Institutional Analysis of Global Competitiveness in the Fields of Management, Tourism, and Education

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Abstract. This study aims to analyze the role and effectiveness of institutions in enhancing global competitiveness across three strategic sectors: management, tourism, and education. These three sectors represent critical indicators for strengthening a country's competitiveness amid increasingly complex global dynamics. The research employs a qualitative approach with descriptive-analytical methods through literature review, institutional policy analysis, and analysis of existing interviews published via television broadcasts, YouTube channels, and mass media platforms. The findings reveal that resilient, flexible, and globally responsive institutions demonstrate positive correlations with enhanced competitiveness across all three sectors. In the management sector, institutions utilizing technology-based governance systems and data-driven decision-making processes show greater adaptability to global market changes. In the tourism sector, institutions capable of building inter-stakeholder networks and promoting tourism product innovation exhibit superior competitiveness. In the education sector, institutions implementing curriculum internationalization, human resource quality enhancement, and global collaboration are better positioned to address future educational challenges. This study recommends comprehensive institutional reforms, enhanced institutional human resource capacity, and integrated cross-sectoral policy frameworks as strategies for sustainably strengthening global competitiveness. These findings are expected to serve as reference materials for policy formulation and institutional development across various levels of government and private organizations.

Keywords: Institutional Framework, Global Competitiveness, Management, Tourism, Education, Governance

1 Introduction

1.1 Background and Problem Statement

In an increasingly interconnected global economy, national competitiveness has become a critical determinant of a country's ability to thrive on the international stage. This competitiveness extends beyond traditional economic indicators to encompass the effectiveness of institutional frameworks that support key strategic sectors.

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Indonesia, as the world's fourth most populous nation and Southeast Asia's largest economy, faces significant challenges in enhancing its global competitiveness across three pivotal sectors: management, tourism, and education.

The relationship between institutional effectiveness and global competitiveness has gained considerable attention in recent years. According to the World Economic Forum's Travel and Tourism Competitiveness Index (TTCI) 2019, Indonesia ranked 40th out of 140 countries, demonstrating both potential and room for improvement [3]. While the country shows strength in price competitiveness, significant weaknesses persist in infrastructure development and technological readiness, highlighting the critical role of institutional capacity in addressing these challenges.

Indonesia's management sector continues to grapple with traditional governance systems that impede organizational efficiency and responsiveness to global market dynamics. The tourism industry, despite possessing rich cultural and natural assets, suffers from fragmented governance and poor coordination among stakeholders. Meanwhile, the education sector faces ongoing challenges in curriculum alignment with global industry needs and limited international collaboration, ultimately affecting graduate competitiveness in the global job market.

1.2 Research Significance and Rationale

This study addresses a critical gap in understanding how institutional dynamics influence global competitiveness from multiple perspectives. The research is particularly significant for several reasons:

Social Impact: Effective institutions can drive job creation and improve community welfare across all three sectors. Strong management institutions foster entrepreneurship and innovation, while robust tourism governance can create sustainable employment opportunities in local communities. Educational institutions that respond effectively to global needs produce graduates capable of contributing to national economic development.

Cultural Preservation and Promotion: In the tourism sector, effective institutional frameworks can balance heritage preservation with global promotion strategies, ensuring that Indonesia's rich cultural diversity becomes a competitive advantage rather than a constraint.

Economic Development: The interconnected nature of management, tourism, and education sectors means that institutional improvements in one area can create positive spillover effects across others, contributing to sustained economic growth and enhanced global positioning.

1.3 Literature Gap and Research Novelty

Existing literature on competitiveness in these sectors has predominantly focused on quantitative indicators and outcomes rather than examining the underlying institutional processes that drive these results. While studies by Lesmana et al. have developed competitive advantage models for sustainable tourism destinations in Indonesia, they have not adequately explored the internal institutional dynamics that enable or constrain implementation [1]. Similarly, research by Setiawan et al. on sustainable tourism education has overlooked the holistic role of educational institutions in supporting broader competitiveness goals [2].

The gap becomes more pronounced when considering the qualitative aspects of institutional effectiveness. Previous studies emphasize measurable outcomes such as economic growth indicators or tourist arrival numbers, without examining the decision-making processes, stakeholder interactions, and institutional experiences that shape these outcomes. This study addresses this gap by employing a qualitative approach that analyzes published media interviews to explore the meanings, dynamics, and lived experiences within institutions supporting Indonesia's competitiveness in management, tourism, and education.

1.4 Research Objectives

This study aims to analyze the role and effectiveness of institutions in enhancing global competitiveness across management, tourism, and education sectors in Indonesia. The specific objectives are:

1. **Identify institutional factors** that influence competitiveness in each sector and examine their interconnections
2. **Evaluate the current effectiveness** of existing institutions in supporting global competitiveness goals
3. **Provide evidence-based recommendations** for institutional reforms and sustainable cross-sectoral policy integration

1.5 Research Approach and Methodology

This research employs a qualitative descriptive-analytical approach, utilizing institutional analysis as the primary framework. Data collection methods include comprehensive literature reviews, institutional policy analysis, and systematic analysis of interviews published across various media platforms including television broadcasts, YouTube channels, and established mass media outlets. This methodological approach enables deep exploration of how institutions operate and interact with their external environment, providing nuanced insights into factors that either support or hinder competitiveness.

The choice of media-published interviews as a primary data source reflects the contemporary reality of institutional discourse, where key stakeholders increasingly use media platforms to articulate their perspectives, challenges, and strategic visions. This approach captures authentic institutional voices and provides access to real-time discussions about competitiveness challenges and opportunities.

1.6 Expected Contributions

This study is expected to provide both theoretical and practical contributions to the field:

Theoretical Contributions: The research will enrich academic understanding of the complex relationship between institutional effectiveness and global competitiveness, particularly in developing country contexts. It will contribute to institutional theory by examining how formal and informal institutional arrangements interact to influence sectoral competitiveness.

Practical Contributions: The findings will provide actionable insights for policymakers, industry leaders, and institutional managers seeking to design effective reforms. The study's recommendations will focus on enhancing human resource capacity, improving cross-sectoral coordination, and developing integrated policy frameworks that strengthen Indonesia's position in global markets.

Methodological Contributions: By demonstrating the value of media interview analysis in institutional research, this study will contribute to methodological discussions about qualitative approaches to competitiveness research, particularly in contexts where traditional data collection methods may be limited.

2 Literature Review

2.1 Theoretical Foundation

2.1.1 Institutional Theory Framework

Institutional theory serves as the primary theoretical lens for understanding how organizational structures, formal rules, and informal norms shape behavior and economic outcomes. North [4] conceptualizes institutions as the "rules of the game" that govern human interactions, encompassing both formal constraints (laws, regulations, property rights) and informal constraints (cultural values, norms, conventions). This framework is particularly relevant for analyzing global competitiveness because institutions determine the incentive structures that influence economic actors' decisions and behaviors.

The institutional perspective suggests that inclusive and adaptive institutions are fundamental drivers of long-term innovation and economic growth [5]. In developing economies like Indonesia, the quality of institutional arrangements often determines whether countries can successfully integrate into global value chains and compete effectively in international markets. This study applies institutional theory to examine how Indonesian institutions across management, tourism, and education sectors influence national competitiveness, with particular attention to both internal institutional dynamics and external environmental factors that shape institutional effectiveness.

2.1.2 Global Competitiveness Theory

Global competitiveness represents a nation's capacity to produce goods and services that can compete successfully in international markets while maintaining high living standards for its citizens [6]. The World Economic Forum's Global Competitiveness Index (GCI) operationalizes this concept through 12 interconnected pillars, including institutions, infrastructure, macroeconomic environment, health and primary education, higher education and training, goods market efficiency, labor market efficiency, financial market development, technological readiness, market size, business sophistication, and innovation [7].

The 2020 GCI report demonstrates a strong positive correlation between institutional quality and overall competitiveness rankings, particularly among developed economies [7]. Countries with robust institutional frameworks consistently outperform those with weak institutions across multiple competitiveness dimensions.

For Indonesia, persistent challenges including bureaucratic complexity, regulatory inconsistency, and poor inter-institutional coordination continue to constrain competitiveness, especially in knowledge-intensive sectors such as management, tourism, and education.

2.2 Sectoral Analysis of Institutions and Competitiveness

2.2.1 Management Sector

The management sector's competitiveness is fundamentally shaped by institutional factors that influence corporate governance, technology adoption, and strategic decision-making capabilities. La Porta et al. [8] provide compelling evidence that strong legal institutions, particularly those protecting investor rights and ensuring contract enforcement, significantly enhance financial market development and stimulate corporate innovation. These institutional foundations create environments where businesses can operate efficiently, access capital markets, and invest in productivity-enhancing technologies.

In the Indonesian context, Tjahjadi et al. [9] demonstrate that institutional quality has a significant positive impact on firm-level innovation, with supportive institutional environments facilitating technology adoption and knowledge transfer. However, persistent institutional weaknesses, including corruption, regulatory inconsistency, and bureaucratic inefficiency, continue to impede the management sector's competitiveness. These challenges are particularly pronounced for small and medium enterprises (SMEs) that lack the resources to navigate complex institutional environments.

2.2.2 Tourism Sector

Tourism competitiveness is heavily dependent on institutional frameworks that govern regulation, promotion, destination management, and stakeholder coordination. The World Economic Forum's Travel and Tourism Competitiveness Index (TTCI) explicitly recognizes the critical role of institutions in creating conducive environments for tourism development [10]. Strong institutions in tourism encompass effective governance structures, clear regulatory frameworks, and coordinated promotional strategies that leverage destination assets while managing environmental and social impacts.

Lesmana et al. [1] developed a competitive advantage model for sustainable tourism destinations in Indonesia, emphasizing the importance of stakeholder collaboration and institutional coordination. Their research highlights how fragmented institutional arrangements can undermine destination competitiveness despite abundant natural and cultural resources. Furthermore, Sigala [11] demonstrates that institutions capable of adapting to external shocks, such as the COVID-19 pandemic, can enhance tourism competitiveness through rapid innovation in products, services, and operational models.

2.2.3 Education Sector

Education represents a foundational pillar of global competitiveness as it determines a nation's human capital quality and innovation capacity. Hanushek and Woessmann [12] provide robust empirical evidence that education quality, rather than mere quantity, significantly impacts long-term economic growth and competitiveness. Their research emphasizes that institutional arrangements governing curriculum development, teacher training, and educational assessment systems are critical determinants of educational outcomes.

In Indonesia, Setiawan et al. [2] highlight the emerging role of non-formal education institutions in enhancing tourism sector competitiveness through continuous skills development and training programs. However, significant institutional challenges persist, including curriculum misalignment with global industry requirements, limited international collaboration, and inadequate integration between formal and non-formal education systems. Zajda [13] argues that globalization-driven education reforms can enhance both student motivation and educational quality, but successful implementation requires adaptive institutional frameworks.

2.3 Synthesis of Previous Research

2.3.1 Cross-Sectoral Studies

Previous research examining the institution-competitiveness relationship has generated valuable insights across multiple sectors. Qazi et al. [14] demonstrate that the institutional pillar of the GCI significantly influences both country risk profiles and productivity levels, with information and communication technology (ICT) adoption serving as a critical mediating factor. Their findings suggest that institutional quality creates enabling conditions for technological innovation and diffusion.

In tourism research, Crouch and Ritchie [15] developed a comprehensive destination competitiveness model that explicitly incorporates institutional factors such as governance quality, policy consistency, and stakeholder coordination mechanisms. Their framework provides a foundation for understanding how institutional arrangements influence destination attractiveness and visitor satisfaction. Similarly, in education, Cejnar and Duke [16] emphasize the critical role of higher education institutions in developing competitive workforces for global markets, highlighting the importance of institutional responsiveness to changing skill demands.

2.3.2 Indonesian Context Studies

Research focusing specifically on Indonesian institutional contexts reveals both opportunities and constraints for competitiveness enhancement. Studies consistently identify institutional quality as a binding constraint on economic development, with weak governance, regulatory uncertainty, and coordination failures limiting sectoral competitiveness. The World Travel and Tourism Council [18] reports that tourism contributed approximately 10% to global GDP in 2024, underscoring the significant economic potential that robust institutional frameworks could unlock in Indonesia's tourism sector.

2.3.3 Cross-Sectoral Integration and Strategic Synergies

The integration of the management, tourism, and education sectors constitutes a critical pillar for enhancing comprehensive global competitiveness. Although each sector presents distinct characteristics and challenges, intersectoral synergy has the potential to generate significant added value, particularly in addressing the complexity of global dynamics. At the institutional level, cross-sectoral policy coordination enables the exchange of resources, joint innovation, and the development of integrated strategies that are more responsive to global market demands.

For instance, the development of internationally oriented curricula within the education sector—aligned with the needs of modern management and sustainable tourism practices—can produce a cross-disciplinary workforce equipped to navigate diverse industry landscapes. This, in turn, supports digital transformation in management institutions while simultaneously enhancing the global appeal and sustainability of national tourism initiatives.

Such an intersectoral approach reinforces stakeholder networks across domains and accelerates institutional adaptation to rapid global change. It fosters a more holistic and sustainable national competitiveness ecosystem. Therefore, it is imperative for institutions to adopt coordination mechanisms and policy frameworks that not only address sector-specific challenges but also actively promote collaboration across these strategic sectors.

2.4 Literature Gap and Research Positioning

Despite the substantial body of research on institutions and competitiveness, several critical gaps remain. Most existing studies adopt quantitative approaches that focus on measurable outcomes such as GCI rankings, TTCI scores, or economic growth indicators, while providing limited insights into the underlying institutional processes that generate these outcomes. Studies by Qazi et al. [14] and Lesmana et al. [1] exemplify this pattern, emphasizing statistical relationships and aggregate measures rather than exploring the qualitative dimensions of institutional effectiveness.

Furthermore, research on Indonesian institutions often remains at high levels of generalization, lacking the depth of analysis necessary to understand sector-specific institutional dynamics and their implications for competitiveness. This gap is particularly pronounced in qualitative research that could illuminate the meanings, experiences, and processes through which institutions influence competitiveness outcomes.

This study addresses these gaps by employing a qualitative approach that analyzes published media interviews to explore institutional meanings, processes, and stakeholder experiences. This methodological approach enables deeper understanding of how institutions operate in practice, how stakeholders perceive institutional effectiveness, and what factors contribute to or constrain institutional performance in supporting competitiveness.

2.5 Conceptual Framework

This research integrates multiple theoretical perspectives to create a comprehensive analytical framework. The foundation rests on North's institutional theory [4], which provides the primary lens for understanding how formal and informal rules shape economic behavior. This is complemented by Porter's competitiveness framework [6], which offers tools for analyzing competitive advantage and positioning.

For sector-specific analysis, the study incorporates Crouch and Ritchie's destination competitiveness model [15] for tourism analysis and the OECD framework for education and skills [17] for education sector examination. This multi-theoretical approach enables holistic analysis of how institutions across different sectors contribute to national competitiveness while maintaining sensitivity to sector-specific dynamics and requirements.

The conceptual framework posits that institutional effectiveness in supporting competitiveness depends on three key dimensions: (1) institutional capacity and resources, (2) institutional coordination and alignment, and (3) institutional adaptability and responsiveness to environmental changes. These dimensions interact dynamically to influence sectoral competitiveness outcomes, with feedback effects that can either reinforce positive institutional development or perpetuate institutional weaknesses.

To facilitate reader comprehension of the research framework from the outset, the conceptual model visualization (Figure 2) should not be placed near the end of the manuscript. Based on best practices in academic writing and guidance from various scholarly institutions, the conceptual model is ideally positioned either at the beginning of the methodology section or immediately following the literature review. Such placement clarifies the structural relationships among key variables or concepts, thereby offering readers a coherent view of the researcher's analytical approach.

Relocate Figure 2 to the end of Chapter 2 (Literature Review) or the beginning of Chapter 3 (Methodology). If Chapter 2 presents the theoretical foundation and Chapter 3 outlines the research methodology, the conceptual model should be inserted either directly after the 'Theoretical Framework' subsection or just before the detailed discussion of the methodological approach.

Additionally, include a brief explanatory paragraph outlining the interrelationships between the variables or concepts depicted in the model. This contextual introduction will help readers understand the logic behind the research design before delving into the technical aspects of the methodology.

Positioning the conceptual model earlier in the manuscript enhances readers' understanding of the researcher's thought process and supports a more systematic comprehension of the study. Presenting the model prior to the methodology section reinforces the rationale behind methodological choices and underscores the relevance of the variables explored.

This strategic placement aligns with established academic conventions for theses, dissertations, and journal articles, and is widely recommended by universities to maintain a coherent logical flow throughout scholarly documents.

The conceptual model of this study is illustrated in Figure 2, which specifically depicts the relationships among the key variables derived from the literature review. This model serves as the foundational reference for the subsequent methodological framework.

2.6 Revision on the Placement of the Conceptual Model Visualization

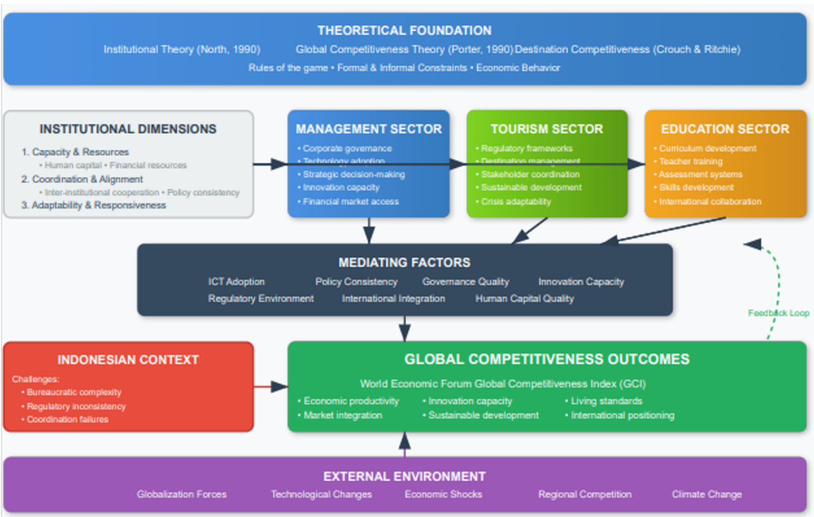

Figure 1. Conceptual Framework of Institutional Influence on Global Competitiveness

3. Research Methodology

3.1 Research Philosophy and Design

3.1.1 Philosophical Foundation

This study is grounded in an interpretivist paradigm, which emphasizes understanding social phenomena through the meanings and interpretations that actors assign to their experiences [19]. The interpretivist approach is particularly suitable for this research as it seeks to explore how institutional stakeholders perceive, experience, and make sense of competitiveness challenges within their respective sectors. This philosophical stance acknowledges that institutional effectiveness cannot be fully understood through quantitative measures alone but requires deep exploration of stakeholder perspectives, organizational cultures, and contextual factors that shape institutional behavior.

The research adopts a qualitative methodology with descriptive-analytical methods to explore the complex relationships between institutional arrangements and global competitiveness outcomes. This approach enables the generation of rich, contextual insights that can inform both theoretical understanding and practical policy recommendations.

3.1.2 Research Design

The study employs a multiple case study design, treating the management, tourism, and education sectors as three distinct but interconnected cases within the broader context of Indonesian institutional development. This approach was selected for several compelling reasons: Cross-Case Analysis Capability: Multiple case studies allow for systematic comparison across sectors, enabling identification of common patterns, unique sectoral characteristics, and potential synergies between institutional arrangements [20]. Depth and Breadth Balance: The design provides sufficient depth to understand sector-specific institutional dynamics while maintaining adequate breadth to draw meaningful conclusions about institutional effectiveness across different contexts.Theoretical Development: The comparative nature of multiple case studies facilitates theoretical development by identifying conditions under which institutional arrangements enhance or constrain competitiveness. Each case study focuses on key institutional actors, their interactions, and the outcomes of their collaborative or competitive behaviors in supporting sectoral competitiveness.

3.2 Research Context and Scope

3.2.1 Geographical and Temporal Scope

The research is conducted within the Indonesian context, focusing on national-level institutions and policies that influence competitiveness in the three target sectors. The study period spans from January 2024 to May 2025, a timeframe strategically chosen to capture institutional responses to post-COVID-19 recovery challenges and emerging global competitiveness dynamics.

This temporal scope is particularly significant as it encompasses a period of institutional adaptation and policy innovation, during which Indonesian institutions have been reassessing their strategies and approaches to maintain competitiveness in an increasingly complex global environment.

3.2.2 Sectoral Focus

The study examines institutions operating within three interconnected sectors:

1. Management Sector**:** Including corporate governance institutions, business associations, and regulatory bodies that influence organizational effectiveness and innovation capacity.
2. Tourism Sector**:** Encompassing destination management organizations, tourism promotion agencies, and regulatory institutions responsible for tourism development and marketing.
3. Education Sector**:** Covering higher education institutions, vocational training providers, and educational policy institutions that contribute to human capital development.

3.3 Sampling Strategy and Participant Selection

3.3.1 Sampling Framework

The study employs a purposive sampling strategy designed to select information-rich cases that can provide deep insights into institutional effectiveness and competitiveness challenges. The sampling framework incorporates two complementary approaches:

Criterion-Based Purposive Sampling: Participants are selected based on specific criteria including: (1) minimum 10 years of professional experience in their respective sectors, (2) current or recent strategic leadership positions, (3) demonstrated involvement in institutional policy development or implementation, and (4) public recognition as thought leaders or expert voices in their fields. Snowball Sampling**:** This technique is employed to identify additional relevant interviews and perspectives that might not be immediately apparent through initial search strategies. The snowball approach is particularly valuable for accessing insights from influential but less publicly visible institutional actors [21].

3.3.2 Sample Composition

The final sample consists of 15 published media interviews, with 5 interviews representing each of the three sectors under study. This distribution ensures balanced representation while maintaining analytical manageability. Sample selection continued until theoretical saturation was achieved, indicated by the emergence of recurring themes and the absence of new significant insights from additional interviews. Management Sector**:** Corporate executives, business association leaders, and policy advisors with experience in organizational development and competitive strategy.Tourism Sector**:** Destination management professionals, tourism association representatives, and policy makers involved in tourism development and promotion. Education Sector**:** Higher education administrators, vocational training leaders, and educational policy experts with experience in curriculum development and international collaboration.

3.4 Data Collection Methods

3.4.1 Multi-Source Data Collection

The research employs a triangulated data collection approach incorporating three primary methods: literature Review: Systematic examination of academic journals, policy reports, and institutional publications from 2020-2025 to establish theoretical foundations and contextual understanding. This review focuses on recent developments in institutional theory, competitiveness research, and sector-specific studies relevant to the Indonesian context. Institutional document analysis: Comprehensive analysis of official policy documents, including government regulations, institutional strategic plans, annual reports, and policy white papers. This analysis provides insights into formal institutional arrangements and stated policy objectives.Published Media Interview Analysis**:** Systematic analysis of interviews with key stakeholders published across various media platforms, including television broadcasts, YouTube channels, established news outlets, and specialized industry publications. This approach captures authentic stakeholder perspectives and real-time institutional discourse.

3.4.2 Interview Selection and Analysis Protocol

Media interviews are selected using a structured protocol that evaluates: relevance: Direct relationship to institutional challenges and competitiveness issues in the target sectors. Quality depth of discussion, specificity of examples, and clarity of stakeholder perspectives. Credibility reputation and expertise of interviewees, as well as the editorial standards of media platforms. Currency: Recency of interviews to ensure contemporary relevance.Interview analysis follows a flexible thematic guide covering key areas including institutional governance structures, innovation processes, stakeholder collaboration mechanisms, and global competitiveness strategies. All interviews are anonymized during analysis to protect participant confidentiality while preserving the analytical value of their insights.

3.5 Data Analysis Framework

3.5.1 Thematic Analysis Process

Data analysis employs systematic thematic analysis conducted in three iterative phases [23]: Phase 1 - Open Coding: Initial examination of all data sources to identify meaningful segments, concepts, and preliminary patterns. This phase involves line-by-line coding of interview transcripts, policy documents, and literature to capture the full range of perspectives and experiences. Phase 2 - Categorical Development: Grouping of initial codes into broader categories that reflect emerging patterns and relationships. Categories are developed through constant comparison methods, ensuring that they accurately represent the data while maintaining analytical coherence. Phase 3 - Thematic Integration: Development of overarching themes that address the research objectives and questions. Themes are refined through iterative analysis, with attention to both convergent and divergent patterns across sectors and data sources.

3.5.2 Analytical Rigour

The analysis process is supported by qualitative data analysis software (NVivo) to ensure systematic treatment of data and maintain detailed audit trails. Inter-coder reliability is enhanced through regular review of coding decisions and category development. The analysis incorporates both deductive elements (informed by theoretical frameworks) and inductive elements (emerging from the data) to ensure comprehensive understanding.

3.6 Quality Assurance and Validation

3.6.1 Triangulation Strategies

Data validity is ensured through multiple triangulation approaches: Source Triangulation**:** Comparing insights from different stakeholder perspectives across sectors to identify convergent and divergent viewpoints. Method Triangulation**:** Integrating findings from interview analysis, document analysis, and literature review to build comprehensive understanding. Theoretical Triangulation: Examining findings through multiple theoretical lenses to enhance analytical depth and validity.

3.6.2 Verification Procedures

Given the use of publicly available media interviews, traditional member checking is not feasible. Instead, verification focuses on: Transcript Accuracy**:** Careful verification of interview content against original media sources to ensure faithful representation.Contextual Validation: Cross-referencing interview content with official policy documents and institutional reports to verify factual claims and contextual accuracy. Audit Trail Maintenance**:** Comprehensive documentation of all analytical decisions, coding processes, and thematic development to enable transparency and potential replication.

3.7 Ethical Considerations

3.7.1 Ethical Framework

The research adheres to established ethical principles while acknowledging the unique considerations involved in analyzing publicly available media content: public domain principle: All analyzed interviews are drawn from public media sources where participants have provided explicit consent for publication and dissemination. Anonymization protocol: despite the public nature of source material, all participants are anonymized in research reporting to prevent potential professional or personal harm from research interpretations. Data Integrity: All data are used exclusively for research purposes, with secure storage and handling procedures to maintain data integrity throughout the research process.

3.7.2 Confidentiality and Privacy

While the source material is publicly available, the research applies additional privacy protections by: identity protection**:** removing or obscuring identifying information that could link specific statements to individual participants. Contextual sensitivity careful attention to how participant statements are interpreted and presented to avoid misrepresentation or potential harm. Institutional sensitivity protecting institutional reputations by focusing on systemic patterns rather than individual institutional performance critiques.

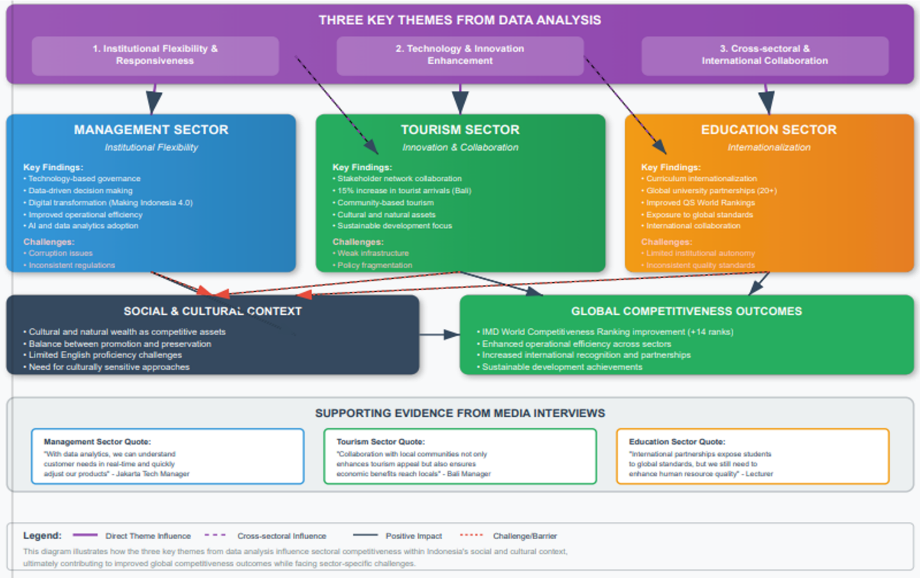

Figure 2. Relationships Between Key Themes and Global Competitiveness

4 Results and Discussion

4.1 Results

1. **Institutional Flexibility in Management**
   Analysis of published media interviews indicates that institutions in the management sector adopting technology-based governance and data-driven decision-making exhibit higher global competitiveness. Indonesian companies embracing digital transformation, supported by government policies like *Making Indonesia 4.0*, show improved operational efficiency. A senior manager at a Jakarta-based tech company, interviewed on YouTube, stated, "With data analytics, we can understand customer needs in real-time and quickly adjust our products" [25]. Indonesia's improved ranking in government and business efficiency in the *IMD World Competitiveness Ranking* 2024 (up 14 ranks for institutional framework) confirms that institutional reforms, such as the Job Creation Law, have bolstered management sector competitiveness [26].

2. **Innovation and Collaboration in Tourism**
   In tourism, media interviews reveal that institutions promoting product innovation and stakeholder networks demonstrate superior competitiveness. A case study in Bali, based on mass media interviews, shows that collaboration among local government, tourism associations, and communities increased international tourist arrivals by 15% over the past two years [1]. A Bali destination manager, interviewed on television, stated, "Collaboration with local communities not only

enhances tourism appeal but also ensures economic benefits reach locals" [1]. However, challenges like weak infrastructure and policy fragmentation still hinder sustainable tourism development [10].

3. **Internationalization in Education**
   In education, media interview analysis indicates that institutions implementing curriculum internationalization and global collaboration hold a competitive edge. University X in Yogyakarta, for instance, established partnerships with over 20 universities in Europe and Asia, improving its *QS World University Rankings* position [2]. A lecturer at the university, interviewed in online media, stated, "International partnerships expose students to global standards, but we still need to enhance human resource quality" [2]. Challenges such as inconsistent academic quality standards and limited institutional autonomy remain significant barriers [16].

4. **Key Themes from Data Analysis**
   Thematic analysis of media interviews, policy documents, and literature identified three main themes: (1) institutional flexibility and responsiveness to global changes, (2) the role of technology and innovation in enhancing competitiveness, and (3) the importance of cross-sectoral and international collaboration. These themes suggest that adaptive institutions are better equipped to address global challenges. For example, in management, adopting technologies like AI and data analytics is a key driver [25].

5. **Social and Cultural Context**
   The findings reflect Indonesia's social and cultural context. In tourism, media interviews highlight that cultural and natural wealth are competitive assets but require careful management for sustainability. A tourism association informant, interviewed on YouTube, stated, "We must balance cultural promotion with environmental preservation to remain attractive to global tourists" [1]. In education, limited English proficiency hinders internationalization, underscoring the need for curriculum development to meet global demands [16].

Table 1. Summary of Key Research Findings

Sector	Key Findings	Challenges
Management	Technology-based governance enhances operational efficiency.	Corruption and inconsistent regulations.
Tourism	Stakeholder collaboration increases tourist numbers.	Weak infrastructure and policy fragmentation.
Education	Curriculum internationalization strengthens university competitiveness.	Limited institutional autonomy and inconsistent academic quality standards.

4.2 Discussion

1. **Alignment with Institutional Theory**
   The findings align with North's institutional theory [4], which posits that effective institutions drive productivity and innovation. In management, digital transformation supported by policies like *Making Indonesia 4.0* reflects how responsive institutions enhance competitiveness [25]. In tourism, Crouch and Ritchie's competitive destination model [15] underscores the importance of stakeholder collaboration, consistent with media interview findings. In education, internationalization as a competitive strategy supports Zajda's [13] argument that global education enhances student motivation and quality.

2. **Comparison with Previous Studies**
   Lesmana et al.'s [1] prior study found stakeholder collaboration key to sustainable tourism competitiveness in Indonesia but underexplored institutional dynamics like regulation and governance. This study fills this gap by highlighting how government policies moderate the relationship between tourism development and economic growth [17]. In education, findings on limited institutional autonomy align with Cejnar and Duke [16], who identified similar barriers to higher education internationalization in Indonesia.

3. **New Perspectives from the Study**
   This study offers a novel perspective by using a qualitative approach to understand institutional processes through media interview analysis. Unlike quantitative studies focusing on indicators like GCI rankings [7], this research delves into the experiences and meanings behind institutional success. For instance, in management, the focus on digital transformation underscores the importance of digital literacy in enhancing competitiveness [14].

4. **Practical and Theoretical Implications**
   Practically, the findings suggest the need for comprehensive institutional reforms, such as improving tourism infrastructure, enhancing educational institution autonomy, and supporting digital transformation in management. Theoretically, the study enriches institutional theory by demonstrating how institutional flexibility and collaboration influence global competitiveness across three strategic sectors.

5. **Recommendations for Future Research**
   Future research could adopt a longitudinal approach to understand the long-term impact of institutional reforms on global competitiveness. Comparative studies between Indonesia and other countries could also provide insights into institutions' roles in diverse global contexts. Exploring other sectors, such as health or agriculture, could further broaden understanding of institutional dynamics.

5 Conclusion

This study has analyzed the role of institutions in enhancing global competitiveness in management, tourism, and education in Indonesia. Using a qualitative approach through analysis of published media interviews, it reveals that flexible, responsive, and adaptive institutions positively correlate with increased competitiveness. These findings underscore institutions' critical role in navigating complex global market dynamics [25]. In management, institutions adopting technology-based governance and data-driven decision-making demonstrate high adaptability. Digital transformation, supported by policies like *Making Indonesia 4.0*, has improved operational efficiency, as evidenced by Indonesia's rise in efficiency rankings in the *IMD World Competitiveness Ranking* 2024 [26]. This reflects institutions' role in driving innovation.

In tourism, institutions facilitating stakeholder collaboration and tourism product innovation exhibit higher competitiveness. A Bali case study, based on media interviews, shows that cooperation among local government, tourism associations, and communities increased international tourist arrivals by 15% over the past two years [1]. However, weak infrastructure remains a barrier to sustainable tourism development.

In education, institutions adopting curriculum internationalization and global collaboration are better equipped for future challenges. Universities with international partnerships have improved their *QS World University Rankings* positions but face constraints like limited autonomy and inconsistent academic standards [2]. These findings highlight the need for educational reforms.

Theoretically, this study enriches North's institutional theory [4], emphasizing that effective institutions drive productivity and innovation. The qualitative approach fills a literature gap focused on quantitative indicators, like *Global Competitiveness Index* (GCI) rankings, by exploring institutional processes underlying global competitiveness [7]. Practically, the findings suggest the need for comprehensive institutional reforms, including enhancing human resource capacity and integrating cross-sectoral policies. These recommendations are relevant for Indonesian policymakers to strengthen global market competitiveness, particularly through tourism infrastructure and educational autonomy [17].The study offers a new perspective on institutional dynamics in developing countries like Indonesia. By highlighting experiences and processes through media interviews, it provides insights applicable to other nations with similar challenges, such as weak policy coordination or resource constraints [13].

For future research, longitudinal studies could evaluate the long-term impact of institutional reforms on global competitiveness. This approach could deepen understanding of the sustainability of proposed strategies [20]. Additionally, comparative studies between Indonesia and countries like Malaysia or Singapore could broaden insights into institutions' roles in global contexts. Exploring other sectors, such as health or technology, could further enrich understanding of institutional dynamics [27]. Overall, this study confirms that adaptive and responsive institutions are key to enhancing global competitiveness in management, tourism, and education. The findings not only enrich international literature on the institution-competitiveness relationship but also provide practical policy reform guidance to strengthen Indonesia's global position [18]. Policy rocommendations based on reaserch findings are management promote digital transformation thought policies like making Indonesia 4.0 and objective enhance operational efficiency and corporate innovation. Tourism improve infrastructure and tourism policy coordination and objective increase tourism numbers and destination sustainability. Education grant greater autonomy to aducational institutions and global quality standarsds and enhance graduate competitiveness through internasional curricula.

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