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Competence In Building Business Resilience Aligned With Coastal Ecosystem Conservation: Evidence from Restaurants and Coffee Shops in Pare-pare City

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ABSTRACT

Purpose – This study examines the role of managerial competence in implementing sustainable tourism principles among coastal culinary businesses, particularly restaurants and coffee shops. Coastal tourism areas provide economic opportunities while simultaneously creating environmental responsibilities due to their direct interaction with coastal ecosystems. This study aims to analyze the implementation of managerial competence in applying sustainable tourism practices, identify factors contributingto the gap between environmental awareness and actual sustainability practices, and explore the role of managerial competence in strengthening business resilience while supporting coastal ecosystem conservation.

Design/methodology/approach – This study employed a descriptive qualitative approach with a case study design. Primary data were collected through semi-structured interviews with restaurant and coffee shop owners, managers, employees, and selected customers, complemented by field observations, focus group discussions, and documentation. Secondary data were obtained from relevant literature and business-related documents. Data were analyzed descriptively through data collection, data reduction, data display, and conclusion drawing.

Findings/Results – The findings indicate that managerial competence has been implemented through operational planning, human resource organization, leadership, supervision, decision-making, communication, innovation and adaptation, as well as social and environmental responsibility. However, the level of sustainability implementation differs among businesses. The gap between environmental awareness and actual sustainability practices is influenced by internal, operational, and external factors, including limited understanding of sustainable tourism, short-term economic orientation, limited facilities, implementation costs, human resource constraints, consumer awareness, business competition, and limited government support. Managerial competence contributes to business

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resilience through adaptation, innovation, efficient resource management, environmentally responsible practices, and stakeholder collaboration.

Originality/Value – This study highlights the importance of integrating sustainability principles into managerial practices and organizational standards within coastal culinary businesses. The study contributes to understanding how managerial competence can support the balance between business resilience and coastal ecosystem conservation, providing implications for business operators and stakeholders in developing sustainable tourism practices.

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1. Introduction

Sustainable tourism requires tourism-related businesses to balance economic interests with social responsibility and environmental conservation. The concept is particularly relevant to businesses operating in coastal areas because their activities are directly connected to sensitive environmental resources. Restaurants and coffee shops located in coastal tourism areas contribute to local economic activity, employment, visitor services, and destination attractiveness. At the same time, their operational activities may generate waste, consume natural resources, and influence the environmental quality of coastal areas.

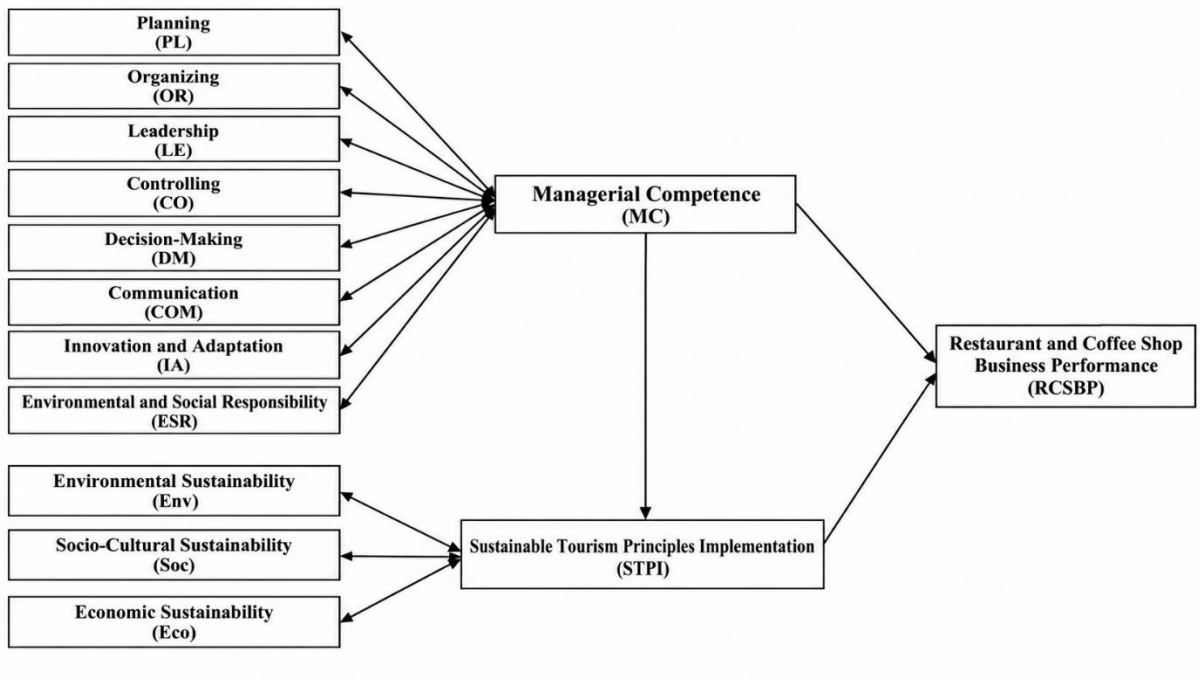
In Pare-pare City, restaurants and coffee shops have developed as part of the local culinary and tourism economy. Coffee shops, in particular, have increasingly functioned not only as places to consume beverages but also as social spaces for interaction, discussion, entertainment, and leisure. The growth of culinary businesses creates opportunities for economic development, but it also requires management capabilities that are able to respond to changes in consumer preferences, competition, operational challenges, and environmental concerns.

Managerial competence is therefore an important factor in determining the ability of business operators to manage resources, make decisions, lead employees, adapt to market changes, and integrate sustainability into business operations. The managerial competence framework used in this study includes planning, organizing, leadership, controlling, decision-making, communication, innovation and adaptation, as well as social and environmental responsibility. The study also considers Katz's managerial skills framework, which emphasizes technical, human, and conceptual skills.

From the perspective of dynamic capabilities, organizations need to integrate and reconfigure their resources in response to changing environmental conditions. Teece (2007) explains that dynamic capabilities enable organizations to respond to environmental changes through the integration and management of resources. In restaurant and coffee shop businesses, this capability can be reflected in adaptation to changing consumer trends, technological developments, operational challenges, and sustainability demands. The research framework also recognizes that managerial competence includes strategic, technical, digital, social, and sustainability-related capabilities that support business resilience and competitiveness.

Previous discussions of managerial competence and sustainability have addressed issues such as innovation, digital capabilities, service management, environmental responsibility, and sustainable leadership. The research document identifies the importance of management agility, entrepreneurial orientation, digital leadership, service capabilities, and sustainable leadership in responding to changing business and environmental conditions. However, there remains a research gap in understanding how managerial competence is translated into sustainable practices while simultaneously strengthening business resilience in coastal culinary businesses.

Figure 1. Research Framework of Managerial Competence, Sustainable Tourism Principles Implementation, and Restaurant and Coffee Shop Business Performance



Source: Developed by the authors

The gap is particularly relevant because restaurants and coffee shops in coastal areas have direct interaction with coastal environments. Although managers may recognize the importance of environmental sustainability, awareness does not necessarily result in consistent implementation. The study identifies differences between environmental awareness and actual practices and relates these differences to internal managerial factors, operational limitations, and external conditions.

Based on this context, this study addresses three main questions: (1) How is managerial competence implemented in applying sustainable tourism principles in restaurant and coffee shop operations in the coastal area of Parepare City? (2) What factors contribute to the gap between managers' environmental awareness and actual sustainability practices? and (3) What role does managerial competence play in building business resilience aligned with coastal ecosystem conservation?

Accordingly, this study aims to analyze the implementation of managerial competence in sustainable tourism practices, identify the factors causing the gap between environmental awareness and actual sustainability practices, and explore the role of managerial competence in strengthening business resilience while supporting coastal ecosystem conservation.

1. Methodology

This study employed a descriptive qualitative approach with a case study design. The approach was selected because the research sought to obtain an in-depth understanding of managerial competence, operational practices, sustainability implementation, and business

resilience based on the experiences of actors directly involved in restaurant and coffee shop businesses. The case study approach enabled the research to examine managerial practices within their actual business context, particularly in relation to sustainability and the coastal environment. The research focused on restaurants and coffee shops operating in the coastal area of Pare-pare City.

1.1 Research Design

This study employed a descriptive qualitative approach with a case study design. The approach was selected because the research sought to obtain an in-depth understanding of managerial competence, operational practices, sustainability implementation, and business resilience based on the experiences of actors directly involved in restaurant and coffee shop businesses. The case study approach enabled the research to examine managerial practices within their actual business context, particularly in relation to sustainability and the coastal environment. The research focused on restaurants and coffee shops operating in the coastal area of Pare-pare City.

1.2 Data Sources

The study used both primary and secondary data. Primary data were obtained through in-depth and semi-structured interviews with restaurant and coffee shop owners, managers, employees, and selected customers. Field observations were also conducted to understand operational activities, human resource management, customer interactions, and managerial strategies. In addition, a Focus Group Discussion (FGD) was conducted involving restaurant and coffee shop business actors, management practitioners, and representatives of local communities to obtain collective perspectives concerning the relationship between managerial competence and business sustainability. Secondary data were obtained through literature studies related to managerial competence, business sustainability, sustainable tourism, and previous research on restaurant and coffee shop sustainability. Secondary information also included relevant business documents, operational reports, financial information, and economic statistics where available.

1.3 Data Collection Techniques

Three main data collection techniques were employed: observation, interviews, and documentation, complemented by FGD. Observation was conducted directly at restaurant and coffee shop locations to identify managerial and operational practices, including daily activities, human resource management, customer service, resource utilization, and sustainability-related practices. Semi-structured interviews were conducted to obtain detailed information regarding managerial competence, business strategies, operational challenges, decision-making, sustainability practices, and factors affecting business resilience. Documentation was used to obtain supporting information concerning business history, financial and operational records, and other relevant documents. The FGD was used to enrich the interpretation of the interview and observation findings through collective perspectives from business actors, management practitioners, and local community representatives.

2.4 Data Analysis

Data were analyzed using a descriptive qualitative approach based on the stages of qualitative data analysis described by Miles and Huberman. The analysis consisted of data collection, data reduction, data display, and conclusion drawing.

During data reduction, information was selected and grouped according to the main research themes: managerial competence, operational strategies, sustainability practices, factors causing the awareness-practice gap, business resilience, and coastal ecosystem conservation. The reduced data were then presented descriptively to identify patterns and relationships among the research themes. Conclusions were subsequently drawn based on the findings and compared with relevant theoretical concepts.

2. Result and Discussion

2.1. Implementation of Managerial Competence in Sustainable Tourism Practices

The findings indicate that managerial competence has been implemented by most restaurant and coffee shop operators in the coastal area of Parepare City. The implementation includes operational planning, organizing human resources, leadership, supervision, decision-making, communication, and social and environmental responsibility. However, the level of implementation varies among businesses. Sustainability has begun to be incorporated into operational activities, but it has not yet become a consistent organizational culture across all businesses.

2.1.1. Planning Competence

The findings show that most restaurants and coffee shops have established relatively structured operational planning. Planning includes operational arrangements, resource management, customer service, employee performance, and periodic operational evaluation. Some businesses have also begun to integrate sustainability considerations into their planning. These include environmental management, the use of local products, efficient resource utilization, and adaptation of business concepts to changing visitor and consumer preferences. Operational planning contributes to business continuity by helping managers organize resources and services efficiently. In the context of coastal businesses, planning that incorporates environmental considerations can also reduce potential negative impacts on the surrounding environment.

2.1.2. Organizing Competence

Organizing competence is reflected in the allocation of tasks and responsibilities among employees. Managers organize human resources according to operational requirements and service needs. The findings indicate that human resource organization supports the continuity of daily business operations. Clear division of responsibilities also enables managers to supervise service quality and respond to operational problems more effectively. From the perspective of managerial competence, organizing is not limited to distributing tasks but also involves ensuring that employees understand their responsibilities and contribute to business objectives. This becomes particularly important when sustainability practices require collective participation from employees.

2.1.3. Leadership Competence

Leadership is reflected in the ability of managers to direct employees, maintain service standards, communicate operational expectations, and motivate employees. In service-oriented businesses such as restaurants and coffee shops, leadership is closely related to employee behavior and customer experience. Managers who communicate operational expectations clearly are better positioned to encourage employees to maintain service quality and environmental cleanliness. Leadership also provides a mechanism for integrating sustainability into daily operations. Environmental responsibility cannot depend solely on managerial awareness; it requires leadership that translates organizational expectations into employee practices.

2.1.4. Controlling Competence

Supervision and control are implemented through monitoring employee performance, operational processes, service quality, and business conditions. Periodic evaluation is used to identify operational problems and determine corrective actions.

Nevertheless, the research indicates that environmental supervision remains less consistent than general operational supervision. This contributes to the gap between environmental awareness and actual sustainability practices. The findings suggest that sustainability requires not only awareness but also monitoring mechanisms. Without clear indicators, evaluation, and follow-up, sustainability practices may remain incidental rather than becoming part of routine business management.

2.1.5. Proposed SDG-Based Sustainable Tourism Governance Model

Managers are required to make decisions in response to changes in consumer preferences, competition, operational problems, and resource constraints. Decision-making competence therefore contributes to the ability of businesses to adapt to changing conditions. The study indicates that managerial decision-making supports adjustments in products, services, resource allocation, and operational strategies. In the context of sustainability, decision-making also determines whether environmental considerations are incorporated into business practices. This finding is consistent with the dynamic capabilities perspective, in which organizations need to adapt and reconfigure resources in response to environmental changes (Teece, 2007).

2.1.6 Communication Competence

Communication is an important managerial competence in maintaining relationships with employees and customers. Managers communicate operational instructions, service expectations, and business policies to employees while also responding to customer needs. Communication also provides a basis for introducing sustainability-related behavior. The study indicates that some businesses have begun to provide simple environmental education to employees and customers, including maintaining cleanliness, reducing the use of disposable plastics, and using water and electricity efficiently. These practices demonstrate that communication can serve as a managerial mechanism for translating sustainability concepts into everyday behavior.

2.1.7 Social and Environmental Responsibility

The findings indicate that restaurant and coffee shop operators have begun to incorporate social and environmental responsibility into their activities. Examples include maintaining business-area cleanliness, using some local products, improving resource efficiency, using environmentally friendly packaging in some businesses, and encouraging reusable equipment. Some businesses also provide environmental education to employees and customers. Environmental practices include maintaining cleanliness, reducing single-use plastics, and conserving water and electricity. Waste management represents another important aspect. Managers recognize that appropriate waste management is important for maintaining environmental quality, visitor satisfaction, business image, and the attractiveness of coastal tourism areas. These practices indicate that sustainability is beginning to be recognized as part of business management. Nevertheless, implementation remains uneven and requires stronger integration into organizational standards.

2.2 Factors Causing the Gap Between Environmental Awareness and Sustainability Practices

The study identifies a gap between managers' awareness of environmental sustainability and the implementation of sustainability practices in the field. This gap is influenced by internal, operational, and external factors.

2.2.1 Internal Factors

Internal factors include limited understanding of sustainable tourism concepts, a business orientation that remains focused on short-term economic benefits, limited commitment to sustainability, and insufficient managerial competence in environmental monitoring and evaluation. These factors demonstrate that awareness alone does not automatically produce sustainable behavior. Managers may understand the importance of environmental protection while prioritizing immediate operational and financial concerns. Strengthening managerial competence is therefore important to transform sustainability awareness into systematic business practices.

2.2.2 Operational Factors

Operational limitations include inadequate facilities and infrastructure, relatively high costs associated with implementing green business practices, weak operational monitoring systems, and limited human resources. For small and medium-sized restaurant and coffee shop businesses, sustainability practices may require additional investment. Waste management systems, environmentally friendly packaging, resource-saving equipment, and other green practices may be perceived as increasing operational costs. Consequently, sustainability needs to be integrated with efficiency and business strategy rather than treated solely as an additional cost.

2.2.3 External Factors

External factors include low consumer awareness of sustainability, intense competition among coffee shops, limited government support and supervision, and environmental conditions in coastal areas. Consumer behavior can influence the willingness of businesses to

adopt sustainability practices. When sustainability is not considered important by customers, business operators may prioritize other attributes that are perceived as more directly related to market demand. Government support and supervision are also important because individual businesses operate within a broader institutional and environmental context. Regulation, training, incentives, and monitoring can support the adoption of sustainable business practices.

2.3 The Role of Managerial Competence in Building Business Resilience

The findings indicate that managerial competence plays an important role in building business resilience. Resilience is reflected in the ability of businesses to adapt to changes in tourist and consumer needs, respond to operational challenges, innovate products and services, manage resources efficiently, and maintain competitiveness. Managers with stronger planning and decision-making capabilities can respond to operational changes more systematically. Leadership and communication support employee coordination, while innovation and adaptation enable businesses to respond to changing market trends.

The findings are consistent with the dynamic capabilities perspective, which emphasizes the ability of organizations to adapt resources and capabilities in response to changing environments (Teece, 2007). In restaurant and coffee shop businesses, this capability is relevant to changes in consumer preferences, competition, technology, and sustainability requirements. The study also shows that green business practices can contribute to business resilience. Resource efficiency, local product utilization, improved waste management, and environmentally responsible operations may simultaneously support environmental objectives and business competitiveness.

2.4 Managerial Competence and Coastal Ecosystem Conservation

Managerial competence also contributes to coastal ecosystem conservation through operational decisions and stakeholder relationships. The findings indicate several sustainability practices, including waste management, the use of local and environmentally friendly products, employee and customer education, and maintenance of environmental cleanliness. The use of local products may support local economic activity while reducing dependence on external resources. Meanwhile, environmentally friendly packaging and reusable equipment can contribute to reducing waste.

Environmental education represents another managerial mechanism. By communicating sustainability practices to employees and customers, managers can encourage behavioral changes that support environmental cleanliness. The research also identifies the importance of collaboration between businesses, government, local communities, and other tourism actors. Coastal ecosystem conservation cannot be addressed by individual businesses alone because environmental impacts and tourism activities extend beyond individual business boundaries. Therefore, managerial competence in coastal culinary businesses should include not only internal operational capabilities but also the ability to build relationships and collaborate with external stakeholders.

2.5 Discussion: Toward Sustainability-Oriented Managerial Competence

The findings demonstrate that managerial competence in coastal restaurants and coffee shops should be understood as a combination of operational, strategic, interpersonal, adaptive, and sustainability-oriented capabilities. The planning, organizing, leadership, controlling, decision-making, and communication functions provide the foundation for effective business operations. Meanwhile, innovation, adaptation, environmental responsibility, and stakeholder collaboration strengthen the ability of businesses to respond to sustainability challenges. The research findings also demonstrate that there is a distinction between awareness and implementation. Managers may recognize the importance of environmental sustainability, but implementation can remain limited when managerial capabilities, resources, infrastructure, consumer demand, and institutional support are insufficient.

This suggests that sustainable tourism in coastal culinary businesses requires an integrated managerial approach. Sustainability should be incorporated into operational standards, employee responsibilities, monitoring mechanisms, decision-making processes, and business development strategies. In this context, managerial competence becomes an important bridge between business resilience and environmental responsibility. Strengthening managerial capabilities can enable businesses to remain economically resilient while gradually increasing their contribution to social and environmental sustainability.

3. Conclusion

This study concludes that managerial competence has been implemented in restaurants and coffee shops in the coastal area of Parepare City through operational planning, human resource organization, leadership, supervision, decision-making, communication, and social and environmental responsibility. Businesses have begun to incorporate sustainable practices, including environmental cleanliness, local product utilization, resource efficiency, environmentally friendly products, and customer service that considers visitor comfort. However, the level of implementation varies among businesses, and sustainability has not yet become a fully established organizational culture.

The study also identifies a gap between managers' environmental awareness and actual sustainability practices. This gap is influenced by internal factors, including limited understanding of sustainable tourism, short-term economic orientation, limited commitment, and insufficient environmental monitoring capabilities. Operational factors include inadequate facilities, implementation costs, weak monitoring systems, and human resource limitations. External factors include consumer awareness, business competition, limited government support and supervision, and the environmental conditions of coastal areas.

Managerial competence plays an important role in building business resilience while supporting coastal ecosystem conservation. Managerial capabilities enable business operators to adapt to changing consumer needs, make operational decisions, innovate products and services, manage resources efficiently, and maintain competitiveness. At the same time, managerial competence supports environmental practices such as waste management, local and environmentally friendly product utilization, environmental education, stakeholder

collaboration, and coastal cleanliness. Therefore, strengthening managerial competence should be accompanied by the systematic integration of sustainable tourism principles into business standards and operational practices.

4. Sugestion

Restaurant and coffee shop managers in coastal areas of Parepare City should strengthen planning, supervision, decision-making, innovation, and sustainability-oriented managerial capabilities. Sustainable tourism principles should be incorporated into operational standards so that sustainability becomes a consistent organizational practice rather than an incidental activity. The local government should strengthen regulation, supervision, training, mentoring, and incentive programs for coastal culinary businesses. Support should focus on encouraging green business practices and improving the capacity of business operators to implement sustainable tourism principles.

Tourism actors, local communities, and visitors should increase their participation in maintaining coastal cleanliness and environmental quality through responsible behavior, reduction of single-use plastics, and participation in environmental conservation activities. Educational institutions can contribute through research, training, mentoring, and community engagement programs that strengthen managerial competence and sustainable business practices among coastal culinary businesses. Future studies may employ quantitative or mixed-method approaches to measure the contribution of individual managerial competence dimensions to business resilience more comprehensively. Future research may also expand the research context to hotels, marine tourism destinations, and other tourism-related businesses to develop a broader understanding of sustainable business management.

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