# ORGANIZATIONAL COMMITMENT AS MEDIATION INFLUENCING LEADERSHIP ON THE PERFORMANCE OF THE TOURISM OFFICE IN RIAU PROVINCE

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**Abstract:** The Tourism Office at Riau Province aims to increase the number of tourists and prolong their length of stay by seeking the services of a leader with systemic thinking ability and capable of building high employee organizational commitment to achieve specified performance is needed. This study further aims to determine and analyze 1) the influence of leadership on the performance of the Tourism Office at Riau Province and 2) the moderating role of organizational commitment in influencing this factor. This is a quantitative research with a sample of 53 people determined using the accidental sampling method. The data collected were analyzed using the descriptive and statistical Smart PLS3.0. The results showed that (1) leadership has a positive and significant influence on the performance of the tourism office. Furthermore, the leader needs to coordinate all employees working in a powerful problem-solving key to increase the number of tourists and prolong their length of stay. (2) Organizational commitment cannot mediate to influence leadership on performance. Therefore, employees need to increase their consistent, continuous commitment and proudly be part of the Riau Province tourism office without affecting other offices considered better.

**Keywords:** leadership, organizational commitment, and performance of the tourism office

## 1. Introduction

In this era of globalization, Human Resources (HR) is an important part of any organization in terms of implementing work processes and achieving set goals. HR is the main element compared to many other factors such as modern machines, substantial capital, sophisticated technology, and systems. Interestingly, human resources handle and manage these, thereby leading to meaningful development. Therefore, the organization's effort to maintain its survival or growth depends on its management.

Employees are expected to carry out their duties effectively, which is measured by their ability to successfully render services to the community. This does not only involve monitoring the organization's resources, but it also includes measuring its efficient use and identifying certain areas that need improvement. Assessment of the employees is important in terms of improving organizational performance.

Performance is a description of the achievement level relating to the implementation of an activity or program in realizing the goals, objectives, vision, and mission of a strategic plan initiated by an organization (Mulyanto, 2009). This requires optimal work input and the utilization of potential human resources. Furthermore, organizations also need to pay attention to several factors that tend to affect performance. It also plays a relevant role in producing professional attitudes and actions in completing the assigned tasks in accordance with the respective fields and responsibilities.

The implementation of regional development by the Department of Culture and Tourism, regarded as one of the regional apparatus organizations of Riau Province, is supported with steps that lead to "Good Governance." It is a government concept based on the principles of participation, transparency, equity, responsiveness, foresight, accountability, efficiency and effectiveness, and professionalism. This indicates that organizational performance is not an easy task, and it is affected by many factors, including leadership and employee commitment. Robbins and Judge (2009) stated that leadership is described as the ability to influence a group under certain situations towards achieving one or more specific goals, which is directed through the communication process. It also involves the process of deliberate social influence exerted by an individual on others to re-structure certain activities within a group or organization. Leaders tend to impact morale, job satisfaction, security, quality of work-life, and especially an establishment's level of achievement.

Furthermore, leadership is inseparable from management, and achieving an organizational goal depends on the leader. This is expected to offer certain continuous existence and development benefits. Leaders adopt various styles in terms of influencing and directing their employees and ensuring they cooperate to achieve set goals through the implementation of predetermined work. These qualities are often considered an essential factor in the success of both private and public-oriented businesses. Additionally, employee commitment also highly affects the improvement of organizational performance. Therefore, this attribute needs to be increased to produce excellent results.

Tourism development does not only contribute to the economy, it also has an impact on social, cultural, and environmental aspects. Besides, it tends to ensure sustainable growth, boost the positive image and identity of a region, preserve culture and the environment, foster creativity that encourages innovation and increase social tolerance among all levels of society due to increased understanding. Tourism development is inseparable from the growth of local culture, which is a strong asset in terms of developing a creative economy. The number of foreign tourist visits to Riau Province is shown in Table 1.

**Table 1. Title at the top of a Table**

| No. | Year | Total |
|-----|------|-------|
| 1 | 2012 | 48.819 |
| 2 | 2013 | 38.323 |
|   | 2014 | 52.594 |
| 4 | 2015 | 54.437 |
| 5 | 2016 | 66.130 |
| 6 | 2017 | 92.087 |
| 7 | 2018 | 146.935 |
| 8 | 2019 | 145.565 |

Table 1 shows that from 2012 to 2019, there was an increase in the number of tourist visits, and this condition indicates that tourism potential needs to be improved. The more creative a

culture is the stronger the region's identity and image in the state's sights, which increases its economic growth. Several problems were emphasized in the report from the tourism office in Riau Province, they include 1) limited infrastructure and supporting facilities at tourist attractions and improperly structured travel pattern, 2) the unavailability of data integration concerning tourist visits to related institutions in the province either by sea or air, 3) districts or cities that are not entirely committed to supporting and advancing tourism, and 4) hostile or unfriendly cultures.

Therefore, it is necessary to develop tourism that is able to realize a competitive community and improve the standard of living. Tourism is a strategic factor in achieving the vision of "Realizing Riau Province as a Competitive Tourist Destination Region, Supported by Malay Culture and Creative Economy for Community Welfare," in the regional development context. Based on the exposed background and the complexity of the problems faced, the following research questions were formulated.
1) What influence does leadership have on the Tourism Office in Riau Province?
2) What influence does the mediating role played by organizational commitment have on its performance?

## 2. Literature Review

### Performance
According to Rivai (2011), performance is related to an individual's actual behavior, while that of work is realized by employees based on their respective roles in the company. Mathis and Jackson (2006) described it as all the tasks executed by the workers, including those outside their job function. The performance of individual employees is a factor that affects organizational success. Mangkunegara (2010) stated that its meaning is derived from the words job or actual performance achieved by employees. Based on the opinions mentioned above, it was concluded that performance is the ability of an individual or group of persons in an organizational unit or company that is proven from the results of daily activities and also adds value to the progress of the establishment.

Mangkunegara (2007) stated that it is affected by the following factors, namely ability and motivation. This is in line with the research carried out by Keith Davis (2007), which led to the following formulation.

Human Performance = Ability + Motivation = Attitude +Situation Ability = Knowledge + Skill.
1) Ability Factor
   Psychologically, employees' abilities consist of potential IQ and realities, and this indicates that workers that have an IQ level above the average (IQ 110 to 120) and adequate educational level for their position as well as skilled in executing their daily tasks are likely to achieve the expected performance quickly.
2) Motivation Factor
   Motivation is associated with the employee's attitude when dealing with work situations, which directs people to achieve organizational goals

According to Mathis and Jackson (2006), employee's performance is influenced by several factors, consisting of the following factors:
1) Individual ability

The individual employees' abilities include talents, interests, and personality attributes. Its level or extent measures the raw material they possess, such as knowledge, understanding, interpersonal, and technical skills. Therefore, employees are like to exhibit good performance, supposing they possess adequate abilities.

2) The level of effort expended.

The employees' efforts include work ethics, attendance, and motivation. Meanwhile, the level expended is a picture of the motivation exhibited by the workers in executing an ideal job. Therefore, irrespective of their abilities, they are expected to put in a great level of effort.

3) Organizational support

Organizational support indicates the facilities provided for the employees by the company. It is usually in the form of training, development, technological equipment, and management

## Leadership

Robbins and Judge (2008) defined leadership as the ability to influence a group to achieve a vision or set goals. This is formally exhibited, such as that exerted by the managerial position in an organization. Leadership is the attitude or behavior that influences subordinates to ensure they cooperate in developing a harmonious work relationship, thereby realizing an efficient and effective level of productivity. Siswanto (2005) stated that leadership is the ability to promote people to work together in carrying out activities directed at a common goal (Nawawi, 2006).

Leadership is occasionally defined as the exercise of authority during decision-making. It is described as an initiative that produces a consistent pattern related to resolving a common problem in some circumstances. Furthermore, Terry and Lue (1998) stated that leadership is an activity that influences and directs people to achieve organizational goals.

## Leadership function

Leadership functions to guide, motivate, drive the organization, establish good communication networks, provide efficient supervision, and causes followers to achieve the desired target according to the provisions of time and planning (Kartono, 2007, 2008).

Rivai (2009) stated that there are 2 dimensions to leadership, namely 1) the leader's actions or activities related to their ability level to direct the employees, and 2) the level of support or the workers' involvement in carrying out the main tasks of the group or organization. Furthermore, operationally, leadership is divided into several functions, as follows:

1) Instruction function

This is one-way communication, and the leader as a communicator is responsible for determining how an order is carried to ensure decisions are effectively executed.

2) Consulting function

The consulting function is two-way communication, and it is intended to obtain feedback to improve and refine the decisions that have been made.

3) Participatory function

In carrying out this function, the leader ensures the subordinates participate in decision-making and its implementation.

a. Delegative function

This function delegates the authority to make certain decisions with or without the leader's approval.

b. Control function

The control function is intended to ensure that successful or effective leadership is able to regulate the activities of its members under a conducive condition, thereby enabling the achievement of goals to the fullest.

**Leadership theories**

Leadership theory is the generalization of a series of behaviors and concepts that highlights the historical background, relevant requirements, main characteristics, tasks and functions, and the professional ethics of a leader (Kartono, 2004). Several leadership theories, are reported as follows (Sopiah, 2008):

1) Trait theory

This theory questions the traits a leader needs to possess, and it was concluded that they were born to lead.

2) Group theory

This theory states that for the various groups in organizations to achieve their set goals, there has to be a positive exchange between the leaders and their followers or subordinates.

3) Situational theory or contingency model

This theory departs from the assumption that various situational factors determine leadership, and these are interdependent on one another.

4) Hersey and Blanchard situational theory

This theory focuses on the followers, besides, successful leadership is achieved by adopting an appropriate style that depends on the level of readiness or maturity of the employees.

5) Leader-member exchange theory

Leaders create in and out-groups, interestingly, subordinates with deep group status have higher performance appraisals, lower employee turnover rates, and are greatly satisfied with their superiors.

6) Destination path theory

The essence of this theory is based on the fact that the leader's job is to help, direct and support their followers and ensure their objectives are in line with the overall goals of the group or organization.

7) Cognitive resource theory

This theory states that a leader is able to realize effective group performance by first adopting an effective strategic and decision plan and then communicating it through an influential behavior.

8) Neo charismatic theory

This leadership theory emphasizes the symbolism of emotional appeal and broad follower commitment.

9) Charismatic leadership theory

This theory suggests that followers display attributes of heroic leadership abilities after observing certain behaviors

**Leadership Types in Organizations**

Terry and Rue (2003), one of the management science developers, suggested the following leadership types:

1) Personal Leadership

In personal leadership, the managers carry out certain actions or instructions either orally or personally. This is often adopted by small companies because the complexity of their subordinates' activities is minute. As a result, its implementation is easy and also effective, and it is usually carried out without experiencing complicated procedures.

2) Nonpersonal Leadership

All regulations and policies apply to the company through their subordinates or nonpersonal media, including plans, instructions, and supervisory programs.

3) Authoritarian Leadership

Authoritarian managers usually work in earnest, are conscientious, and meticulous, and they work according to strict rules and policies. Even though it is a bit stiff and all the instructions have to be obeyed by the subordinates, they have no right to complain.

4) Democratic Leadership

In democratic leadership, managers assume that they are an integral part of all the elements of the company.

5) Paternalistic Leadership

Paternalistic leadership is characterized by a fatherly influence on the relationship between managers and the company. The goal is to protect and monitor all actions and behaviors like the role of a father.

6) Leadership by Talent (Indigenous Leadership)

Leadership by talent usually emerges from informal groups indirectly formed during training sessions. The competitive system tends to lead to different opinions. Usually, a leader has specific weaknesses according to their respective expertise. In this situation, the role of talent is prominent due to innateness from birth and perhaps due to heredity

## Leader Success

Successful leaders are not those that do not have weaknesses, instead, they were able to build their strengths. According to Tjuju (2009), several indicators show that a leader's success includes 1) having high accountability for pioneering organizational change, thereby making a meaningful difference, 2) open to innovative ideas in terms of developing positive interpersonal communication, 3) building strength without ignoring weaknesses, 4) daring to face challenges, 5) proactively welcome opportunities, 6) learning from experience and be stable in correcting mistakes, 7) developing and motivating HR capacity building, 8) optimizing mastery of competence as a professional and 9) taking advantage of the hallo effect on networking.

In order for leadership to run effectively, the leader needs to possess certain personality traits, including 1) having faith in God Almighty, 2) being trustworthy and able to rely on others, 3) the ability to engage in teamwork, 4) expert in their fields and broad views based on intelligence, 5) getting along with colleagues, being friendly, helpful and open to criticism, 6) having passion for progress, being highly dedicated and loyal as well as creative and innovative, 7) partake in decision-making, disciplined and wise, and 8) actively maintain physical and spiritual health (Nawawi, 2004).

## Leadership Influence

French and Raven (2011) stated that one of the leadership influence theories is as follows 1) coercive power, meaning that leaders firmly order their subordinates to execute certain tasks and always threaten to sanction, assuming the reverse is the case, 2) reward power, they also have the ability to give awards to those that have made great achievements in carrying out their work duties, 3) expert power, leaders with this attributes are usually found in organizations that emphasize professionalism, 4) legitimacy power, is described as an authority that is higher than the leaders' positions in the organizations they lead, and 5) reference power, meaning that the pattern of influence seems to be an accumulation of some attributes they possess because the concept of authority is only understood in the context of reciprocity between the leaders and subordinates.

## Organizational Commitment

Meyer and Allen (1991) defined organizational commitment as a psychological construct characteristic of the relationship among members and has certain implications on decision-making in organizations. Luthans (2006) described it as 1) a strong desire to remain as a member of a particular organization, 2) a desire to strive according to their wishes, and 3) certain beliefs and acceptance of their values and goals. Robbins and Judge (2008) stated that it is a condition in which employees sides with a particular organization and its goals and desires to maintain their membership. David and Sopiah (2008) stated that the factors that influence employee commitment in an organization are:

1) Personal factors, such as age, gender, educational background, work experience, and personality.
2) Job characteristics, such as the scope of work, challenges or extent of difficulties, conflicts, and roles.
3) Structural characteristics, such as the size and form of the organization (centralization/decentralization) and the presence of trade unions.
4) Work experience has an influential effect on the level of employee commitment to the organization.

Umam (2010) stated that the process of developing employee commitment is due to several factors, which are stated as follows.

1) Affective Commitment
   Several studies examine antecedents regarding affective commitment, and these are divided into 3 broad categories, namely.
   a) Organizational characteristics. This influences the development of affective commitment in a decentralized system, the existence of fair organizational policies, and how these are communicated to individuals.
   b) Individual characteristics. Based on preliminary research, it was reported that gender affects affective commitment, however some stated otherwise. It is also affected by age, although this depends on several specific conditions, such as organizational tenure, marital status, education level, need for achievement, work ethic, and individual perceptions.
   c) Work experience. This specifically influences the process of developing effective commitment, including job scope (several characteristics that indicate individual satisfaction and motivation), individual roles in the organization, and their relationship with superiors.
2) Continuance Commitment
   Continuance commitment tends to develop due to various actions or events that lead to increased losses associated with leaving the organization. Some of these are divided into investment and alternative variables. Furthermore, the investment variables are time, effort, or money that employees have to give up immediately, the resign, while the alternative is the possibility of getting employed by another organization.
3) Normative Commitment
   Normative commitment develops from several pressures individuals feel during the socialization process (from family or culture) and when there is a new employee. In addition, it is also experienced when the organization enacts valuable policies or rewards that the employees are unable to reciprocate. Another factor is the psychological contract with the members

## 3. Method

The discussion and conclusions section should answer your research questions and explain what your results mean. In other words, the majority of the discussion and conclusions section

should be an interpretation of your results. It should be formatted using 12 point, Times New Roman, single spaced.

## Operational Definition

### Leadership
Leadership is described as the duties executed by the head of the tourism office in accordance with the government regulatory authorities' functions to achieve set goals. The indicators used in this study refer to Marquardt (2002), and they consist of system thinkers, change agents, creators, stewards and administrators, polychronic coordinators, instructors, and trainers

### Organizational Commitment
Organizational commitment is the nature of the individual's relationship with the tourism office, where employees believe in the values and strive to remain part of this agency. It is measured by the indicators developed by Meyer and Allen (1991), consisting of affective, normative, and sustainable commitments

### Tourism Office Performance
The Tourism office performance is based on the result of the work realized by all employees in their respective fields by completing the quality and quantity of the assigned tasks in accordance with their job description. The employee performance measurement indicators refer to Government Regulation Number 30 of 2020 and Governor of Riau Province Regulation Number 33 of 2021 consisting of service orientation, integrity, commitment, discipline, cooperation, and leadership

### Data Analysis Method
The data were analyzed using Partial Least Square (PLS), a method of Structural Equation Modeling (SEM) used to determine the relationship between complex variables. This model was adopted because a causal relationship exists between the control and dependent variables. Although, this is realized when one or more of the control variables has an indicator used to assess the dependent attribute. Ghozali (2014) stated that the SEM-PLS analysis is divided into 2 stages, namely the outer (model measurement) and inner models (model structure).

### Model Evaluation
The evaluation of the model when measuring probability is non-parametric, and it is aimed at determining the value of the outer and inner models. Interestingly, the outer one is used to obtain validity and reliability, while the inner one is used to predict the relationship between the latent variables. PLS is used to determine the construct of an indicator based on probability (Ghozali, 2014). Another basis for adopting this model is the stepwise analysis and recursive modeling, and in addition, there are latent variables in the modeling. The possibility of non-parametric modeling (Ghozali, 2014) was calculated based on 1) measuring the validity using the convergent and discriminant indicators and the composite reliability, which is regarded as an indicator block, 2) evaluating the measurement model by comparing the relative load values and paying attention to its significance, 3) evaluating the structural model by considering the percentage of variation or $R^2$ value, 4) the stability of this estimate is calculated using the t-test obtained from the bootstrapping process, and (5) convergent validity obtained from the reflection of indicators is calculated from the relationship between each score of each item and the score of constructs, which PLS measures. This assessment is presumed to be correlated, assuming the value of the reflection indicator is > 0.70. However, supposing the initially developed scale has a relatively 0.50 to 0.60, it is presumed to be satisfactory. The structural evaluation of the model is determined by the percentage obtained using the t-test, while the

effect of the original sample (O) is realized from the bootstrapping process. In accordance with the t-test, when the t-statistical value is > t-value (1.96), and that of the significance value is <0.05, therefore, the hypothesis is accepted. The goodness of fit evaluation and the model construct is calculated using the $R^2$ value and $Q^2$ predictive relevance, respectively. Meanwhile, when the value of $Q^2$ is > 0, the model is presumed to be predictive relevance, however, when $Q^2$ is < 0, then the reverse is the case.

## 4. Result and Discussion

**Analysis**
**Descriptive Analysis**
The descriptive analysis describes the respondents' (employees) identity, and the assessment carried out on the given instrument is in accordance with their perception. The analyzed results of each variable are shown as follows.
1. Respondent Identity
   The respondents' identity describes the profile of employees at the tourism office located in Riau Province. It consists of gender, age, length of work, and educational level, as shown in Table 2

**Table 2. Respondent Identity**

| Gender | Total | Percentage |
|---|---|---|
| Male | 22 people | 42 |
| **Female** | **31 people** | **58** |
| **Age** | | |
| 21 - 40 years | 12 people | 23 |
| 41 - 50 years | 15 people | 28 |
| **51 - 70 years** | **26 people** | **43** |
| **Length of Work** | | |
| 5 – 10 years | 7 people | 13 |
| **11 – 20 years** | **26 people** | **49** |
| 21 = 30 years | 17 people | 32 |
| 31 – 40 years | 3 people | 6 |
| **Educational Level** | | |
| Senior/Vocational High School | 18 people | 34 |
| | | 4 |
| Diploma III | 2 people | **45** |
| **Undergraduate** | **24 people** | 17 |
| Graduate | 6 people | |

Table 2 shows that most of the respondents, relatively 31 persons or 58%, are females, aged between 51 to 70 years. In contrast, 26 employees, or 49%, have spent relatively 11 to 20 years on the work, and 24 or 45% are undergraduates.
2. Leadership of the Head of the Tourism Office
   The respondents assessed the leadership of the tourism office head using an average indicator of 4.82 (96.4%), as shown in Table 3.

**Table 3. Respondents' assessment of leadership**

| No | Indicator | Achievements (%) |
|---|---|---|
| X.1.1 | System Thinker | 4,86 (97,2) |
| X.1.2 | Change Agent | 4,87 (97,4) |
| X.1.3 | Creator | 4,88 (97,6) |
| X.1.4 | Servants and Managers | 4,87 (97,4) |

| No | Indicator | | Achievements (%) |
|---|---|---|---|
| X.1.5 | Polychronic Coordinator | | 4,89 (97,8) |
| X.1.6 | Instructor | and | 4,85 (97,0) |
| | Training | | |
| X.1.7 | Visionary | | 4,51 (90,2) |
| | **Average** | | **4,82 (96,4)** |

Based on table 3, it is obvious that the head of the Tourism Office in Riau Province properly carried out the assigned duty. This is evidenced by the respondents (employees) scores stating that 96.4% of the leadership indicators were effectively utilized. The head of the office is able to coordinate (polychronically) all routine tasks, work collaboratively or in teams, and solve employee-related problems. However, it is necessary to improve the organization's vision and mobilize workers to consider tourism development in accordance with current tourist needs

3. Organizational Commitment

The respondents assessed organizational commitment according to an average indicator of 3.97 (79.4%), as shown in Table 4.

**Table 4. Respondents' Assessment of Leadership**

| No | Indicator | Achievement (%) |
|---|---|---|
| Z.1.1 | Affective Commitment | 4,27 (85,4) |
| Z.1.2 | Normative Commitment | 4,12 (82,4) |
| Z.1.3 | Continuing Commitment | 3,50 (70,0) |
| | **Average** | **3,97 (79,4)** |

The average organizational commitment, especially the employees, is in the high category (79.4%). However, the indicator of sustainable commitment is considered low by the workers, specifically those related to statements of career development at the Tourism Office, and they intend to move because there is another better one.

4. Tourism Office Performance

The respondents assessed the performance of the tourism office according to an average indicator of 4.89 (97.8%), as shown in Table 5.

**Table 5. Respondents' Assessment of Tourism Office Performance**

| No | Indicator | Achievement (%) |
|---|---|---|
| Y1.1 | Service Orientation | 4,92 (98,4) |
| Y1.2 | Integrity | 4,84 (96,8) |
| Y1.3 | Commitment | 4,89 (97,8) |
| Y1.4 | Discipline | 4,90 (98,0) |
| Y1.5 | Cooperation | 4,90 (98,0) |
| Y1.6 | Leadership | 4,89 (97,8) |
| | **Average** | **4,89 (97,8)** |

The performance of the Tourism Office in Riau Province as a public organization that serves the community is grouped in the very high category. This is evidenced by the average assessment of all indicators by employees, which was awarded a score of 97.8%. Service

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orientation is the spearhead of this parastatal, which ensures consumers are satisfied with specific evident in the statement of completing service tasks with a polite attitude. The tourism office performance needs to be improved, especially the indicators of employee integrity, statements not to abuse the given authority, honestly execute their duties and dare to take risks

## Partial Least Square (PLS) Analysis

## Estimated Measurement

### *Outer Model*
This is measured by the size of the indicator picture, which is estimated using the outer loading factor value, as shown in Figure 1. The least value used to reflect a variable is 0.5 (Ghozali & Latan, 2015).
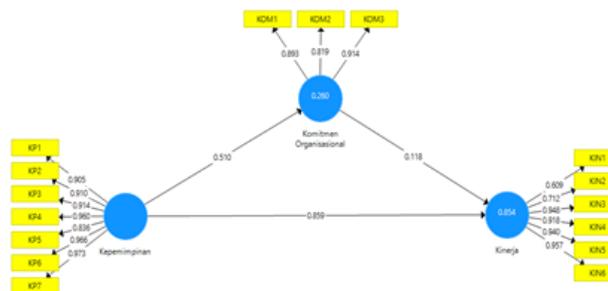


**Figure 1: Main Variable Outer Loading**
**Sources: Study Results**

Table 6 shows the results of the outer loading analysis.

**Table 6. Outer loading factor**

| Variable/Indicator | Leadership | Performance | Commitment |
|---|---|---|---|
| **Performance** | | | |
| KIN1 | | 0,609 | |
| KIN2 | | 0,712 | |
| KIN3 | | 0,948 | |
| KIN4 | | 0,918 | |
| KIN5 | | 0,940 | |
| KIN6 | | 0,957 | |
| **Commitment** | | | |
| KOM1 | | | 0,893 |
| KOM2 | | | 0,819 |
| KOM3 | | | 0,914 |
| **Leadership** | | | |
| KP1 | 0,905 | | |
| KP2 | 0,910 | | |
| KP3 | 0,914 | | |
| KP4 | 0,960 | | |
| KP5 | 0,836 | | |
| KP6 | 0,966 | | |
| KP7 : | 0,973 | | |

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Table 6 shows that all research variables have outer loading values of > 0.5, meaning that all indicators met the convergent validity. Table 7 also indicates the average variance extracted (AVE) is > 0.5. Therefore, it has good validity. This means that the large variance contained by the latent variable construct is good.

**Table 7. Average variance extracted (AVE) Value**

| | Average Variance Extracted (AVE) |
|---|---|
| **Leadership** | 0,854 |
| **Performance** | 0,737 |
| **Organizational Commitment** | 0,768 |

Furthermore, discriminant validity tests were carried out to measure different constructs and ensure no correlations between the variables. This measurement was carried out by discerning the cross-loading value, as shown in Table 8. It is evident that each indicator of the variable has a cross-loading value greater than 0.5 while the correlation is also greater than the other constructs. The cross-loading values of leadership, organizational commitment, and service performance have a greater value than the correlation of other constructs. This means that the variables do not correlate, and it tends to measure different constructs.

**Table 8. Cross Loading Value**

| Variable/ Indicator | Leadership | Performance | Commitment |
|---|---|---|---|
| KIN1 | 0.494 | **0,609** | 0,677 |
| KIN2 | 0.671 | **0,712** | 0,163 |
| KIN3 | 0.912 | **0,948** | 0,497 |
| KIN4 | 0.843 | **0,918** | 0,422 |
| KIN5 | 0.850 | **0.940** | 0.575 |
| KIN6 | 0.879 | **0.957** | 0.553 |
| KOM1 | 0.540 | 0.503 | 0.893 |
| KOM2 | 0.266 | 0.429 | 0.819 |
| KOM3 | 0.484 | 0.517 | 0.914 |
| KP1 | 0.905 | 0.909 | 0.465 |
| KP2: | 0.910 | 0.754 | 0.387 |
| KP3 | 0.914 | 0.815 | 0.437 |
| KP4 | 0.960 | 0.894 | 0.523 |
| KP5 | 0.836 | 0.782 | 0.451 |
| KP6 | 0.966 | 0.839 | 0.502 |
| KP7 | 0.973 | 0.923 | 0.514 |

### Construct Reliability Test

The construct reliability test is evident in the Cronbach's alpha and composite reliability values. Cronbach's alpha and composite reliability measure the lower limit of the reliability and the true value of structural reliability, respectively (Chin, 1999). The overall reliability is considered to be better in terms of the internal consistency of the estimated structure. The value of Cronbach's alpha and the rule of thumb for composite reliability needs to be greater than 0.70, although 0.60 is acceptable. (Hair et al., 2010). More clearly, the calculated results of the Cronbach's alpha and composite reliability on the research variables are shown in Table 9.

**Table 9. Results of Cronbach's Alpha and Composite Reliability**

|  | Cronbach's Alpha | Composite Reliability |
|---|---|---|
| Leadership | 0.971 | 0.976 |
| Performance | 0.923 | 0.942 |
| Organizational Commitment | 0.851 | 0.908 |

Table 9 shows that the value of Cronbach's alpha and composite reliability of all variable structures and each has a large value of 0.70, therefore, the model construct consisting of leadership, organizational commitment, and service performance is reliable.

**Structural Model Analysis (Inner Model)**

*Coefficient of Determination Analysis ($R^2$)*
The $R^2$ results of 0.67, 0.33, and 0.19 for endogenous variables in the structural model indicate good, moderate, and weak (Ghozali & Latan 2015). Based on data processing carried out with PLS, the resulting coefficient of determination ($R^2$) is shown in Table 10.

**Table 10. $R^2$ Value**

|  | $R^2$ |
|---|---|
| **Performance** | **0.854** |
| **Organizational Commitment** | 0.260 |

The goodness of fit in the PLS model is depicted by the value of $R^2$, where the higher $R^2$, the more fit the model. The calculated results for the employee performance variable showed a value of 0.854 greater than 0.67, meaning that the diverse magnitude of the research data was explained using the structural model and had a good value that is approximately 1.

*Hypothesis Testing*
Hypotheses were tested using t-statistics and p-values. The partial effect is based on the large t-statistics and small p-values of 1.96 and 0.05, respectively, then exogenous variables affect the endogenous ones. On the contrary, assuming the t-statistics and p-values are less than 1.96 and 0.05, the exogenous variables do not affect the endogenous ones. Furthermore, when the p-values are <0.05, it means significant, and when it is >0.05, it depicts insignificance. The results realized from testing the direct influence of these hypotheses are shown in Table 11.

**Table 11. $R^2$ Value**

| Influence between variables | Original Sample (O) | t-Statistics (|O/STDEV|) | P-value | Conclusion |
|---|---|---|---|---|
| Leadership-> Performance | 0.859 | 19.761 | 0.000 | Significant influence |

1) Testing the 1st hypothesis
   Table 11 shows that the magnitude of the leadership influence variable on performance, t-statistics, P-value, and t-statistics values are 0.859, 19.761, 0.000, and 1.96, respectively. Therefore, it was concluded that the leadership variable has a positive and significant effect on the Tourism Office of Riau Province performance variable.
2) Testing the 2nd hypothesis
   The indirect effect (mediation) of the hypothesis test results is shown in Table 12.

**Table 12. Indirect Effect Hypothesis Testing Results**

| Influence between variables | Original Sample (O) | t-Statistics (|O/STDEV|) | P-value | Conclusion |
|---|---|---|---|---|
| Leadership -> Commitment Organizational -> Performance | 0.0601 | 1.672 | 0.095 | Insignificant influence |

The influence of the leadership variable on employee performance through organizational commitment is 0.0601, with a t-statistics of 1.672, a p-value of 0.095, and a t-statistics value of less than 1.96. Therefore, it was concluded that the organizational commitment variable does not act as a mediation that affects the performance of the Tourism Office of Riau Province.

**Discussion**
The analysis results showed that the performance of the Tourism Office of Riau Province was at a very high level of achievement, with the organizational commitment and leadership considered a very high level of achievement. The influence of the variables studied, namely leadership and the mediating role of organizational commitment on the performance of the Tourism Office of Riau Province, is discussed in detail.

**Leadership influences the performance of the Tourism Office in Riau Province**
The hypothesis testing showed that leadership has a positive and significant effect on the performance of the Tourism Office of Riau Province. This simply means that it significantly improves service performance. In other words, good leadership also triggers an improved service performance. Leadership is described as the ability of a leader (head of the office) to coordinate and develop routine tasks that need to be fulfilled according to predetermined targets. As a state servant, the head of the Tourism Office needs to collaborate with other members, be creative, and possess competence in developing and managing change, thereby ensuring the organization's continued existence. Furthermore, the outer loading results showed that the highest score indicator was leadership with a far-sighted visionary outlook. This simply implies that the head of any office needs to be a creative person that has the ability to develop the employees and stakeholders' vision, thereby ensuring the continuous existence of the organization, irrespective of any situation. Pratama et al. (2014) stated that this attribute has an effect on performance. Therefore, it is expected that leaders seek to improve employee skills through training and execute disciplinary measures related to absenteeism and commitment to ascertain the huge role civil servants played in enhancing organizational performance.

Armstrong and Baron (1998) stated that leadership is a process of inspiring all employees to do their best to achieve the expected results, it also includes inviting them to act rightly, be committed, and motivate them to realize common goals (Sudarmanto, 2009). DuBrin (2005) defined it as an effort to influence many people through communication, instructions, orders, and actions that cause them to act or respond positively. It is an essential dynamic force that motivates and coordinates subordinates and creates confidence and support among them to achieve organizational goals (Brahmasari & S. Agus, 2008).

**Organizational commitment does not mediate the influence of leadership on the performance of the Tourism Office in Riau Province**
The hypothesis test showed that organizational commitment does not mediate the influence of leadership on the performance of the Tourism Office. This indicates that the increase in the value of organizational commitment has an insignificant effect on leadership, even though it directly improves performance. The inability of organizational commitment to act as a mediator is presumably stated in the employees' statements to remain committed to their agencies and

work fields that are less attractive. Moreover, referring to normative commitments, the agency has not provided welfare for their families. Meanwhile, in respect to affective commitment, they are not proud of working in the Riau Province Tourism Office. Several employees stated that working in the tourism office was not the main goal rather, **more on compliance because they were placed (transferred)** either because of the prevailing structure, system or had problems with the workers concerned. Career development is also difficult because the job description is not clear, and training sessions are rarely carried out. Additionally, the employees' educational background is not supportive.

The research on the mediating role of organizational commitment in influencing leadership on performance is still lacking. This study was carried out in the interest of the head of the office to achieve high performance by maximizing the employees' roles. Meanwhile, the career path does not have a clear direction, therefore, employee commitment is low, which also affects the organizational performance of the Tourism Office situated in Riau Province.

## 5. Conclusions

Based on the previous analysis and discussion, the following conclusions were drawn. Firstly, leadership has a positive and significant effect on the performance of the Tourism Office in Riau Province. The head of the office needs to coordinate several activities and ensure all employees work as a team because it serves as a powerful problem-solving tool. The goal of increasing the number of tourists visiting to spend longer duration is achieved. Secondly, organizational commitment does not mediate the influence of leadership on performance. Therefore, employees need to be highly committed and be proud of being a part of the Riau Province tourism office rather than desiring to migrate to other better parastatals. This study has many limitations, hence, further study is suggested to expand the scope, as well as include related variables and indicators to achieve the planned performance.

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