Southeast Sulawesi Province, as observed in this study, is reflected through indicators such as foreign and domestic visitor arrivals, tourism and foreign exchange revenues, job creation, tourism sector contributions to GRDP, and tourism competitiveness. These indicators positively impact community economic growth. Empirical data shows that regions frequently hosting major events organized by the provincial government see a significant surge in visitor numbers, including both local and external tourists.

Analysis of PAD's Role in Mediating Tourism Development and Enhancing Community Economy in Southeast Sulawesi Province

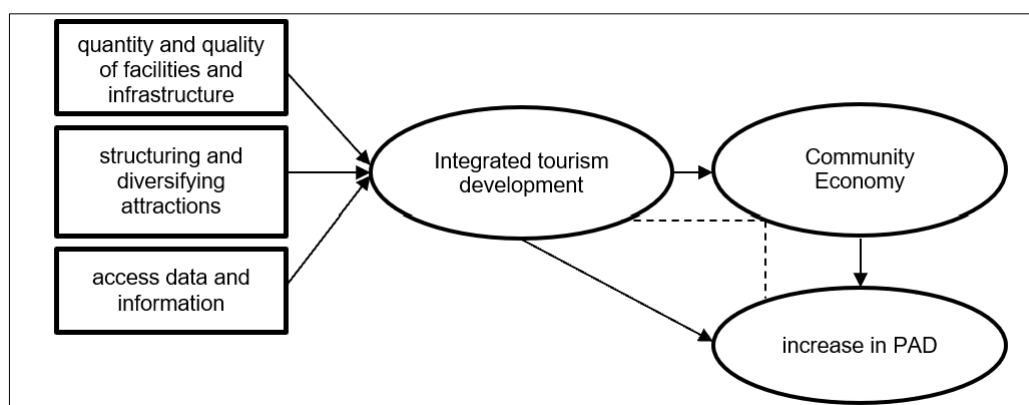
Increased tourist visits must focus on the five key indicators used in this study. The most dominant factor influencing increased tourist visits is tourism competitiveness. Proper tourism management ensures that tourism development, especially in the research areas, can compete regionally, nationally, and internationally. Furthermore, increased tourist visits will drive, improve, and enhance the quality of GRDP growth in Southeast Sulawesi. Increased tourism visits will directly contribute to higher PAD.

The tourism sector in Southeast Sulawesi Province has contributed to the accommodation, food and beverage services, and other service sectors as part of Gross Fixed Capital Formation (GFCF). To achieve annual increases in tourist arrivals, the Southeast Sulawesi Provincial Government, through the Tourism and Creative Economy Department, consistently develops stable strategies and policies that yield long-term

benefits. These efforts prioritize supporting travel agents in attracting tourists from outside the region.

Based on the analysis of the influence among variables, empirically tested and supported by field data from the study area, a tourism management model to enhance PAD and community economy is developed, as shown in Figure 3 below:

Figure 3. Destination Management Model



Strategies and Concepts for Integrated Tourism Development in Southeast Sulawesi Province

Integrated tourism development strategies to increase tourist visits and community economy in Southeast Sulawesi involve stabilization strategies (WO) (Rijal et al., 2022). This entails addressing weaknesses in tourism management through collaboration between local government, tourism entrepreneurs, and local communities in managing tourism activities.

Based on identified weaknesses and opportunities in integrated tourism development in Southeast Sulawesi, the recommended strategies include developing and expanding tourism infrastructure focused on strategic areas, providing necessary facilities and infrastructure for attractions in tourism areas, enhancing access and services for tourists visiting tourism destinations, and implementing scheduled national and international tourism development programs.

Tourism Development Strategies by the Regional Government of Southeast Sulawesi Province

Southeast Sulawesi Province is one of the regions with significant potential in the tourism sector, including natural tourism, cultural tourism, beach tourism, culinary tourism, and village tourism. Based on the research sample areas and the strategic output using SWOT analysis, Southeast Sulawesi Province is expected to develop its tourism sector to support environmentally conscious and sustainable economic development by undertaking the following actions: (1) Realizing the integration of tourism development with regional development by integrating tourism development with regional planning in districts and cities with superior tourism potential; (2) Creating clean, green, and well-organized environments by establishing clean, green, and orderly environments through the application of environmentally conscious tourism development based on local wisdom; (3) Establishing tourism destinations that meet recreational need by developing tourism destinations that cater to recreational needs and enhance the potential of local communities to attract more tourists to Southeast Sulawesi; (4) Promoting integrated tourism development by implementing integrated tourism development to ensure harmonious and comprehensive management; (5) Building strong institutions and

competent human resources by strengthening institutional systems and develop skilled human resources for effective planning, management, and control of tourism development, enabling significant contributions to the regional economy; (6) Creating a favorable investment climate by fostering a conducive investment environment for creative, environmentally conscious tourism development while respecting local wisdom.

CONCLUSION

This research highlights the critical factors influencing integrated tourism development in Southeast Sulawesi Province, emphasizing the role of infrastructure, tourism destination diversification, and data and information systems. These elements collectively form the foundation for a sustainable tourism sector that enhances regional competitiveness and long-term growth. Integrated tourism development is not only a strategic destination management model but also a key driver in increasing PAD and fostering community economic development. By integrating various aspects of tourism management, economic benefits are distributed more equitably, ensuring a positive impact across different sectors of the local economy. Furthermore, the stabilization strategy (WO) serves as a guiding framework, allowing the region to leverage opportunities while addressing its inherent weaknesses. This balanced approach is crucial in overcoming challenges and achieving sustainable and inclusive tourism development.

Empirical findings from the PLS analysis reinforce these conclusions. The direct path coefficient results validate the significant role of integrated tourism development in economic growth. H1 confirms that integrated tourism development significantly increases PAD, as indicated by a path coefficient of 0.888 and a p-value of 0.000. Similarly, H2 demonstrates a direct positive influence of integrated tourism development on the community economy, with a path coefficient of 0.397 and a p-value of 0.000. H3 further supports the notion that an increase in PAD enhances community economic conditions, evidenced by a path coefficient of 0.534 and a p-value of 0.000.

Beyond direct relationships, the mediation analysis provides further insight into the mechanisms through which tourism development influences economic growth. The mediation path coefficient (H4) of 0.474, with a p-value of 0.000, confirms that PAD acts as a significant intermediary between integrated tourism development and community economic well-being. This finding underscores the importance of revenue generation as a reinforcing factor in tourism-driven economic growth, where higher PAD enables better infrastructure, services, and reinvestment in the tourism sector, creating a positive cycle of development.

Overall, this study highlights the strategic importance of integrated tourism development in fostering regional economic resilience. The findings provide valuable insights for policymakers, local governments, and tourism stakeholders in formulating targeted policies that maximize tourism's contribution to both revenue generation and community prosperity. Future research could further explore additional moderating factors, such as governance effectiveness and digital transformation in tourism, to enhance the understanding of sustainable tourism development.

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The authors declared no potential conflicts of interest.

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