



# THE INFLUENCE OF SHARED LEADERSHIP ON THE PERFORMANCE OF THE DKI JAKARTA PROVINCE TOURISM AND CREATIVE ECONOMY OFFICE WITH ORGANIZATIONAL COMMITMENT AS A MEDIATOR

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## Abstract

*This study aims to analyze the effect of shared leadership on the performance of the DKI Jakarta Provincial Tourism and Creative Economy Office with organizational commitment as a mediating variable. The method used is a quantitative approach with data processing using SEM LISREL 9.30 and SMART PLS 4.0. The research sample consisted of 105 respondents who were employees of the DKI Jakarta Tourism and Creative Economy Office. The results of the study indicate that shared leadership has a positive and significant effect on organizational performance. In addition, organizational commitment is proven to act as a mediating variable in the relationship between shared leadership and organizational performance. This indicates that the higher the level of employee commitment, the more optimal the impact of shared leadership on improving organizational performance. The conclusion of this study emphasizes the importance of cross-sector collaboration and the involvement of various stakeholders in managing the tourism sector more effectively. The recommendations of this study include the application of a SMART goals-based leadership approach to improve work effectiveness and strengthen coordination between the government and stakeholders in the tourism sector in Jakarta.*

**Keywords:** Shared leadership, organizational commitment, organizational performance,

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## INTRODUCTION

Tourism Sector is one of the business sectors fostered by governments in various countries. The tourism sector has an essential role that is extraordinary in improving infrastructure, enabling higher education standards, and fulfilling other economic needs. This sector is able to generate foreign exchange and become an important factor in the balance of payments in various countries. Even now a new trend has emerged, namely education adventure "ed-ventures" which is a tourism concept that combines education and vacations. Previous findings explain that quality tourism will support economic and environmental development. Evidence is shown from research in ASEAN countries, Mediterranean countries, Turkey and India (Kongbuamai et al., 2020; Ranwa, 2022; Sarpong et al., 2020; Song et al., 2022).

international tourism receipts in 2022 grew by 50% in real terms and were driven by an increase in international tourist travel. Based on region, countries in Europe enjoyed the largest results reaching USD 550 billion or 87% with a recovery rate of 90% from pre-Covid-19 pandemic levels. Countries in Africa recovered by 75%, the Middle East 70%, and the Americas reached 68%. Asia and the Pacific were the lowest because they were only able to achieve an acquisition of 28% with a recovery rate of 54% (UNWTO, 2023).

Jakarta is the capital city of Indonesia and has popular tourist destinations, namely the Seribu Islands, the Bung Karno Sports Complex, the Monas Area, the Betawi Cultural Village, the Pramuka Bee Park, and the Old City Area. (Damanik et al., 2019; Kusumaningrum et al., 2022) . The development of tourism in the capital city is also supported by the entry of various foreign airlines. These various tourism destinations have become a priority for the performance of the DKI Jakarta Provincial Government. As many as 1,400 companies that are members of the Indonesian Travel Agencies Association (ASITA) also support the improvement of the tourism sector. ASITA members consist of Travel Agencies (BPW) and Travel Agents (APW).

The performance of the Tourism Office in Jakarta is indeed not optimal, there are several programs that show less than optimal performance achievements and are even far below the set targets. The failure to achieve the program's performance targets is due to various factors. First, the portion of the 2019 budget for tourism affairs of 40.16% and cultural affairs of 59.84 is inadequate. This certainly affects the performance and achievement of the targets of the tourism development program that has been set. Second, the function in formulating government policies and leadership, in tourism and Creative Economy affairs, has not shown results. Third, the function of development, development and coaching of the tourism industry by the government in order to increase the competitiveness of the DKI Jakarta tourism industry has not been seen.

Another indication of problems from the 2021 DKI Jakarta Tourism Office data is related to the function of assessing tourism and Creative Economy activities by the management of the Tourism Office which has not yet been seen in existing activities, while in DKI Jakarta there are many objects for advancing the Creative Economy that require assessment, especially related to development efforts and their utilization. Then there is the function of developing tourism destination areas and local cultural villages which is also very limited in the activities carried out. The development of tourism destination areas has a very broad scope, both activities and objects of developing tourist destinations in DKI Jakarta, including the development of tourist attractions, both natural, cultural, and artificial tourism. Likewise, the function of promoting and marketing tourism and the Creative Economy, both domestically and abroad, has existed, including the procurement of materials and supporting facilities for tourism promotion, but it is not clear how the marketing and promotion strategies are implemented. For example: Promotion of DKI Jakarta tourism with the BAS (Branding, Advertising and Selling) approach. Publication and brand activation to optimize the branding of "Enjoy Jakarta" to target foreign markets in order to raise awareness and interest

Based on initial observations related to joint leadership in the Tourism Office in DKI Jakarta, the focus of this research problem is as follows; (1) Leadership in the tourism sector in DKI Jakarta has not been well integrated with the leadership of other sectors. For example, the Tourism Office in serving tourists requires smooth road access. However, in reality, it has not been well coordinated between the two agencies which ultimately hampers road access to destinations because the volume of vehicles in Jakarta is very dense; (2) Currently, the DKI Jakarta Tourism Office does not have

leadership that is oriented towards good cooperation with tourism stakeholders in DKI Jakarta such as the Hotel Association, MICE Association. This fact is contrary to previous studies which show that stakeholders are working partners who must be embraced well to move to advance the tourism sector (Ali et al., 2018)

Empirical evidence suggests that the low quality of shared leadership can be caused by the leadership styles played by each leader, both internal and external, always being different (Day & Zaccaro, 2014). While Shared leadership always prioritizes togetherness in managing a job with a win-win solution. In addition, other factors that encourage leadership problems are characteristics that tend to lead to ego behavior. (Nanjundeswaraswamy & Swamy, 2014) . For example: A newly appointed leader, apparently does not want to continue the work program of the previous leader which is considered by the community that the tourism work program has many benefits, especially for tourism development. Another factor is the influence of organizational commitment on stakeholder performance (Massora, 2019) . Based on these findings, it seems that there is no commitment on how to effectively improve organizational performance in the tourism sector. Even though there is a commitment, each party may not be consistent.

Shared leadership is a team property that results from the distribution of leadership across team members. (Avolio et al., 2009) states that shared leadership is a state that emerges where team members collectively lead each other. (Pearce et al., 2011) explains that shared leadership occurs when group members actively and intentionally shift the leadership role to one another as required by the environment or situation in which the group operates.

Shared leadership, in which team members perform leadership functions traditionally handled by formal leaders (Ensley et al., 2006; Schaubroeck et al., 2016) , The combination of shared leadership with specific leadership styles has given rise to a large number of shared leadership studies, including transformational, charismatic, transactional, directive, empowering, and authentic leadership (D'Innocenzo et al., 2016) . From this perspective, almost any type of leadership can be shared, and shared leadership is considered a "meta-level leadership" (Yammarino et al., 2012)

The second approach that researchers have taken to understanding "what is shared leadership" focuses on "whole" leadership in the general or overall sense and then aggregates individual leadership to the team level. (Carson et al., 2007; Drescher et al., 2014)

According to the functional leadership theory put forward by (Morgeson et al., 2010) , there are several leadership functions or roles. Shared leadership does not necessarily mean that each team member must perform all leadership functions or roles. Rather, team members with different skills or preferences may selectively perform leadership functions in an interdependent manner. When each team member is responsible for one leadership role, the team may have a centralized leadership structure in each role, but the overall leadership structure is decentralized.

Forms of shared leadership can also be distinguished based on: the formality of the leadership role. Typically, shared leadership is ad hoc, emergent, and informal. (Morgeson et al., 2010) , because team members, members of shared leadership usually do not have formally designated positions. Indeed, shared leadership has been characterized as an internal and informal leadership style. However, some scholars argue that shared leadership can also be planned and implemented intentionally (Klein et al., 2006)

Organizational commitment is defined as a strong desire to remain a member of a particular organization; a willingness to exert considerable effort on behalf of the organization; and a certain belief in, and acceptance of, the organization's values and goals. In other words, it is an attitude that reflects employee loyalty to the organization and an ongoing process by which members of the organization express their concern for the organization and its continued success and progress.

Klein et al., (2006) provide specific guidelines for implementing a management system that may help solve problems and increase organizational commitment to employees. The first is to commit to human values: Create written rules, hire good and appropriate managers, and maintain communication. Second, clarify and communicate the mission: Clarify the mission and ideology; be charismatic; use value-based hiring practices; emphasize value-based orientation and training; form a tradition. Third, ensure organizational justice: Have a comprehensive grievance procedure; provide extensive two-way communication. Fourth, create a sense of community: Build homogeneity based on values; fairness; emphasize cooperation, mutual support, and teamwork, gather together. Fifth, support employee development: Conduct actualization; provide challenging work in the first year; advance and empower; promote from within; provide development activities; provide security to employees without guarantees.

Efforts to build commitment are described as efforts to build long-term relationships . Employees who are committed to the organization are likely to stay longer than employees who are not committed (Kerr & Kaufman-Gilliland, 1994) .

## **METHOD**

Methodology study with design studies case quantitative is the approach used for collect numerical data about a case specific. Purpose methodology study used is for investigate the influence of shared leadership as variable dependent, role government as variable moderation, commitment organization as variable mediation to performance organization as variable independent. Steps from methodology study with design studies case quantitative This referring to opinion (Yin, 2009) .

In the study this, the case under investigation is related low performance Department of Tourism and Creative Economy of DKI Jakarta. Sector tourist own role important as one of the sources for reception foreign exchange, as well as can push growth economy national, especially in reduce amount unemployment and increase productivity a country. The low performance be one of obstacle government for increase income sector tourist area DKI Jakarta province to National GDP.

Study investigates influence leadership You're welcome using a sample of 105 respondents Study This done towards the employees of the Department of Tourism and Economy creative DKI Jakarta with SEM LISREL 9.30 data processing. Conceptual model proves that leadership competitive together influenced by affiliation self and commitment affective in a way significant increase performance government South Sumatra Province. (Rizali et al., 2020). Research This test repeat influence variable leadership together to performance organization in government area with different locations and SMART PLS 4.0 data processing.

## **RESULTS AND DISCUSSION**

Organizational commitment mediates the influence of shared leadership on organizational performance with a t statistic of 4.057 smaller than 1.96 P values 0.000 means significant. Thus the hypothesis is rejected. The coefficient value of the relationship between shared leadership and organizational performance is statistically significant, namely a value of 2.197 greater than a value of 1.96. The coefficient value of the relationship between shared leadership and organizational commitment is statistically significant, namely a value of 6.864 greater than a value of 1.96 While organizational commitment to organizational performance is positive and significant with a t statistic of 4.675 greater than 1.96, p value 0.000. Thus organizational commitment has fully mediated shared leadership on organizational performance

Organizational commitment has been proven to mediate the relationship between shared leadership and organizational performance well. In this study, organizational commitment is important because it has mediated shared leadership on organizational performance. High commitment will encourage employees to work as well as possible. So that productivity can increase and organizational goals can be achieved. Therefore, high commitment is very important for an organization to achieve goals that are in accordance with what is expected. The commitment of each employee can be influenced by the personal characteristics of the employee including their tenure in the organization, and the variety of needs and desires that are different from each employee. Commitment is born depending on the individual characteristics and job characteristics of each individual employee. If these characteristics do not yet exist in the employee, then the commitment will not be realized properly. Tourism is a leading sector for all parties to support it. The commitment from all parties has been realized, it will develop very quickly. The government, provincial heads (Governors) must be committed so that they can increase GDP, foreign exchange and open up employment opportunities .

In order to improve joint leadership in the context of tourism in Jakarta, the role of the central government is very important in order to integrate performance between cross-sectoral such as the Immigration Office, Transportation Agency, Police, Tourism Stakeholders, Hotel Associations. So that they work together to develop tourism in Jakarta. The Indonesian government's efforts to

overcome the leadership gap in managing tourism have replaced the Minister of Tourism and Creative Economy with a new one so that Indonesia has an advantage in tourism. The standard that is carried out is the development of tourism human resources by increasing training so that implementers have competency standards that are in accordance with ISO standards.

The performance of the DKI Jakarta Province Tourism and Creative Economy Office in the future requires a strong commitment from the leadership to the employees. (Gumilar Ekalaya, 2019). Organizational performance is something that is produced in a certain period with reference to the established standards. Performance activity measurement is designed to estimate how the activity performance and the final results achieved. Performance will not be successful if all elements in the organization do not have an organizational commitment to carry out their work as well as possible. Therefore, a leader must be able to inspire his employees to be equally committed in order to improve organizational performance.

Tourism activities are able to create demand, both consumption and investment, which in turn will give rise to production activities for goods and services that can improve people's welfare. In this case, (Shang et al., 2023) recommend practical and environmentally friendly policies (*green finance*), namely improving regulations, transparency of market information, new innovations, environmental adaptation, stabilization, and ecotourism.

Ultimately, this study has successfully revealed that each variable is able to provide a positive contribution to the performance of the DKI Jakarta Tourism Office. Theoretically, the findings prove that goal setting theory is still relevant to understand the relationship between how the goal setting process affects performance. However, leaders must improve their understanding to help employees become more successful in achieving goals and objectives.

Locke & Latham, (2019) recommends five key principles for effective goals. First, clarity around goal orientation. The clearer the goal setting is with/for an employee, the less likely it is that there will be miscommunication or misunderstanding. In other words: effective goals are clear and specific. Second, challenging goals (or difficult goals) are more effective. Third, commitment employees need to have a certain level of goal involvement and commitment. If they're not committed, they won't have the follow-through necessary to succeed — and as a result, they won't achieve their goals. Fourth, feedback for employees to be successful at their goals, they need regular feedback. That includes feedback on their progress, what they're doing well, and where they can improve. Fifth, task complexity. If a goal feels too complicated or overwhelming, it can have a negative impact on motivation. Instead, leaders should break down large goals into smaller, more manageable tasks. As employees complete each small task, it provides a boost of motivation. And that ultimately helps them move toward the larger goal.

Goal setting theory encourages measurable goals. This can help employees improve at getting things done within a set time frame. It can also help employees better adhere to set metrics.

These findings extend the theory of goal setting and create a framework for a more effective goal setting process in an effort to improve tourism sector performance in developing countries. In the short term, leaders must recognize that goal setting is critical to running a successful team. Goal setting is an essential component of short-term strategic planning needed to achieve organizational goals. The main objective of the strategic planning of the DKI Jakarta Provincial Tourism and Creative Economy Office for 2021-2022 as an institution given authority in the field of Tourism and Creative Economy is to ensure that there must be growth in tourist visits that will affect the contribution of DKI Jakarta PAD from the tourism sector in the management of the tourism and Creative Economy sector, with adjustments that are in line with the conditions that occur.

Not only that, but it also helps employees stay motivated and committed to the Tourism Office. However, setting effective goals is not always easy. If goals are too challenging or not challenging enough, it can affect employee motivation and performance. The key is to strike a balance with goals that stretch employees and help them grow without overwhelming them.

In the long term, this finding practically recommends a SMART-based goal setting theory. The goal is to create a competitive advantage for DKI Jakarta tourism supported by shared leadership capabilities, organizational commitment and the role of the central government. This acronym suggests that goals must be Specific, Measurable, Achievable, Relevant and Time-bound for best results. The SMART acronym was developed by Doran et al. (1981). There are four basic functions that must be carried out later: (1) Providing guidance and direction; (2) Facilitating planning; (3) Motivating and inspiring employees; (4) Helping evaluate and control performance. The strategic plan prepared based on these research variables is expected to be able to provide clear direction in the implementation of activities according to the duties and functions of the Tourism and Creative Economy Office in carrying out various regional development priorities.

## **CONCLUSION**

Organizational commitment mediates the influence of shared leadership on organizational performance with a t statistic of 4.057 smaller than 1.96 P values 0.000 means significant. Thus the hypothesis is rejected. The coefficient value of the relationship between shared leadership and organizational performance is statistically significant, namely a value of 2.197 greater than a value of 1.96. The coefficient value of the relationship between shared leadership and organizational commitment is statistically significant, namely a value of 6.864 greater than a value of 1.96 While organizational commitment to organizational performance is positive and significant with a t statistic of 4.675 greater than 1.96, p value 0.000. Thus organizational commitment has fully mediated shared leadership on organizational performance

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