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Home Current Archives Announcements About

Search

Home / Login

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Login Register

Information

[For Readers](#)

[For Authors](#)

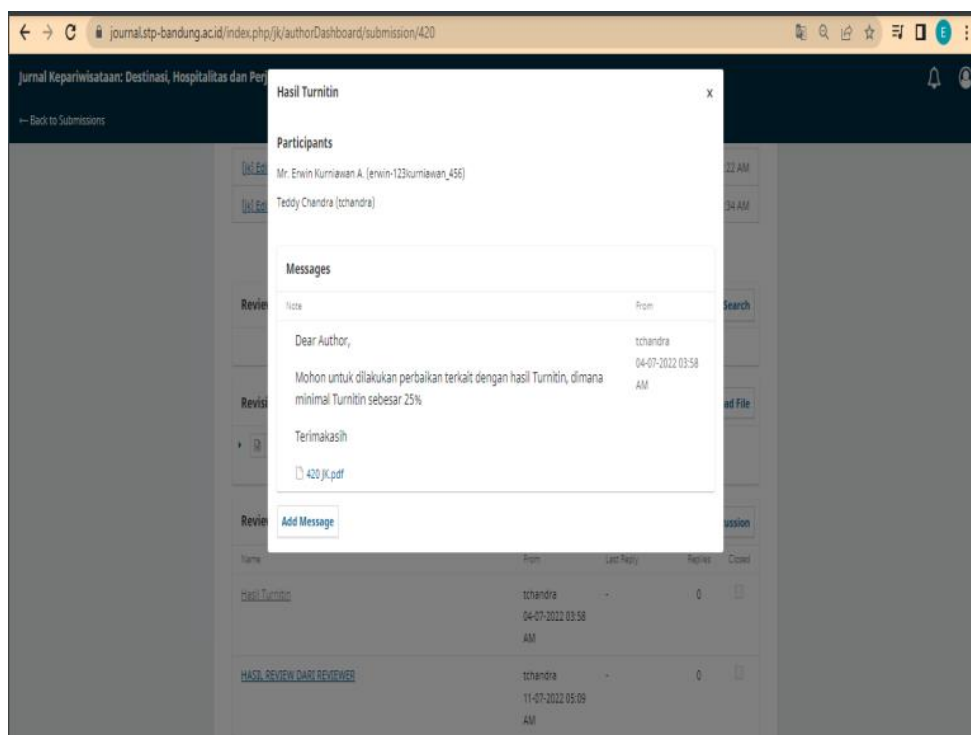
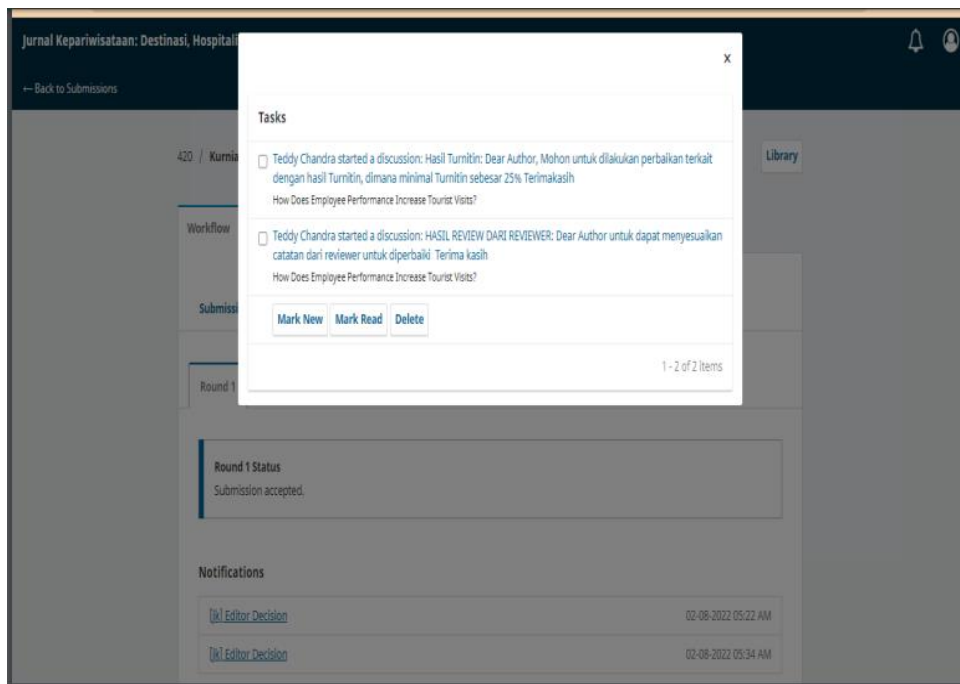
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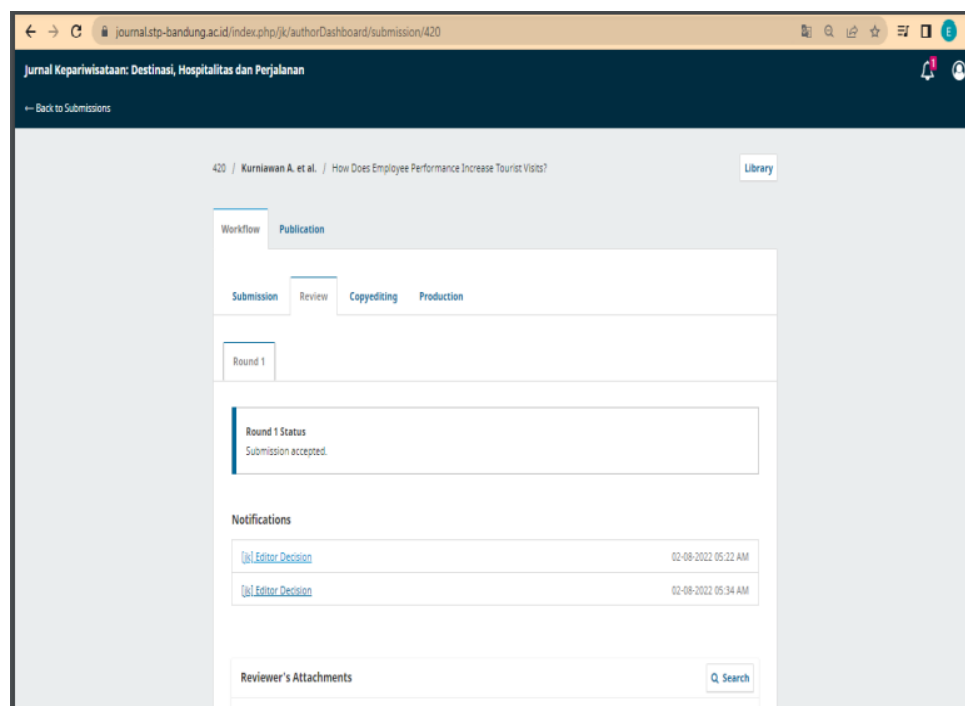
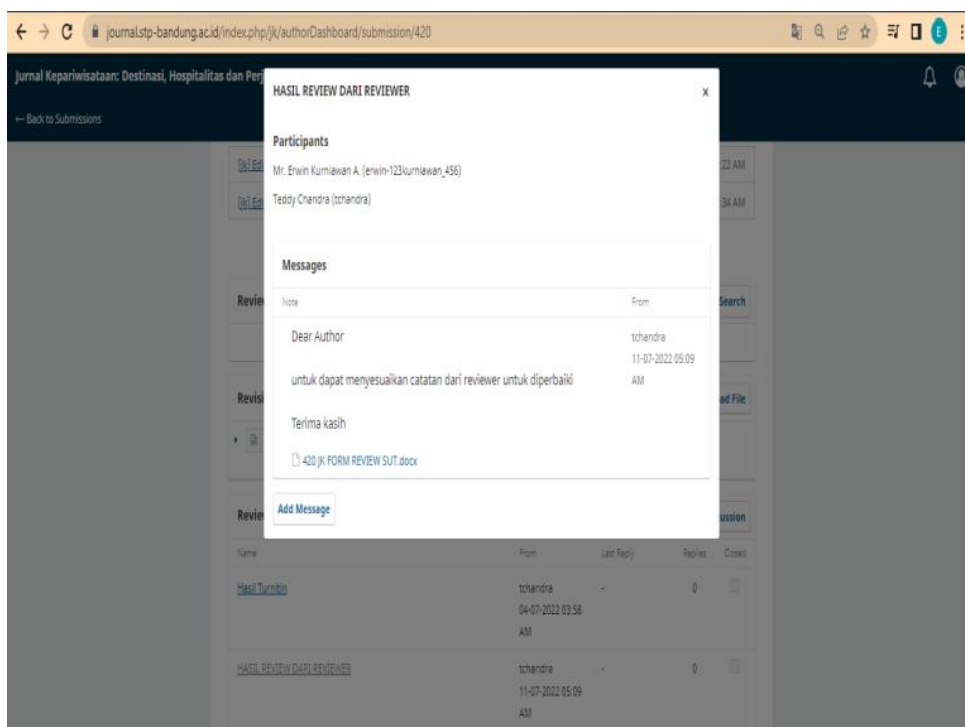
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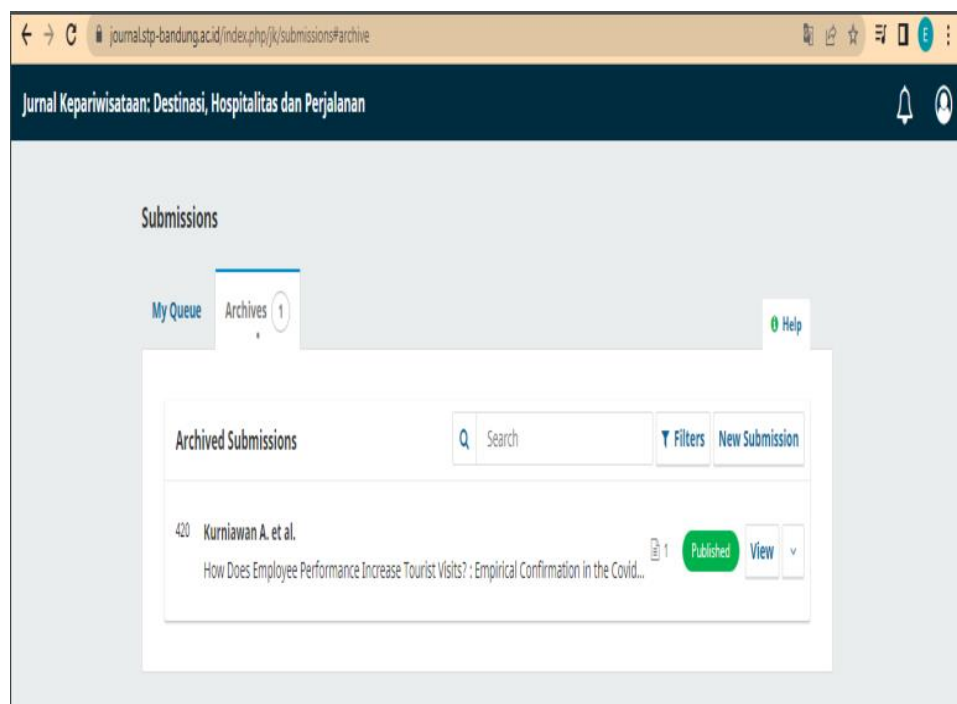
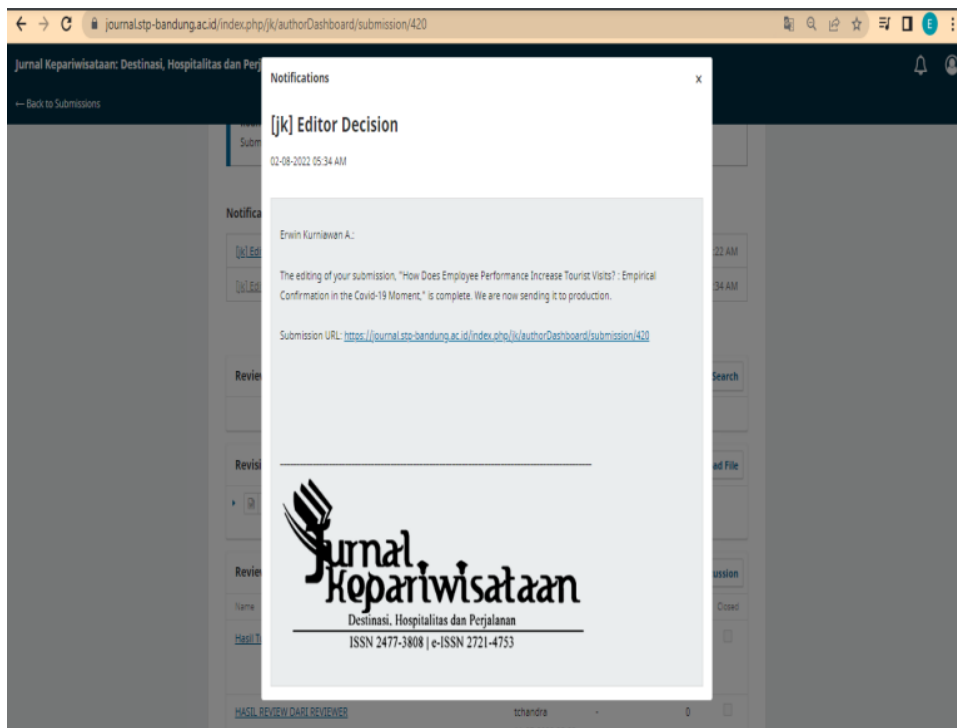
How Does Employee Performance Increase Tourist Visits? Empirical Confirmation in the Covid-19 Moment
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Home / Archives / Vol. 6 No. 1 (2022)

DOI: <https://doi.org/10.34013/jk.v6i1>
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Articles

Variasi Sentimen Pantai Wisata dari Tweet Berbahasa Indonesia
Studi Kasus: Pantai Wisata Di Desa Parangtritis, Kabupaten Bantul.
Arief Wicaksono, Nurul Khakhim, Nur Mohammad Farda
1-15
[PDF](#)

Variabel-Variabel Kunci dalam Pengembangan Kawasan Ekonomi Khusus Pariwisata (KEK) Berkelanjutan Di Mandalika, Lombok Tengah, Indonesia
Lalu Suryade, Akhmad Fauzi, Noer Azan Achsan, Eva Anggraini
16-30
[PDF](#)

How Does Employee Performance Increase Tourist Visits?
Empirical Confirmation in the Covid-19 Moment
Erwin Kurniawan A., Sri Langgeng Ratnasari, Hemi Widiyah Nasrul
31-43
[PDF](#)

Information

- For Readers
- For Authors
- For Librarians

- Focus and Scope
- Author Guidelines
- Peer Review Process
- Peer Reviewer
- Publication Ethics
- Editorial Team
- Screening For Plagiarism
- Reference Management
- Author Fees

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Home / Archives / Vol. 6 No. 1 (2022) / Articles

How Does Employee Performance Increase Tourist Visits?

Empirical Confirmation in the Covid-19 Moment

[PDF](#)

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Abstract

It is difficult to demand employee productivity, especially when Covid-19 limits social interaction. Continuous extra attention needed so that employee performance gets optimal evidence. By focusing on leadership styles, organizational commitment, and job satisfaction, this study attempts to select how these three factors transmit the performance of 'Resort X' employees in the Anambas (Province of Riau Islands, Indonesia). The sample involves the

Announcements

New Issues has been Published! Volume 7, Issue 2, 2023

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20 December 2023

Updated Manuscript Submission to JK (2023)

1 January 2023
Manuscript submission to Jurnal Kepariwisata: Destinasi, Hospitalitas dan Perjalanan...

Information

How Does Employee Performance Increase Tourist Visits? Empirical Confirmation in the Covid-19 Moment

**Sri Langgeng Ratnasari¹, Herni Widiyah Nasrul², Rahmawati Rahmawati³,
Gandhi Sutjahjo⁴, Ramadania Ramadania⁵, Erwin Kurniawan A.*⁶, Dio Caesar Darma⁷**

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Abstract

It is difficult to demand employee productivity, especially when Covid-19 limits social interaction. Continuous extra attention needed so that employee performance gets optimal evidence. By focusing on leadership styles, organizational commitment, and job satisfaction, this study attempts to select how these three factors transmit the performance of 'Resort X' employees in the Anambas (Province of Riau Islands, Indonesia). The sample involves the entire population to be asked for information related to relevant questions about these variables through census techniques. After the questionnaires distributed and collected, data validation applied using multiple linear regression methods and IBM SPSS. Effects simultaneously and partially describe that leadership style, organizational commitment, and job satisfaction play a significant role in employee performance. Despite the disruption caused by the global pandemic, it did not change the productivity of employees in promoting and attracting tourist visits. Tourist destinations need to adapt and strive for recovery through optimal resources.

Keywords: HRM, Employee performance, Census, Anambas, Tourist visits, Covid-19.

A. INTRODUCTION

A quality leader is an important factor that determines the success or failure of an organization. Leaders play a key role in formulating and implementing organizational strategies (Achua & Lussier, 2013). They are also very vital in connecting and running between individual goals and organizational goals, so it takes the role of a leader who really understands what each party's goals are and can play his role for the benefit of the organization (Omollo, 2015). We need leaders to set goals, allocate scarce resources, focus attention on the organization's mission, coordinate change, foster interpersonal contact with followers, and set the right or best direction in the event of failure (Ilmi et al., 2021).

[Critically, the concentration on studies that reveal the impact of Covid-19 on human resources and tourist destinations has reviewed in several cases. Sigala \(2020\) compares the latest literature and past literature to help researchers and professionals to better understand the situation in the tourism industry because of Covid-19. There have been fundamental values that have shifted since the outbreak, including a drastic decline in tourism supply, tourism demand, policymakers, and destination managers \(Tomčiková et al., 2021\). At the very least, this requires an overview of the scale, implications and types of tourism affects of Covid-19. This paradigm, in line with what was studied by Verawati et al. \(2021\) on human resource performance models for post-pandemic tourism destinations. Leadership, motivation, and organizational commitment considered as antecedents of human resource performance because](#)

Comment [i-1]: In the context of human resource development, the condition of Covid-19 which links its impact on tourist visits has not been thoroughly explained. What literature underlies the two anomalies above? Then, what about the situation in other cases? Is there a significant difference or vice versa. This should be explained the background.

[they have a positive impact. In addition, organizational commitment acts as a mediation on the relationship between motivation and leadership to perform human resources.](#)

Ideally, performance is something to be achieved, demonstrated achievement, and workability (Cragg et al., 2017). However, it is necessary to evaluate how performance based on conditions that must have known and informed to certain parties to analyze the achievement of results associated with the vision assigned to an organization (Karlen et al., 2019). Contradictions that lead to negative and positive things from an operational policy that are taken indeed become part of performance. Profile information about performance in an institution requires actions such as correction of policies, aligning primary activities, key tasks of the organization, planning, determining the organization's mission, and deciding on an action.

[A review that evaluates a systematic literature review on various studies in management and business to explore human resource issues that emerged during the Covid-19 pandemic. There are nine major human resource problems in thirteen industrial economies. Major findings summarize that Covid-19 has contributed to conventional human resource management problems, thus requiring theoretical and empirical attention from researchers \(Zhong et al., 2021\). Interestingly, Värzaru et al. \(2021\) attempts to relate how much impact the tourism industry has had on the SARS-CoV-2 \(Covid-19\) virus. As a result, tourist destinations around the world have adopted emergency measures and restrictions that affect the mobility of individuals to make visits. The movement of people stopped, beaches and resorts were empty, travel between regions strictly controlled, and the movement of people also temporarily suspended. Implementing quarantine has harmed the world economy and people's livelihoods. Studies based on literature exploration also synthesize several steps to ensure the resilience of the tourism sector during this pandemic attack \(Giddy & Rogerson, 2021\).](#)

A series of problems because of Covid-19 also hit the tourism sector in Indonesia. In particular, Atmojo & Fridayani (2021) investigates the enormous impact on Indonesia and the many sectors affected, including tourism. The striking thing about the Covid-19 phenomenon is the decline in small and medium enterprises (SMEs) which have absorbed a lot of workers. A prolonged domino effect will undermine economic growth. Explicitly, the tourism industry suffered an enormous loss because it did not bring in any more tourists. The decline in the number of tourists, costs, and access to reach tourist destinations is unavoidable (Mutiarin et al., 2021). Several national attractions that have the potential to lose revenue in the tourism sector such as Yogyakarta and Bali have domestic and foreign tourists has forgotten so far. This situation also affects those who are engaged in SMEs providing hotels, souvenirs, regional crafts, food, beverages, and travel providers.

Performance measurement implemented both quantitatively and qualitatively. The development of an instrument applied to assess job perceptions of their own performance in relation to items, including output, goal achievement, meeting deadlines, and use of working hours (Trivellas & Santouridis, 2013). Employee performance refers to the quality of work performed by employees in their implementation of serving social programs, focusing on quality assumptions that enable them to identify, described, and organized (Wang et al., 2021). Good employee performance will directly affect the performance of the institution and to improve employee performance is certainly a job that takes time and a long process (Pradhan & Jena, 2017). Assessment of the level of success of performance its employees aims have carried that out to identify the extent to which they have achieved success in supporting competence and improving employee performance.

1. **Research Gap and Hypotests**

Comment [i-[2]: Why aren't the research gap and hypotheses developed into new sections? For example: chapter 2. hypothesis development. Please consider!. **Reply:** There are no standard guidelines regarding the arrangement of hypothesis development, so the authors create it into a new arrangement.

Rachman (2021) highlights the dimensions that are most widely used to measure leader effectiveness are how far the leader's organizational unit has carried out achieving its goals, followers' attitudes towards the leader, and the leader's contribution to the quality of group processes perceived by followers or outside observers. The subjective measure is the level of effectiveness produced by the highest leader, employees, and subordinates.

Griffiths et al. (2019) underlined that leaders characterized by a strong drive for responsibility and task completion, strength, persistence in pursuing goals, adventurous nature, problem-solving skills, drive to carry out initiatives in social situations, self-confidence, sense of personal identity, willingness to accept consequences of decisions, readiness to absorb interpersonal pressures, willingness to tolerate frustration and procrastination, ability to influence the behavior of others, and capacity to structure systems of social interaction for a purpose. Substantially, we propose the first hypothesis focusing on:

H1—Leadership style changes employee performance positively.

Individuals in an organization need to build great trust in order to form organizational commitments that are expected to be maintained. Organizational commitment as a situation, where an employee sided with a particular organization for benefits and interest in maintaining membership in the organization (Maria et al., 2020). They illustrate organizational commitment at a certain level, where a person positions himself in the organization and will continue efforts to achieve the interests of the organization.

According to Luthans (2011) organizational commitment is the nature of the relationship between individuals and work organizations, where individuals have confidence in the values and goals of work organizations, will use their business seriously for the benefit of the work organization, and have a strong desire to remain part of the work organization. The individual identifies himself in a particular organization, where the individual works, and hopes to become a member or part of realizing the vision and mission of the work organization. The resulting consequences give the second hypothesis:

H2—Organizational commitment changes employee performance positively.

Individuals work to get job satisfaction in two forms, namely financial and non-financial (Alhadibi & Karpinski, 2020). Job satisfaction demands a pleasant emotional state or vice versa, which depends on the employee's perspective on his work. Job satisfaction reflects a person's feelings towards his job (Alabawi, 2019). We can see this in the individual's positive attitude towards work and everything that is faced in the work environment (Inceoglu, 2019).

Job satisfaction is not a single concept. Higher job satisfaction, mainly resulting from performance, not the other way around. Outstanding performance, of course, gets a worthy award (Gorenak et al., 2019). If they felt the award to be adequate, then job satisfaction will spur them, so that they deserve to receive an award in proportions. For this reason, we designed the third hypothesis:

H3—Job satisfaction changes employee performance positively.

Referring to observations on the object of research, at least we got some information regarding leadership style, organizational commitment, job satisfaction, and performance. First, the perceived leadership style is still not under the situation and conditions. There are several employee complaints that leaders are dictatorial, not appreciating ideas, input, and criticism. Second, organizational commitment is also not optimal. We can see this dynamic from the high employee turnover rate and the lack of a sense of belonging to the organization. Third, the general problem lies in job satisfaction. Some of them resigned and demotivated. Fourth, employee performance has not been fully consistent because the behavior, potential, competence, and work results are not in line with the expectations of the organization. At first glance, facts about these observations form the basis of our search.

2. Objectivity

Comment [i-3]: Also why is objectivity separated from the introductory session? It will support backgrounds. **Reply:** Objectivity is useful describing research objectives. That way, we separate this section from the introduction as an organizational framework for the paper.

This research studies how employee performance influenced by leadership style, organizational commitment, and job satisfaction. Therefore, we divide the five sessions in this article. The first session is an introduction. Focus on research gaps in the second session. The third session illustrates objectivity. It showed the method in the fourth session. For the fifth session, data interpretation and discussion presented. The connections in the conclusion (sixth session) and the series in the seventh session illustrate both practical and theoretical contributions.

B. METHODS

We design concept boundaries based on research objectives, where there are three predictor variables and one criterion variable. The predictor variable emphasizes its relationship to the criterion variable and the predictor variables influence the criterion variable (Lowe et al., 2006). Leadership style (X1), organizational commitment (X2), and job satisfaction (X3) represent predictor variables, while it limited the criterion variable in this study to employee performance (Y).

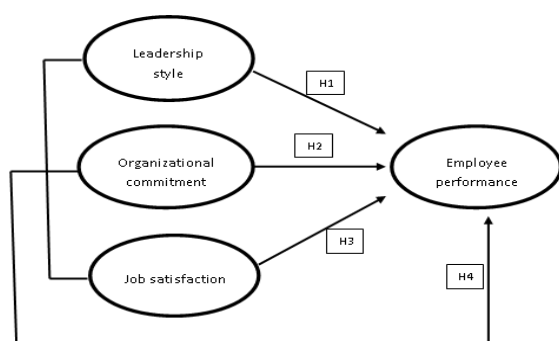


Fig. 1: Conceptual model escalation (Source: Authors elaboration)



Fig. 2: Sample exploration point (Source: Authors elaboration)

To be more complete, the first hypothesis (H-1) describes the path that links leadership style with employee performance. In the second hypothesis (H-2), the path between organizational commitment

and employee performance. The third hypothesis (H-3) explains the path for job satisfaction to employee performance. In the fourth hypothesis (H-4), combining the completeness of the path simultaneously involving leadership style, organizational commitment, and job satisfaction about how it affects employee performance.

It supported the data component by primary data collected by researchers directly from the first source in the field (for example, Gera et al, 2021; Lewis et al, 2016). These data are as a questionnaire distributed to employees of 'Resort X' in the Anambas (Province of Riau Islands, Indonesia) which is illustrated in Figure 2.



Fig. 3: Data processing structure and flow (Source: Authors elaboration)

Table 1: Summary of the variables

Variables	Indicators and conceptual studies	Scale	Item
Leadership style (X1)	<ul style="list-style-type: none"> ▪ Directive leadership; ▪ Supportive leadership; ▪ Participatory leadership; ▪ Achievement oriented leadership. <i>Ratnasari (2020), Khajeh (2018), Gemeda & Lee (2020)</i>	Likert	4
Organizational commitment (X2)	<ul style="list-style-type: none"> ▪ Strong desire to remain as a member of a particular organization; ▪ Ambition to try hard according to the wishes of the organization; ▪ Certain determination; ▪ Acceptance of values; ▪ Organizational goals. <i>Ramalho Luz et al. (2018), Nguyen et al. (2020), Senjaya & Anindita (2020), Siregar et al. (2019)</i>	Likert	5
Job satisfaction (X3)	<ul style="list-style-type: none"> ▪ Satisfaction with salary; ▪ Satisfaction with promotions; ▪ Satisfaction with co-workers; ▪ Satisfaction with supervision; ▪ Satisfaction with the work itself. <i>Sari (2020), Eliyana et al. (2019), Kadarisman (2012)</i>	Likert	5
Employee performance (Y)	<ul style="list-style-type: none"> ▪ The success of employees in implementing work; ▪ Actions of employees carrying out the work; ▪ Skills or mastery of employees to the demands of duties and positions; ▪ Observation of the ability of future employees. <i>Diamantidis & Chatzoglou (2019), Vosloban (2012)</i>	Likert	4

Observation and questionnaires applied the stages of data collection. They scored answers on a Likert scale, which ranges from 1 (most negative) to 5 (most positive). Filtering data with quantitative techniques, thus facilitating the presentation process (see Figure 3). The description of the analysis needs statistical evidence comprising a sample profile, reliability test, classical assumption test, and hypothesis testing.

Table 1 displays the total number of items is eighteen, which describes the four variables. Leadership style has four indicators, organizational commitment with five indicators, job satisfaction comprises five indicators, and four indicators in employee performance.

C. DATA INTERPRETATION AND DISCUSSION

We focused the research concentration on 'Resort X' which is on Bawah Island, Anambas, Province of Riau Islands. This special area, known for its beautiful islands and coastline, is at the northern tip of Indonesia, precisely between Malaysia and Borneo. For additional information, 'Resort X' is very exclusive and only for visitors. To arrive at sea and air reaches 'Resort X' via Hang Nadim Airport (Batam) by seaplane that can directly land in the waters. The natural beauty of Pulau Bawah is as interesting as it is in the Maldives. This destination is a target for local tourists and foreign tourists who have extra economic capacity, if they have to stay overnight. Given the very expensive accommodation costs, reaching IDR 29 million per night, not everyone can enjoy it.

Since 2002, the Riau Islands is the 32nd province in Indonesia or a new expansion area of the Province of Riau (Asmit et al., 2020). The dominance of the tourism industry as a foreign exchange earner compared to other sectors in the Province of Riau Islands is because of the second highest visitation intensity after Bali, so it is natural to maintain all its potential (Sugihamretha, 2018; Kismartini et al., 2020).

Most of the respondents' gender was 56% (male) and 44% female with an average age of 31–40 years or 47%. Then, the age range of 23–30 years is 18%, 41–50 years is 27%, and the remaining 8% are 51–56 years old. At the formal education level they have a Bachelor's degree (58%), while 23% of them are Diploma graduates, 3% for Junior High School (SMP) levels, Masters (8%), and 8% for Senior High School (SMA). For the classification of work experience, 41.18% have worked for up to 10–14 years and 27.45% for 5–9 years. Only a few of them with the proportion of working time in 15–19 years (18.63%), 20–24 as much as 7.84%, and only 4.90% who can afford >25 years.

With respect to respondents' perceptions, the averages for leadership style and scores were 4.05, 3.95 for organizational commitment. Even job satisfaction and employee performance at level 4.02. The conclusions reached they have responded well or high.

In Cronbach's Alpha (CA) criteria which describes the correlation assumptions for leadership style, organizational commitment, job satisfaction, and employee performance, it is reliable. The overall CA > 0.6, where the breakdown for each variable is 0.749, 0.682, 0.797, and 0.714, explained this.

In the linearity test stage, there is a condition that all components accepted. This requirement includes the linearity value which must be below the standard probability (5%) and the deviation from linearity ratio which ideally must be above 5%. Regarding employee performance, leadership style, organizational commitment, and job satisfaction are $0.000 < 0.05$, where the three deviations are greater than the provisions ($0.931, 0.699, \text{ and } 0.652 > 0.05$).

The normality criteria using the Kolmogorov-Smirnov test presented sample data or observations that were normally distributed. Kolmogorov-Smirnov's achievement that must have met is free or higher than 5%, where the two-way path > 5%. The case study in this study, it turns out that the probability of leadership style ($1.640 > 0.05$), organizational commitment ($0.962 > 0.05$), job satisfaction ($0.915 > 0.05$), and employee performance ($1.232 > 0.05$). On the one hand, it presented the detection of

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multicollinearity through Variable Inflation Factor (VIF). None of the independent variables violated the threshold with $VIF > 5$.

The resulting regression equation gives positive results, where the constant value simultaneously reaches 14.676, which explains the strength of the relationship between leadership style, organizational commitment, and job satisfaction with employee performance. Meanwhile, in partial linkage, a positive signal also shown by the encouragement of organizational commitment involving employee performance by 14.8%. Organizational commitment and job satisfaction are 22.7% and 18.1% in playing a role in employee performance.

It doesn't stop there, the intensity of the correlation coefficient (R) in the relationship's closeness on each independent variable. We proved that the decision is that there is a moderate relationship of 52.4%. In the coefficient of determination (R²), we explained that the model not known or the inherent variability with R² is only 27.5%. There are 72.5% error factors or components that are not part of this model.

The Glejser test was also applied in this study to see the symptoms of heteroscedasticity on leadership style, organizational commitment, and job satisfaction. As a result, only job satisfaction has a significant effect, where the p-value is smaller than 5% ($0.026 < 0.05$). The incidence of heteroscedasticity is tiny, because not all variables have a significant effect. Other findings, especially in relation to leadership style and organizational commitment, do not support it because the resulting probability is above 5% or p-value > 0.05 . Unbelievably, it still justified that we met this assumption with homoscedasticity.

Through calculations in statistical calculations with IBM SPSS, we found that leadership style has a positive effect on employee performance. Organizations that are successful in achieving their goals can fulfill their social responsibilities and depend on the character of the leader. If the leader controls wisely, it is very possible for the organization to achieve its goals and give fresh hope to employee performance. If the target results from overall employee performance, then the leadership style represents the behavior of a leader and concerns his ability to manage the organization. This embodiment usually forms a certain pattern or form that is perceived or referred to by his subordinates (Chrisanty et al., 2021).

Leaders must be able to design the right tactics and strategies, so that the steps that the organization will take will run more efficiently and effectively in terms of budget use. The values that need to be lived by all members of the organization represent the organization's vision and mission, innovative, professional, integrity, service-oriented, business development, excellent service to service users, implementing good corporate governance, and excellence.

Ikinci (2014) mentions leading change is the most important and difficult leadership responsibility. They need effective leadership to revitalize an organization and facilitate adaptation to a changing environment. Change always results in resistance due to lack of trust, believing that change is unnecessary, believing that change is impossible, economic threats, relatively high costs, fear of personal failure, loss of status, power, threats to values (idealism), and anger at the interference of others. They must clearly and convincingly communicate to their employees the need for meaningful change.

It will recognize organizational leaders as people of character and become symbols if they are successful in directing their subordinates towards achieving organizational goals. Therefore, the exploration of this study supports the research of Shin et al. (2017), Chaurasia et al. (2020), Ratnasari et al. (2019), and Basit et al. (2017).

Second, organizational commitment also plays an important role in employee performance. Each employee has a different basis and behavior based on the organizational commitment he has. They have organizational commitment based on affective and behavior that differs from their co-workers based on continuance. Employees who want to become members have a desire to mobilize capacities and abilities

under the direction of the organization. Conversely, those who forced to avoid financial losses and other losses, so that dedication not maximized. Optimization of the normative component develops as an output of socialization experience, depending on the extent to which they have a sense of obligation. The normative component creates a feeling of obligation to them to give back for what they have received from the organization.

Organizational commitment implies an active relationship between employees and the organization. Their commitment did not just happen, but through a fairly long and gradual process. Organizational commitment also represents an active relationship between employees and the company or organization. Therefore, especially those who have given a high commitment, are serious about providing energy, and are more responsible, aligned to support the welfare and success of the organization where they work.

Employee loyalty to the organization means the individual's willingness to perpetuate his relationship with the organization if necessary at the expense of his personal interests, expecting nothing. This needs to be pursued if they always feel a sense of security and satisfaction in the workplace. The evidence in this second hypothesis has validated the findings of Sohail, et al. (2014), Sriekaningsih & Setyadi (2015), Kapanradja & Wijaya (2017), Metin & Asli (2018), and Suharto et al. (2019).

Third, job satisfaction has changed employee performance positively. Job satisfaction reflects a person's feelings towards his job. We can see this in their attitude towards the job desk and everything they face in their work environment. The environment, while the work itself, can lead to satisfaction through job design, influences job satisfaction. Job related behavioral elements such as autonomy, job identity, significant work, and feedback in determining satisfaction. Every element related to the work environment will increase or decrease job satisfaction. The emotional state that is pleasant or unpleasant by them viewing their work encapsulates job satisfaction itself (Myhren et al., 2013). Employees who have dedication, dedication, fighting attitude, discipline, and ability to carry out their duties will be more efficient and successful in the future. Khan et al. (2012), Sofyan et al. (2016), Octaviannand et al. (2017), and Rafferty & Griffin (2009) accommodate the results.

Fourth, leadership style, organizational commitment, and job satisfaction have explicitly boosted employee performance with a positive correlation. Employee performance is a manifestation of implementing a job achieved by them by absorbing the assigned tasks referring to skills, experience, and sincerity. The measure considers quantity, quality, and timeliness. Leadership style, organizational commitment, and job satisfaction translated the key principles that support it.

Performance describes certain measurements, where the quality of work related to the quality of work, while quality describes the work units produced within a certain period. Punctuality is a feature of the suitability of the planned time. The level of success of an organization is born from the organization's ability to manage its resources in order to produce as much as possible. Optimal employee performance will directly affect the existence of the organization. To improve their performance, it takes support, time, and a long process. However, this must applied considering that employee performance is an attribute of performance, rewards, and the success or failure of the organization's strategy in total towards 'superior organization performance'.

A unidirectional relationship regarding the humanistic aspect, of course, involves human resources who are dealing with their readiness to survive during the Covid-19 (Zhang et al., 2021). The measure of organizational success is inseparable from performance. Performance includes records of outcomes produced in certain work functions or activities over a certain period (Cong & Van, 2013).

D. CONCLUSION

Comment [i-4]: The conclusion does not only contain the results of the investigation, but also mentions the managerial and theoretical implications. I recommend adding 1 chapter on the

With careful concentration, this study has the ambition to validate the relationship of leadership style, organizational commitment, and job satisfaction in employee performance. The conclusion output highlights that leadership style, organizational commitment, and job satisfaction have positively increased employee performance. The momentum during Covid-19 created a perspective and dilemma that was feared to reduce the performance of employees at 'Resort X' in Anambas. Actually, factors such as their leadership, organizational commitment, and job satisfaction not affected by the Covid-19 disruption. Instead, a significant transformation shows continued consistency in the absence of significant fear.

The organizational wheel continues to run even though this global epidemic has not only had an extreme impact on human behavior, because most of them, especially workers, weakened by operating systems that do not function normally, but also contribute to the erosion of individual psychology.

The news in print media, online media, and social media about victims who keep falling because of exposure to Covid-19 has created a gripping perception and response by many people. Indirectly, they forced to consume news about it for a long time, every time, and do not know when it will end. Technically, the worrying effect is a sense of fear against morals. As a result, there are terms such as 'toxic information' for those who are in good health and over time, Covid-19 becomes a kind of 'disgrace' for people who confirmed positive or experience symptoms of being contaminated with this virus. In addition, the emergence of a sense of anxiety and suspicion is the initial spotlight on one's own family, neighbors, co-workers, and others. Indeed, humans are social creatures who need the help of others, interaction at work, in the neighborhood, and verbal communication with fellow humans.

E. THEORETICAL AND PRACTICAL IMPLICATION

Several ways and strategies need to be applied, considering that the contribution in this research certainly has a real impact on practical and theoretical sustainability. The management must provide exclusive training on leadership and scholarships to higher education levels for employees, especially in the middle manager and lower manager sector. Leading is a potential and talent that learned, not a mere destiny. This ability, of course, is not owned by every employee in the organization. With the excellent programs, we hope that the personality of new leaders will grow to advance the organization in the future.

Internal management deserves to be committed to employees. Organizational commitment includes elements of loyalty to the organization, involvement in work, and identification of company values and goals. This commitment prioritizes for them to identify themselves with values, rules, organizational goals, and organizational commitments that highlight an active culture. Finally, their prospects and opportunities to leave the organization reduced.

Control is important to review on employee job satisfaction, as a point of view in HRM. The strength of this effect certainly transmits employee performance. A symptom of damaging organizational conditions is low job satisfaction, where the degradation has the potential to lead to high absenteeism, turnover dominance, decreased commitment to the organization, and poor performance. It connected the dimensions of job satisfaction through opportunities for advancement, clarity of career paths, job security, salary, stable working conditions, inherent supervision, social aspects in the workplace, smooth communication between them and the management, and supporting facilities.

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