

Examining a Model of Human Resource Performance in Tourism Destination After Pandemic

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Abstract: During the new normal era after pandemic Covid-19, the tourism destination needs to struggle and adapt for recovery. This process requires optimal human resource performance. The objective of this study is to examine the model of human resource performance in tourism destination after pandemic. Leadership, motivation, and organizational commitment are considered as the antecedents of human resource performance. This study implements a quantitative approach. The data collection method used a questionnaire that distributed to 105 employees in Balkondes as respondent. The data analysis method used Structural Equation Model (SEM) with AMOS. The results show that leadership, motivation, and organizational commitment have a positive and significant effect on human resource performance. The results also show that organizational commitment has mediating effect on the relationship between leadership toward human resource performance, and motivation toward human resource performance.

Keywords: human resources performance, leadership, motivation, organizational commitment.

Abstrak: Destinasi pariwisata perlu beradaptasi terhadap kondisi normal baru pandemi Covid-19. Proses ini membutuhkan dukungan dari kinerja sumber daya manusia yang optimal. Tujuan dari penelitian ini adalah untuk menguji model kinerja sumber daya manusia di destinasi pariwisata dalam hal ini Balkondes Borobudur. Kepemimpinan, motivasi dan komitmen organisasional dipertimbangkan sebagai faktor yang diduga mempengaruhi kinerja sumber daya manusia. Penelitian ini merupakan penelitian dengan pendekatan kuantitatif. Data diperoleh berdasarkan kuesioner yang dibagikan kepada 105 karyawan dari Balkondes sebagai responden. Penelitian ini menggunakan Structural Equation Model (SEM) yang diolah menggunakan AMOS sebagai alat analisis data. Hasil penelitian menunjukkan bahwa kepemimpinan, motivasi, dan komitmen organisasi berpengaruh secara positif dan signifikan terhadap kinerja sumber daya manusia. Selain itu, komitmen organisasi juga dibuktikan memiliki pengaruh mediasi atau menjadi mediator dalam hubungan antara kepemimpinan dengan kinerja sumber daya manusia, dan perantara dalam hubungan antara motivasi dengan kinerja sumber daya manusia.

Kata Kunci: kinerja sumber daya manusia, kepemimpinan, motivasi, komitmen organisasi.

INTRODUCTION

Borobudur as one of the tourism destinations in Indonesia and its area is included in the national tourism strategic area based on national tourism development master plan (RIPPARNAS 2010-2025). Based on these, Borobudur and the surrounding area have tourism potential to be developed and are expected to have a positive influence on economic, socio-cultural, and environmental growth. Furthermore, the Government has established a village economic center called Balai Ekonomi Desa (Balkondes) which is facilitated by the Ministry of State-Owned Enterprises (BUMN) to support the development of tourism potential in the Borobudur area. The existence of Balkondes in Magelang Regency which has been established is expected to continue to develop and be sustainable so that it has a positive impact on the community.

However, (Hapsari and Rahayu, 2018) stated in their research that the expected positive impacts have not been felt equally by local people living in the Borobudur area. This is an issue that needs to be given a solution so that the objectives to be achieved from the formation of the Balkondes can be realized. Balkondes aims to empower people living around Borobudur. This program involves the community to participate in developing the tourism and economic potential they have. Therefore, the role of the community as human resources managing Balkondes is very important and determines the sustainability of the Balkondes program that has been established by the Government.

Furthermore, during the new normal era after pandemic Covid-19, the tourism sector needs to struggle and adapt for recovery. This can be realized if human resources as managers and implementers in Balkondes are able to implement Clean, Health, Safety, Environment (CHSE) policies and standard operating service procedures for tourists. Increased understanding, skills, and performance of human resources as managers and providers of tourism services in Balkondes are needed to achieve optimal services for tourists. Thus, stakeholders need to formulate appropriate policies and strategies in order to improve human resource performance.

The performance of human resources managers determines the overall performance of Balkondes to achieve its goals. The better human resources performance in the organization, the greater the opportunity to achieve organizational goals (Basuki et al., 2017). On the other hand, if human resources are not competent, and give results in less than optimal performance, it can push the organization into an unfavorable condition. Thus, Balkondes also needs to measure the performance of human resources who become managers in order to evaluate the achievement of organizational goals. In addition, the factors that affect human resource performance also need to be identified so that a strategy can be formulated to improve things that can boost human resource performance in Balkondes.

Previous researchers have proven that leadership is a factor that affects human resource performance. (Yunianto and Waruwu, 2015) stated that leadership has a positive and significant effect on performance. The better the leadership style, the higher the human resource performance. Leadership is described as the ability to influence subordinates to perform in accordance with the goals set in the organization. Leadership provides energy to mobilize organizational members so that organizational goals can be achieved (Dewi et al., 2018).

Motivation is also considered as a variable that has an effect on human resource performance. Motivation becomes a supporter of human resource behavior in order to work enthusiastically to achieve the expected results. Motivation is also described as a condition that directs human resources to achieve organizational goals. Motivation has a positive and significant effect on human resource performance (Yunarifah, 2012). The more motivated the employees, the more their performance increases.

Furthermore, organizational commitment has also been proven to have an influence on performance (Kristianto, 2011; Metin and Asli, 2018; Susanti and Palupiningdyah, 2016). Organizational commitment is an important aspect that encourages employees to become part of the organization and to recognize the goals and values of the organization (Handayani and Wahyuni, 2019). In addition, this variable also has a mediating effect on human resource performance (Nugraha et al., 2017; Riyadi et al., 2016). Based on this condition, organization commitment is considered as a mediating variable in the research model.

The relationship between these variables has previously been proven in research on human resources in manufacturing companies, government-owned companies, and other organizations. However, similar research applied to human resources in tourism destination management organizations such as Balkondes has not been widely carried out. Based on this, it is necessary to analyze the human resource performance of the Balkondes Borobudur manager in terms of leadership, motivation, and organizational commitment variables. The research results are expected to be taken into consideration for formulating policies in order to improve the performance of human resources in Balkondes, especially for the tourism recovery process in the new normal era after pandemic Covid-19.

THEORETICAL REVIEW

Leadership. Leadership is the behavior of a leader as a result of a combination of ideology, skills, traits, and attitudes that influence the leader in leading (Basuki et al., 2017). It is also explained as the approach style to affect their employees. (Salutondok and Soegoto, 2015) also stated that leadership is the center of change and activity of the human resource group in an organization or company. Leadership from a leader in an organization or company that is given to their employees very influential on the performance of employees. Furthermore, good employee performance will also support the performance of the organization or company as a whole. Based on these, leadership has an impact on the performance.

Leadership has an important role in the development of an organization or company. (Suherman, 2019) added that the leadership variable is very important in the organization because it determines the direction of the organization's goals. This variable is proven to have a positive effect on human resource performance (Barkhowa et al., 2017; Purwanto, 2015; Ritonga and Tarigan, 2015). Thus, the better the leadership in an organization or company, the better its performance.

Leadership also has an impact on organizational commitment. Previous researchers stated that this variable has a positive and significant impact on organizational commitment (Purnomo, 2018; Suciono, 2016). (Purnomo, 2018) explained that leadership can provide direction for human resources in order to support organizational progress and increase organizational commitment. Thus, the leadership function is related to authority and responsibility, by using authority and responsibility to influence employees, the leader is able to influence employees and bring employees towards the vision and mission of the

organization. Leadership can provide direction to employees so that employees are able to contribute to the organization for the better of the organization.

Moreover, leadership is measured based on some indicators. Previous researchers used several different indicators to measure leadership as variable. (Putra et al., 2014) used some indicators such as communicate, coordinating, organizing, motivate, utilization of resource, appreciate, improve the skills of employees and ensure everyone has clear and correct information. (Rahman and Prasetya, 2018) used indicators such as being fair, giving suggestions, supporting goals, catalysts, creating a sense of security, become representative of the organization, become a source of inspiration, and being respectful. Then, leadership is also measured based on the habits of leader, their temperament, character, and personality of the leader (Isvandiar and Idris, 2018). Based on these, in this research leadership is measured by leader's ability to grow self-confidence at work, provide encouragement, provide work assistance, provide problem's solutions, provide directions, provide examples of work practices, provide moral attention and support, and give respect.

Motivation. In general, motivation is desire contained in a person who stimulates them to take action. Motivation becomes an influence on individual and group behavior. In the world of work or organization, motivation is a force that drives an employee to direct their behavior. According to (Yunarifah, 2012), in this case, motivation provides encouragement that aims to encourage employees so that they are excited and can achieve the desired results from the employees. From this definition, it can be seen that motivation is a very important part that underlies an employee or organization to do something or achieving certain desired goals.

According to (Sanuddin and Widjojo, 2013), motivation problems in the company must be taken as a serious concern in human resource management. Maintaining employee motivation is very important because motivation is the driving force for each individual who underlies them to act and do something. People will not do something optimally if they do not have high motivation from within themselves to do it. It is not only for organizations or companies, but tourism destinations also need to manage the work motivation of their employees or those who are members of them. It aims to direct employees to behave in accordance with the goals of the organization or company.

Work motivation is one of the factors that will affect a person's performance. Motivation is proven to have a positive and also significant effect on employee performance (Yunarifah, 2012). High work motivation from each employee is needed in order to increase company productivity. However, different results were shown by the previous researcher who found that motivation had a positive effect on performance but the effect was not significant (Sanuddin and Widjojo, 2013). Based on this gap, the relationship between motivation and performance of human resources in tourism destinations, especially post-pandemic, needs to be further investigated.

Besides having an effect on performance, motivation also has an influence on organizational commitment. Work motivation has a positive and significantly impact on organization commiment (Purnama et al., 2016; Suherman et al., 2017). Thus, if employee motivation is high, the level of organizational commitment will also be high. Providing work motivation is needed to realize motivated human resources so that these human resources will also have a high commitment to where they work or their organization.

Based on previous research, motivation as a variable is measured by some indicators. (Dalimunthe, 2018) used 3 basic components that can be used to motivate people to work such as need for achievement, need for an affiliation, and also need for power. While (Wasiman, 2018) used 5 indicators to measure motivation such as physiological needs, security needs, needs to be liked, self-esteem needs, and self-development needs. Other researcher used working conditions, salary, status, job security, personal responsibility, dare to take risk, have realistic goals, have a comprehensive work plan, and use of concrete feedback in all work activities as a determining indicators of motivation. This study uses indicators, namely (1) the ease of establishing good relationships at work, (2) enjoying their work, (3) willingness and their initiative to build good relationships at work, (4) availability of opportunities to exchange ideas at work, and (5) willingness to give useful contributions.

Organizational Commitment. Organizational commitment is one of the variables that is continuously being researched for human resources and organizational development. Organizational commitment is seen as a psychological relationship between employees and their organizations. It is defined as the willingness to exert effort and remain in the organization where the employee belongs (Metin and Asli, 2018). Moreover, according to (Swastadiguna and Dewi, 2018), organization commitment explained as a condition in which an employee feels tied to a company or organization, and has a strong desire to remain a part of it.

Organizational commitment becomes important because in today's business world, human factors are also important for enterprises or organization to gain sustainable competitive advantage, likewise in the tourism industry. Based on this, the role of the variable organizational commitment in the tourism industry, in this case the human resources of a tourism destination needs to be further investigated. Organizational commitment becomes important aspect because this variable influences the commitment on employees, organizations, and society as a whole (Metin and Asli, 2018). By having a human resource that is committed to the organization, it is hoped that the organization can survive and develop.

According to (Basuki et al., 2017), organizational commitment has a positive and significant effect on employee performance. (Rahmat and Sinaulan, 2017) explained in their research that organizational commitment is an attitude that reflects the loyalty of workers to their organization, as a continuous process in which workers express their concern for the organization to achieve the goals. It means that the relationship between organizational commitment and organization performance as a whole is positive. This variable is also proven to have a role as an intermediary or a mediation function in research in the service industry in the form of hospitals (Handayani and Wahyuni, 2019). Thus, the mediating role of this variable in the tourism industry needs to be further investigated.

(Metin and Asli, 2018) explained that organizational commitment involves 3 factors. First, the employee's acceptance of the organization's goals, values, and cultures. Second, the employee's willingness to maintain the good name, image, or reputation of the organization. Third, the employee's willingness to maintain organizational membership. Moreover, (Damri et al., 2017) used 3 indicators to measure this variable in their research such as acceptance of organizational goals, the desire to work hard, and the desire to survive to be part of the organization. While (Sutanto and Ratna, 2015) used 3 dimensions as indicators, first is willingness dimension, identification dimension, and internalization

dimension. This research uses indicators such as emotional attachment, get a good treatment, worry, and loyalty as a moral obligation.

Human Resource Performance. Employee's performance determines the success of the organization or company. That's why this variable is always evaluated and a research model is developed for the purposes of the organization or company. Performance is a result or output achieved by an employee based on their work. The result of employee performance can be qualitative or quantitative in executing the jobs assigned to them (Andreani and Petrik, 2016). When employees perform well, it will increase the the performance of the company or organization.

Human resources and their performance become the key of every organization to be sustainable. Organization or company can achieve their goals through their human resources. Employees performance determines the success or failure of the organization or company (Raja et al., 2019). Organization both in the private or public sector rely on their employee performance to increase productivity and efficiency, including tourism industry. As a service-based industry, tourism destinations rely heavily on the performance of human resources to serve guests. Based on this, the factors affecting the performance of human resources need to be examined for the purpose of developing policies that can improve the performance of human resources.

Moreover, human resource performance is measured based on various indicators. (Kusrihandayani, 2017) used employee's knowledge, employee's skills, employee's abilities, employee's attitudes, and employee's behaviors as the indicators. Other researchers used objectives, standards, feedback, tools, competence, motive, and opportunities as the indicators of performance (Dalimunthe, 2018; Wasiman, 2018). While, (Riyadi et al., 2016) used quality of employee's work, quantity of employee's work, timeliness, independence, and interpersonal relations. In this research, performance is measured based on high enthusiasm for work, willingness trying to find the best alternative in providing services to guests, willingness to provide initiative and independence at work, knowledge, and willingness to put extra effort to get the job done well.

METHODS

This study is a quantitative study. Population is all elements that have similar characteristics to be the center of attention of a researcher, while sample is part of the population, consisting of several members of the population. The population in this study were the managers of 20 Balkondes (260 managers). In this study, the sampling technique was carried out using accidental sampling techniques, which is the determination of respondents by chance to meet when taking data on 20 Balkondes (Jogiyanto, 2018). The reason for selecting respondents was that Balkondes managers were motivated by skills in understanding, knowledge, management, Balkondes management. Respondents used in this study were 105 respondents consisting of supervisors, marketing, administration, lodging managers, kitchen managers, garden managers, and cleaning managers. According to (Ghozali, 2017), the number of sampling is in accordance with the recommendation based on the Maximum Likelihood (ML) estimation model, the sample size is between 100-200. Thus, the number of samples in this study was 105 which has met the required minimum sample size.

The data collection method used a questionnaire. The questionnaire is a list of questions that includes all questions addressed to Balkondes managers as respondents who will be used to obtain data. This questionnaire is used to find out data about the dimensions of the constructs that are being developed in this study. The questions in this questionnaire using a scale of 1- 5 (Likert) and are given a score or value as follows:

- Totally disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly agree (5)

Then, the data analysis technique in this study used The Structural Equation Modeling (SEM) from the statistical software AMOS 24.0 in modeling and studying hypotheses. The advantage of SEM applications in management research is due to its ability to measure the effect of theoretically existing relationships (Ghozali, 2017).

The model tested in this study is shown in Figure 1.

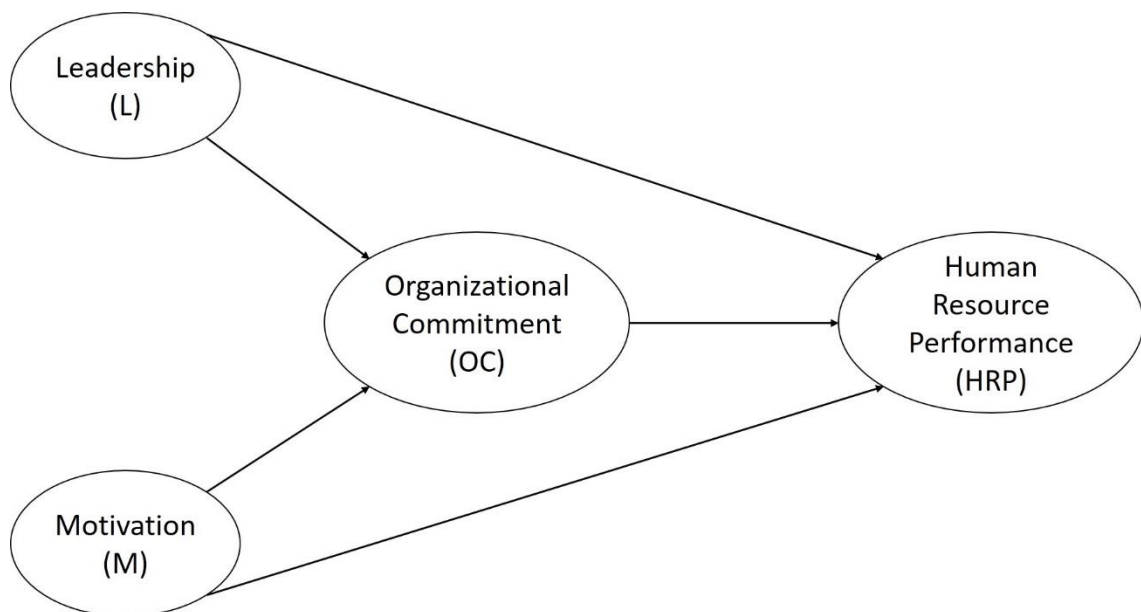


Figure 1. Research Model

Source: data processing results, 2021

Hypothesis:

H1 : Leadership affects Organizational Commitment in Balkondes

H2 : Leadership affects Human Resource Performance in Balkondes

H3 : Motivation affects Organizational Commitment in Balkondes

H4 : Motivation affects Human Resource Performance in Balkondes

H5 : Organizational Commitment affects Human Resource Performance in Balkondes

RESULTS

Table 1. Variance Extract

Variable	Variance Extract
Leadership	0,476
Motivation	0,530
Organizational Commitment	0,611
Human Resource Performance	0,501

Source: data processing results, 2021

The validity test results are determined based on the variance extract value. The reference value that fulfills is more than 0,4. The variance extract test results show that each latent variable is a fairly large extraction result from its dimensions. This is shown from the variance extract value of each variable which is more than 0,4. According to Table 1, based on these results, it can be concluded that all of the items are valid.

Reliability Test

Table 2. Reliability

Variable	Reliability
Leadership	0,878
Motivation	0,828
Organizational Commitment	0,836
Human Resource Performance	0,698

Source: data processing results, 2021

The reliability test is met if the value of each variable shows a value of more than 0,6. Based on Table 2, the results of testing the reliability of each latent variable on its constituent dimensions show that all variables show a reliable measure. It is because each variable has reliability greater than 0,6. Thus, the reliability test in this study has been fulfilled.

Goodness of Fit Test. The results shown in Table 3 indicate that the model used is acceptable. The level of significance is 0,351 which indicates a good structural equation model. The measuring indexes of TLI, CFI, and RMSEA are within the expected range of values, although GFI and AGFI are accepted marginally. Thus, the goodness of fit test of the SEM model has met the acceptance requirements.

Table 3. Goodness of Fit

Goodness of Fit Index	Cut-off Value	Results	Model Evaluation
Chi-square	<237,240	210,135	Good
Probability	≥ 0.05	0,351	Good
RMSEA	≤ 0.08	0,018	Good
GFI	≥ 0.90	0,850	Marginal
AGFI	≥ 0.90	0,813	Marginal
TLI	≥ 0.95	0,94	Marginal
CFI	≥ 0.95	0,94	Marginal

Source: data processing results, 2021

Hypothesis Testing

Table 4. Regression Weight Structural Equational Model

Path	Estimate	S.E.	C.R.	P Label
L → OC	0,264	0,086	3,077	0,003
M → OC	0,453	0,116	3,867	***
L → HRP	0,208	0,099	2,076	0,033
M → HRP	0,275	0,139	1,988	0,037
OC → HRP	0,557	0,170	3,456	0,002

Source: data processing results, 2021

Table 4 shows the results that all hypotheses are accepted. This is proved by the Critical Ration (CR) value which is greater than 1,96. Furthermore, the P-value also shows a significant effect because the value is less than 0,05.

Table 5. Direct and Indirect Effect

Path	Direct	Indirect
L → OC	0,328	0
M → OC	0,463	0
L → HRP	0,225	0,124
M → HRP	0,211	0,212
OC → HRP	0,421	0,212

Source: data processing results, 2021

The results show that leadership has an effect on organizational commitment and human resource performance. The direct influence of leadership on human resource performance is 0,225 while the indirect effect of leadership on human resource performance mediated by organizational commitment is $0,328 \times 0,421 = 0,138$. Based on these, the total effect is $0,225 + 0,138 = 0,363$. Based on the calculation of the direct effect and the indirect effect of leadership on human resource performance, it shows that the direct effect of leadership is higher, which is 0,225, while the indirect effect is 0,138. This means that leadership is able to improve human resource performance directly and is mediated by organizational commitment.

Then, motivation has an effect on organizational commitment and human resource performance. The direct influence of motivation on human resource performance is 0,211

while the indirect effect of motivation on human resource performance mediated by organizational commitment is $0,463 \times 0,421 = 0,194$. Based on these, the total effect is $0,211 + 0,194 = 0,405$. Based on the calculation of the direct effect and the indirect effect of leadership on human resource performance, it shows that the direct effect of leadership is higher, which is 0,211, while the indirect effect is 0,194. This means that motivation is able to improve human resource performance directly and is mediated by organizational commitment.

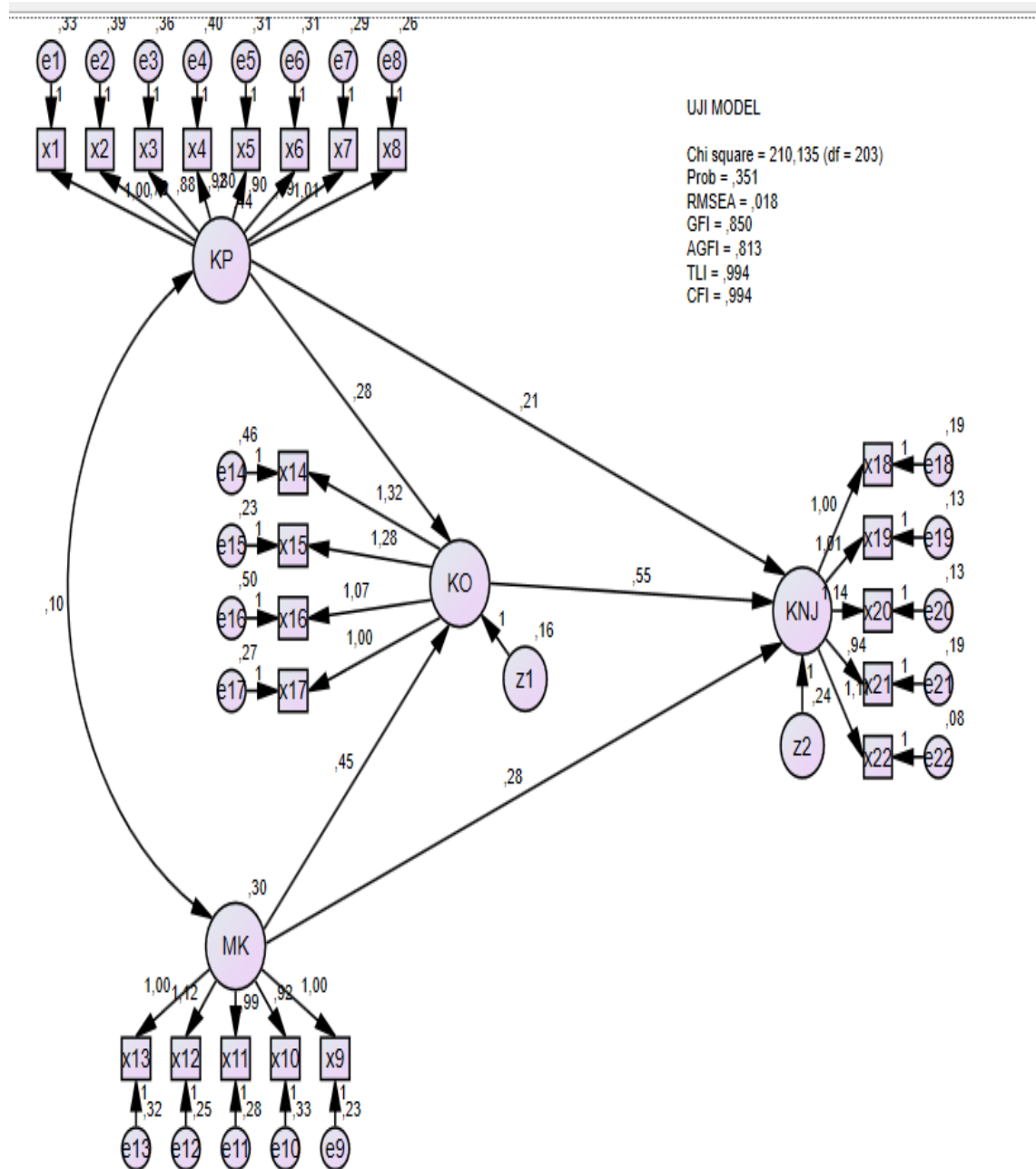


Figure 2. SEM Output
 Source: data processing results, 2021

DISCUSSION

Examining the human resource performance model in Balkondes as a tourism destination shows good results. All of the hypothesis are accepted. Leadership has a positive and significant effect on organizational commitment. This result supports previous research that explained the influence from leadership toward organizational commitment (Purnomo, 2018; Suciono, 2016). Based on these result, leadership is a process of building commitment to organizational goals and empowering followers to achieve success. The better the leader, the better the commitment of human resources to the organization.

Leadership is also has a positive and significant effect on human resource performance in Balkondes. It is in accordance with the results of previous studies which state the same results (Barkhowa et al., 2017; Purwanto, 2015; Ritonga and Tarigan, 2015). Based on these results, the better leader will increase the human resource performance or the performance of the employee. Therefore, organizations that want to have employees with good performance certainly also need good leaders to lead the organization.

Moreover, motivation is also proved that this variable positively and significantly influences organizational commitment. The result of this study in Balkondes is relevant to the other research. This result supports previous researchs (Purnama et al., 2016; Suherman et al., 2017). Based on these results, the organization needs to motivate its human resources so that they are committed to the organization. The higher the motivation felt by employees or human resource, it will increase their commitment to the organization.

Motivation is also proven to have influence on human resource performance in Balkondes. The effect is positive and significant. It is support previous research which is stated that motivation will increase the employee's performance (Yunarifah, 2012). Thus, the higher the motivation felt by employees or human resource, it will increase their performance. Based on these, organization or company needs to improve the employee's motivation in order to increase their performance.

Next, organizational commitment is proven to have influence on human resource performance in Balkondes. The result shows a positive and significant effect from organizational commitment on human resource performance. It is support the previous study from some researchers (Basuki et al., 2017; Handayani and Wahyuni, 2019). Based on this result, if human resources have commitment to their organization, it will increase their performance. If individual performance increases, it will also increase the performance of the organization as a whole.

Furthermore, the mediating role of organizational commitment is also proven in this study. It is support previous study (Handayani and Wahyuni, 2019). Organizational commitment mediates the relationship between leadership and human resource performance in Balkondes. It is also shown that organizational commitment mediates the relationship between motivation and human resource performance in Balkondes. If the leadership is good, then employee commitment will increase so that they can improve their performance. Then, if employee motivation is high, then employee commitment will increase so that it can improve their performance in their organization.

Based on this findings from this study, Balkondes as tourism destination should considers to choose the right leader with a better leadership to increase the organizational commitment and employee's performance. Moreover, the leader or the management needs to increase the employee's motivation in order to increase their commitment to the

Balkondes, and if they have higher commitment it will increase their performance. By having employees with optimal performance, it is hoped that the tourism services provided by Balkondes to guests or tourists can be improved and become of higher quality, especially after the pandemic Covid-19.

The results of the analysis of testing between variables through the SEM-AMOS and interviews with managers can be concluded that the performance of the Balkondes human resource in the process of tourism recovery in the new habit era (new normal) still needs to be optimized. They need a good leader, improve human resource motivation, and improve their commitment. It also can be done through training and human resource development programs to support performance improvement. The training that needs to be done includes administrative management, hotel services, restaurants, and foreign language training. The role of each supervisor has been very good in creating coordinative working relationships with Balkondes employees, building work commitment to Balkondes goals, and empowering employees to achieve success. Human resource performance is considered capable of getting better because employees have high motivation and commitment to advancing Balkondes. The commitment of employees is also evidenced by their tenure, they have an average working period of more than 5 years. They have a passion for raising and advancing Balkondes. Thus, it is hoped that the existence of Balkondes can develop and be sustainable by having qualified human resources.

CONCLUSION

The results of this study indicate that the model of human resource performance can be implemented in Balkondes Borobudur as a tourism destination in Indonesia, especially in the new normal era pasca pandemic Covid-19. Leadership, motivation, and organizational commitment proved as the antecedents of human resource performance. Leadership has a positive and significant effect on organizational commitment and human resource performance. Motivation also has a positive and significant effect on organizational commitment and human resource performance. Moreover, organizational commitment proved as the mediator between the relationship from leadership and human resource performance, and also between motivation and human resource performance.

Based on the results of this study, Balkondes Borobudur should consider a good leadership, motivation for their employees, and employees commitment to the organization as the factors that will increase their performance. The leaders need to develop a good and appropriate leadership style in order to increase employees commitment and their performance. In addition, training and competency enhancement are also needed to motivate employees to increase their commitment and performance. Good and quality human resource performance will increase the performance of Balkondes so that guests who visit are expected to feel satisfied and have the potential to become loyal customers.

This study conducted limited on Balkondes Borobudur area as a tourism destination. Further research can develop other tourism destination area to expand research benefits. This research can be used as the reference source for future research by adding other variables in the model. Further research also can developing other data analysis methods such as SEM-PLS.

ACKNOWLEDGEMENTS. This study was supported by Universitas Tidar and Balkondes Borobudur. The authors would like to thank the Universitas Tidar for the financial support of this study, and also for management and employees of Balkondes for providing data and become respondenst in this study.

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