

**THE MODERATING ROLE OF GOVERNMENT  
AND THE MEDIATING ROLE OF  
COMMITMENT IN THE RELATIONSHIP  
BETWEEN SHARED LEADERSHIP AND  
ORGANIZATIONAL PERFORMANCE IN  
JAKARTA**

**PUTRI ALLANA ABDULLAH**

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THE MODERATING ROLE OF GOVERNMENT AND THE MEDIATING  
ROLE OF COMMITMENT IN THE RELATIONSHIP BETWEEN SHARED  
LEADERSHIP AND ORGANIZATIONAL PERFORMANCE IN JAKARTA

PUTRI ALLANA ABDULLAH

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## ABSTRACT

The purpose of the study was to investigate the influence of shared leadership on company performance with the role of government as a moderation variable and organizational commitment as a mediation variable. The location of the research at the Tourism and Creative Economy Office of DKI Jakarta Province, Indonesia. The research design is a case study with non-parametric quantitative methods. Research sampling techniques are simple random sampling, a sample of 105 respondents, and hypothesis testing using the SMART-PLS software tool. The findings consist of five subdiscussions. First, shared leadership is able to significantly improve organizational performance through seven indicators. Second, shared leadership through the most dominant indicator, namely establishing teamwork, has a positive effect in increasing organizational commitment. Third, organizational commitment is proven to improve organizational performance. Fourth, the role of the government through its five indicators is proven to improve organizational performance well. Fifth, the role of government has not been able to strengthen the relationship of shared leadership to organizational performance. Further findings, shared leadership and organizational commitment are able to contribute to improving the performance of employees of the Tourism and Creative Economy Office of DKI Jakarta Province, Indonesia. However, the government's role is still weak in supporting implementation in the field. Because of technical constraints where employees do not understand their main duties professionally. In order to improve performance, the commitment of each level of the scope of the DKI Jakarta Provincial Tourism and Creative Economy Office is highly expected. Thus, it is important for the DKI Jakarta Provincial Tourism and Creative Economy Office to prioritize the planning aspects of Regional Apparatus along with control and evaluation functions. And adequate operational budget support and leadership oriented to togetherness / share so that the tourism activity program is sustainable.

**Keywords:** Shared leadership, company performance, government role, organizational commitment

## **APPROVAL**

This is to certify that this thesis conforms to acceptable standards of scholarly presentation and is fully adequate, in quality and scope, for the fulfilment of the requirements for the degree of Doctor of Philosophy

The student has been supervised by: **Prof Dr Juhary Ali** and co-supervised by: **Prof Dr Tulus Suryanto**

The thesis has been examined and endorsed by:

**Professor Dato' Dr Hj Mohamad Nasir Hj Saludin**  
Universiti Islam Melaka (UNIMEL)  
Examiner 1

**Prof Dr Baharu Kemat**  
City University Malaysia  
Examiner 2

This thesis was submitted to Asia e University and is accepted as fulfilment of the requirements for the degree of Doctor of Philosophy.



**Professor Dr. Siow Heng Loke**  
Asia e University  
Chairman, Examination Committee  
(27 February 2024)

## **DECLARATION**

I hereby declare that the thesis submitted in fulfilment of the PhD degree is my own work and that all contributions from any other persons or sources are properly and duly cited. I further declare that the material has not been submitted either in whole or in part, for a degree at this or any other university. In making this declaration, I understand and acknowledge any breaches in this declaration constitute academic misconduct, which may result in my expulsion from the programme and/or exclusion from the award of the degree.

**Name: Putri Allana Abdullah**

A handwritten signature in black ink, appearing to be 'Putri Allana Abdullah', written in a cursive style.

**Signature of Candidate:**

**Date: 27 February 2024**



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## TABLE OF CONTENTS

<b>ABSTRACT</b>	<b>ii</b>
<b>APPROVAL</b>	<b>iii</b>
<b>DECLARATION</b>	<b>iv</b>
<b>ACKNOWLEDGEMENTS</b>	<b>vi</b>
<b>TABLE OF CONTENTS</b>	<b>vii</b>
<b>LIST OF TABLES</b>	<b>x</b>
<b>LIST OF FIGURES</b>	<b>xi</b>
<b>LIST OF ABBREVIATION</b>	<b>xii</b>
<b>CHAPTER 1 INTRODUCTION</b>	<b>1</b>
1.0 Background of the Study	1
1.1 Problem Statement	15
1.2 Research Objectives	18
1.3 Research Questions	19
1.4 Research Hypotheses	19
1.4.1 The Effect of Shared Leadership on Employee Performance	22
1.4.2 The Effect of Organizational Commitment Affects Organizational Performance	26
1.4.3 The Influence of the Role of Government Moderates the Influence of Shared Leadership on Performance	27
1.4.4 The Effect of Organizational Commitment Mediates the Influence of Shared Leadership on Employee Performance	28
1.5 Operational Definitions	30
1.5.1 Shared Leadership as an Independent Variable	30
1.5.2 Organizational Performance as a Dependent Variable	31
1.5.3 The Role of Government as a Moderation Variable	33
1.5.4 Organizational Commitment as a Mediation Variable	38
1.6 Justifications and Significance of the Study	40
1.7 Theoretical Contribution	42
1.8 Practical Contribution	43
1.9 Contribution to Methodology	43
1.10 Chapter Summary	44
<b>CHAPTER 2 REVIEW OF LITERATURE</b>	<b>50</b>
2.0 Introduction	50
2.1 Goal Setting Theory	56
2.1.1 Basic Concepts of Goal Setting Theory	56
2.1.2 Principles of Goal Setting Theory	59
2.2 Shared Leadership	61
2.2.1 Basic Concepts of Shared Leadership	63
2.2.2 Forms of Joint Leadership	65
2.2.3 Factors Influencing Shared Leadership	71
2.3 Organizational Commitment	74
2.3.1 Basic Concept of Organizational Commitment	74
2.3.2 Factors Affecting Commitment	79
2.3.3 Dimensions and Indicators of Organizational Commitment	83



2.4	The Role of Government	87
2.4.1	Definition of Government	87
2.4.2	The Role of the Government as a Facilitator	88
2.4.3	Infrastructure and Accommodation Facilities	91
2.4.4	Quality Human Resources	95
2.4.5	The Role of Government as a Motivator	97
2.4.6	Factors Affecting the Role of Government	98
2.5	Organizational Performance	102
2.5.1	Basic Performance Concepts	102
2.5.2	Factors Affecting Organizational Performance	110
2.5.3	Performance Dimensions	116
2.5.4	Performance Indicators	119
2.6	Chapter Summary	128
<b>CHAPTER 3 METHODOLOGY</b>		<b>129</b>
3.0	Operational Definitions	131
3.0.1	Shared Leadership as an Independent Variable	131
3.0.2	Organizational Performance as a Dependent Variable	133
3.0.3	The Role of Government as a Moderation Variable	135
3.0.4	Organizational Commitment as a Mediation Variable	137
3.1	Research Design	139
3.2	Population and Sampling	143
3.2.1	Research Population	143
3.2.2	Research Samples	144
3.3	Instrumentation	146
3.4	Validity and Reliability	149
3.4.1	Research Validity	149
3.4.2	Research Reliability	151
3.5	Data Collection Procedure	153
3.5.1	Descriptive Statistical Test	156
3.5.2	Test the Measurement Model or Outer Model	156
3.5.3	Test the Structural Model or Inner Model	161
3.5.4	Indirect Influence Test (Mediation)	162
3.5.5	Moderation Test	164
3.6	Research Ethics	165
3.7	Pilot Study	167
3.8	Chapter Summary	171
<b>CHAPTER 4 RESULTS AND DISCUSSION</b>		<b>173</b>
4.0	Introduction	173
4.1	Profile of Respondents	173
4.1.1	By Gender	173
4.1.2	By Age	175
4.1.3	By Employment Status	175
4.2	Reliability of Measurements	177
4.2.1	Evaluation of the Outer model	179
4.3	Descriptive Analysis	186
4.4	Discussion of Findings	190

4.4.1	The Influence of Shared Leadership on the Performance of the DKI Jakarta Provincial Tourism and Creative Economy Office	192
4.4.2	The Influence of Shared Leadership on the Commitment of the DKI Jakarta Provincial Tourism and Creative Economy Office	206
4.4.3	The Influence of Organizational Commitment on the Performance of the DKI Jakarta Provincial Tourism and Creative Economy Office	210
4.4.4	The Role of Shared Leadership Influence on the Performance of the DKI Jakarta Provincial Tourism and Creative Economy Office with the Government's Role as Moderation	214
4.4.5	The Influence of Shared Leadership on the Performance of the DKI Jakarta Provincial Tourism and Creative Economy Office with Organizational Commitment as Mediation	222
4.5	Chapter Summary	226
<b>CHAPTER 5 CONCLUSION, IMPLICATION AND RECOMMENDATIONS</b>		<b>228</b>
5.0	Introduction	228
5.1	Shared leadership Affects the Performance of the DKI Jakarta Provincial Tourism and Creative Economy Office	229
5.2	Shared Leadership Influences the Commitment of the Tourism and Creative Economy Department of DKI Jakarta Province	232
5.3	Organizational Commitment Affects the Performance of the Tourism Office and the Creative Economy Office of DKI Jakarta Province	234
5.4	The Role of Orders Moderating the Influence of Shared Leadership on the Performance of the DKI Jakarta Provincial Tourism and Creative Economy Office	235
5.5	Organizational Commitment Mediates the Influence of Shared Leadership on the Performance of the DKI Jakarta Provincial Tourism and Creative Economy Office	237
5.6	Implications of the Study	239
5.7	Research Recommendations	241
	5.7.1 For Tourism Office	241
	5.7.2 For the Next Researcher	243
5.8	Chapter Summary	244
<b>REFERENCES</b>		<b>245</b>
<b>APPENDICES</b>		<b>279</b>
	Appendix A	279
	Appendix B	319

## LIST OF TABLES

<b>Table</b>		<b>Page</b>
1.1	Tourism performance indicators in Jakarta 2021	7
1.2	Number of tourist visits from DKI Jakarta province in 2017-2019	9
1.3	Summary of research problems, research objectives, research questions and hypotheses	45
2.1	Role of government in industry	92
3.1	Research instrument development grid	147
3.2	Validity and reliability test	169
4.1	Respondents based on employment status	176
4.2	Gender, age, education level crosstabulation	176
4.3	Average Variance Extracted (AVE)	181
4.4	Cronbach's alpha and Composite Reliability	181
4.5	Direct effects	182
4.6	Indirect effects	185
4.7	R-Square	185
4.8	Respondents' responses about shared leadership	187
4.9	Respondents' responses regarding organizational commitment	188
4.10	Respondents' responses regarding the role of government	188
4.11	Respondents' responses about organizational performance	189
4.12	Summary of research results	191
4.13	Summary of the content of the DKI Jakarta governor's regulation	193

## LIST OF FIGURES

<b>Figure</b>		<b>Page</b>
1.1	Tourism acceptance and international tourist arrivals: Percentage of 2019 levels recovered in 2022 (%)	3
1.2	International tourist arrivals, world and region	4
1.3	Comparative tourism trend in Jakarta and Indonesia	6
2.1	Theoretical framework	51
2.2	Network visualization between keywords	53
2.3	Overlay visualization of tourism	54
2.4	Renewable research on tourism	55
2.5	Lebas & Euske performance tree	107
2.6	Balanced scorecard – Four dimensions of performance	118
3.1	Research conceptual framework	143
4.1	Respondents by gender	174
4.2	Respondents by age	175
4.3	Outer model results	178
4.4	Outer model	179
4.5	Research model	184

## LIST OF ABBREVIATION

AeU	Asia e University
ASEAN	Association of Southeast Asian Nations atau Perhimpunan Bangsa-Bangsa Asia Tenggara
AVE	Average Variance Extracted
BEE	Building Energy Efficiency
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
Jakarta	Special Capital Region
EM	Economic Motivator
GCBE	Government Cooperation with Business Entities
GLC	Government-Related Companies
HR	Human Resources
LGR	Locally-generated revenue
MTMM	Multi Trait – Multi Method
GDP	Gross Domestic Product
PM	Law & Policy Maker
OCQ	Organizational Commitment Questionnaire
ODA	Official Development Assistance
SEM	Structural Equation Model
SP	Strategic Planner
SDGs	Sustainable Development Goals
SME	Small and Medium Enterprises
PLS	Partial Least Square
RMSEA	Root Mean Square Error of Approximation

TQM	Total Quality Management
TLI	Tucker-Lewis Index
UNWTO	United Nations World Tourism Organization
VOI	Village Original Income

# CHAPTER 1

## INTRODUCTION

### 1.0 Background of the Study

Every local government must have a leader, but not every local government in various business sectors has a good leader. Therefore, leadership behavior becomes an important and necessary element if you want to achieve goals and objectives. Several studies on the relationship of leadership with organizational performance show a positive relationship. Leadership effectiveness has a great relationship to improving organizational performance (Bavik & Koseoglu, 2022; Purwanto, 2022; Porter et al., 2024). This is also in line with studies that have found that shared leadership has a positive relationship to organizational performance (Awaale, 2024; Kiende & Muthimi, 2024; Turyadi et al., 2023). In other words, the better the leader's performance in guiding members and showing leadership attitude, the better the performance in an organization.

However, several other studies show conflicting results, which show that joint leadership does not improve organizational performance, because there are variables there are self-factors, organizational culture, and work environment that will affect performance (Ge et al., 2024; Lorinkova & Bartol, 2021; Paais & Pattiruhu, 2020; Usmani et al., 2019). The inconsistency of research results regarding the relationship of joint leadership to organizational performance indicates that there is a need for situational variables that can connect these variables.

In realizing the performance of public organizations, the role of the leader is very substantial to determine all policies and their implementation and in creating a conducive environment. This is the reason for joint leadership to have a significant

effect on improving organizational performance that is moderated by the role of government (Vixathep, 2014; Wang & Jin, 2023). In addition, it is necessary to understand and carry out integrative culture and various value transformations mediated by organizational commitment. The goal is to develop organizational performance as well as anticipate a developing environment (Cao et al., 2022; Obaji, 2015).

The Tourism sector is one of the business sectors fostered by governments in various countries. The tourism sector has an essential role to play in improving infrastructure, enabling higher standards of education, and meeting other economic needs. This sector is able to generate foreign exchange and is an important factor in the balance of payments in various countries. Even today a new trend has emerged, namely education adventure "ed-ventures" which is a tourism concept with a combination of education and vacation. Previous findings explain that quality tourism will support economic and environmental development. Evidence is shown from studies in ASEAN countries (Shang et al., 2023; Song et al., 2022; Kongbuamai et al., 2020), Mediterranean countries (Ren et al., 2019), African region (Holland et al., 2022; Sarpong et al., 2020), Turkey (Pata & Balsalobre-Lorente, 2022), and India (Ranwa, 2022).

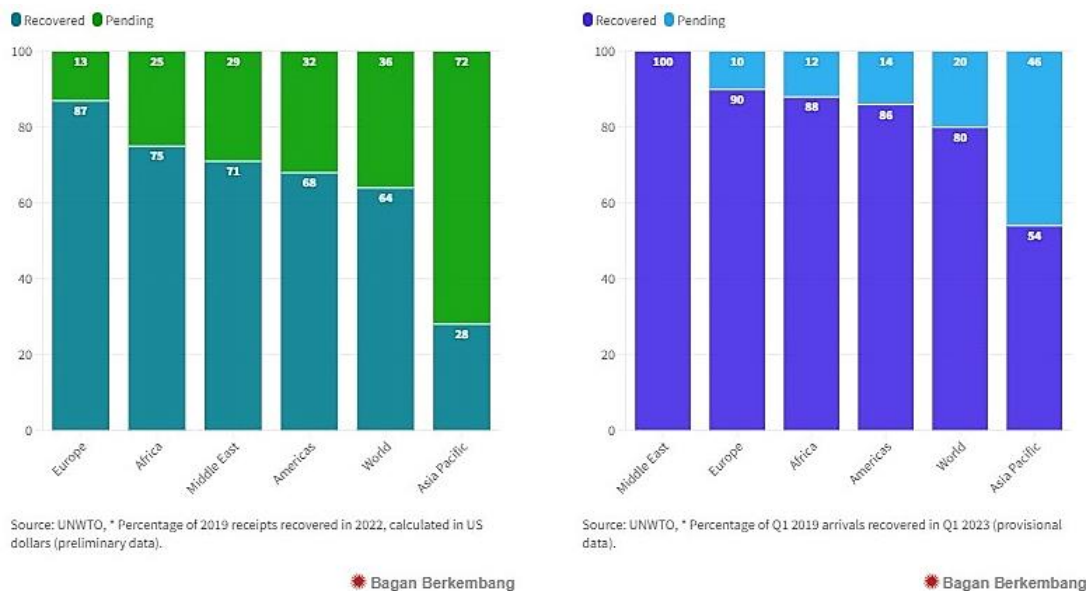
The literature was found to study about the positive impact of tourism development. For example, expansion of employment and increase in income (Khan et al., 2020; Manzoor et al., 2019); improving the quality of human resources (Darsana & Sudjana, 2022); natural resource preservation, emission reduction, and culture (Noonan, 2023; Liu et al., 2022; Ranwa, 2022; Zhuang et al., 2019). Uniquely, tourism is able to connect the marketing of domestic sectors such as the transportation sector, accommodation services, construction sector, food and beverage industry (UNWTO,



2022; Lew et al., 2020; Sofronov, 2019; Richards, 2012). Tourism also plays an important role in increasing revenue for Small and medium enterprises (SMEs) (John, 2023; Aisyah et al., 2022; Tort & Puiggros, 2021).

The World Tourism Organization (UNWTO) revealed that international tourism will increase during the first quarter of 2023. Export revenue from tourism could reach USD 1.2 – 1.4 trillion by 2022, an increase of 60-70% compared to last year (UNWTO, 2023). It was noted that foreign tourists traveled twice as much as in 2022 in the same period. (See Figure 1.1).

**Figure 1.1: Tourism acceptance and international tourist arrivals: Percentage of 2019 levels recovered in 2022 (%)**

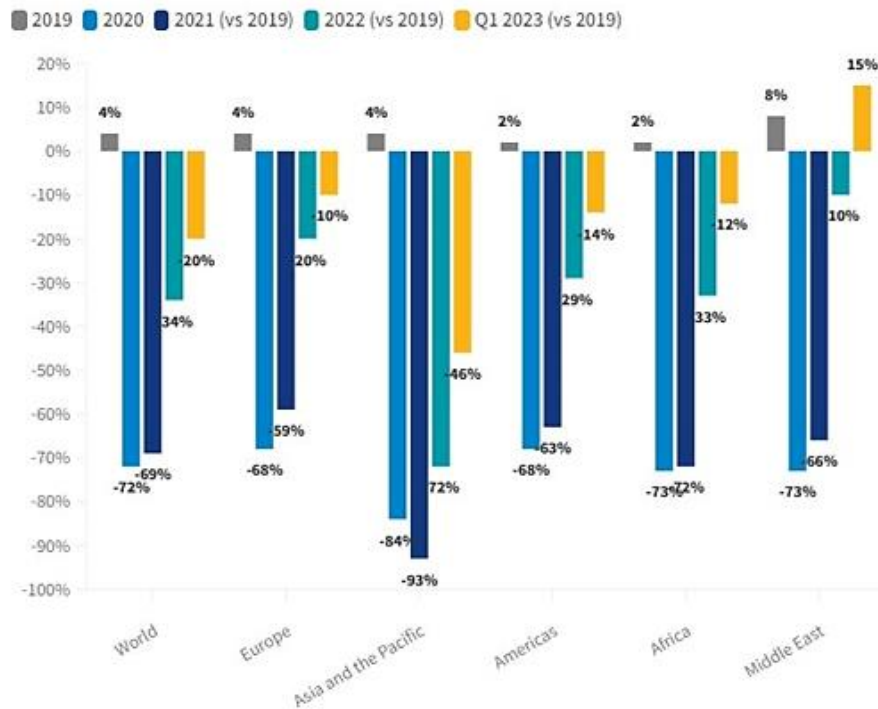


Source: World Tourism Organization (UNWTO, 2023)

Figure 1.1 explains about international tourism receipts in 2022 which grew 50% in real terms and were driven by an increase in foreign tourist travel. By region, countries in Europe enjoyed the largest yield reaching USD 550 billion or 87% with recovery rates reaching 90% of pre-Covid-19 pandemic levels. Countries in Africa recovered by 75%, the Middle East by 70%, and the Americas by 68%. Asia and the

Pacific is the lowest because it is only able to achieve gains of 28% with a recovery rate of 54% (UNWTO, 2023).

**Figure 1.2: International tourist arrivals, world and region**



Source: World Tourism Organization (UNWTO, 2023)

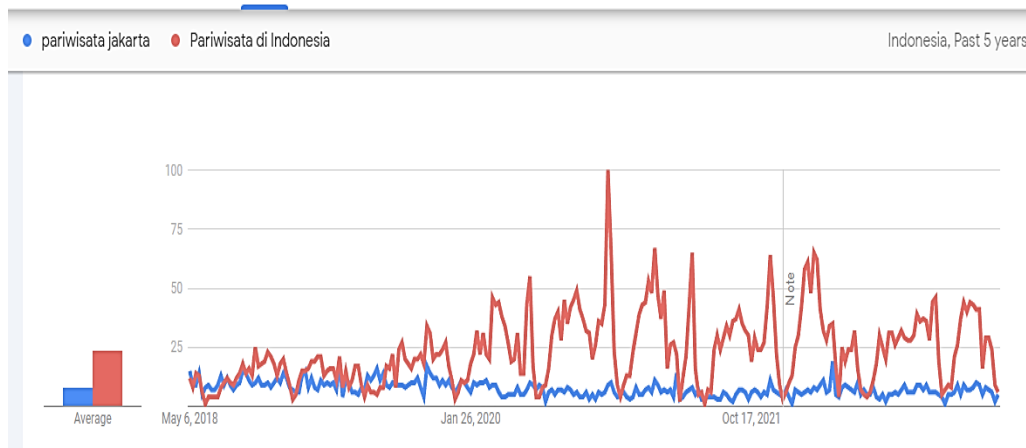
Figure 1.2 explained that the results of Q1 2023 projected foreign tourist arrivals to recover 80% - 95% of pre-pandemic levels. Europe reached almost 80% as it received 585 million arrivals. Africans and Americans recovered 65%. Asia and the Pacific is only about 23% due to pandemic restrictions. It is a fact to contend with that the increase in international tourist arrivals has created significant operational and manpower challenges. Another challenge is the war in Ukraine; rising inflation and interest rates; concerns about uncertainty, economic slowdown, and recovery risks. The International Monetary Fund revealed that there has been a slowdown in the global economy from 6.1% in 2021 to 3.2% in 2022 and then to 2.9% in 2023 (UNWTO, 2022).

For developing countries with various types of natural resources, the tourism industry can be said to be a medium of economic development that requires investment. Natural and cultural tourism attraction which is one of the main capitals for tourism development; this is already available to Indonesia (Purwoko et al., 2022; Jaelani et al., 2020; Kim et al., 2019). Therefore, there is a great opportunity for Indonesia to attract more consumers from the tourism market segment which generally comes from high-income countries or developed countries.

Jakarta is the capital of Indonesia has popular tourist destinations, namely Thousand Islands, Gelora Karno Area, Monas Area, Betawi Cultural Village, Scout Bee Park, and Old Town Area (Kusumaningrum et al., 2022; Pradini et al., 2022; Damanik et al., 2019; Untari & Satria, 2019). The development of tourism in the capital is also supported by the entry of various foreign airlines. These various tourism destinations have become a priority performance of the DKI Jakarta Provincial government. As many as 1,400 companies that are members of the Association of Indonesian Travel Companies (ASITA) also support the improvement of the tourism sector. ASITA members consist of Travel Agencies (BPW) and Travel Agents (APW) (Dimiyati, 2019).

The comparison of tourism conditions in Jakarta as a barometer of Indonesia can be seen from its development trend. (See Figure 1.3)

**Figure 1.3: Comparative tourism trend in Jakarta and Indonesia**



*Source: DKI Jakarta Tourism Office, 2021*

Figure 1.3 illustrates that the trend of tourism position in Jakarta from 2018 to 2021 has slowed below 25. Meanwhile, overall Indonesia, its position at the beginning of December 2021 experienced a positive trend reaching a value of 100, meaning it was very good and the following year the trend decreased. More data shows the performance of tourism in Jakarta in 2021 (DKI Jakarta Tourism Office, 2021).

**Table 1.1: Tourism performance indicators in Jakarta 2021**

Strategic target	Key Performance Indicators	Contribution	Performance results	
			Performance	Target
Realizing tourism in DKI Jakarta that is competitive and provides added economic value for its people.	Contribution of the Tourism Sector to PAD (Regional Original Income)	Contribution of the tourism industry to PAD	12,93 %	100%
The realization of Jakarta as a cultural city with a classy tourism sector.	Number of tourist visits	Number of visits by foreign tourists and foreign tourists.	7.750.104	Five million tourists

*Source: DKI Jakarta Tourism Office 2021*

Based on schedule 1.1, it can be understood that the performance of the tourism office in Jakarta is not optimal, there are several programs that show suboptimal performance achievements and even far below the set target. The failure to achieve the program's performance targets was caused by 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 tourism development program targets that have been set. **Second**, the function in government policy formulation and leadership, in tourism and creative economy affairs, has not yet seen results. **Third**, the function of development, development and development 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 DKI Jakarta Tourism Office data in 2021 is related to the function of assessing tourism and Creative Economy activities by the management of the Tourism Office has also not been seen in existing activities, while in DKI Jakarta there are many objects of Creative Economy promotion that require study, especially related to efforts to develop and utilize them. Then there is the function of developing tourism destination areas and local cultural villages which are also very limited in the activities carried out.

The development of tourism destination areas has a very broad scope, both activities and objects of development of tourist destinations in DKI Jakarta, including the development of tourist attraction attractions, both natural, cultural, and artificial tourism. Similarly, the function of tourism promotion and marketing and Creative Economy, both at home and abroad, has existed, including the procurement of materials and facilitation of tourism promotion support, but it does not appear how marketing and promotion strategies are implemented. For example: DKI Jakarta

tourism promotion with BAS (Branding, Advertising and Selling) approach. Publication and brand activation to optimize "Enjoy Jakarta" branding to foreign target markets in order to generate awareness and interest.

The literature explains that branding is done in order to win the target market perception battle with competitors. Advertising with an effective marketing communication portfolio to arouse and strengthen the desire to visit DKI Jakarta tourist destinations. In addition, conducting promotional activities and sales events to attract potential tourists to visit favorite tourist destinations through sell-offs, such as travel fairs, discounts and special prices (Ekalaya, 2019). The impact of the performance of the DKI Jakarta Tourism Office resulted in a decrease in tourist visits to Jakarta as the data presented in Table 1.2 below:

**Table 1.2: Number of tourist visits from DKI Jakarta province in 2017-2019**

Year	Archipelago Tourists	Foreign Tourists
2017	35.464.110	2.658.055
2018	34.192.053	2.813.411
2019	30.545.675	2.466.298

*Source: Disparekraf DKI Jakarta Province, 2020*

Table 1.2 shows that 2019 experienced a decrease in the number of foreign and domestic tourists compared to the previous year. With the decrease in the number of tourists to Jakarta, the role of the DKI Jakarta government is needed to strengthen the improvement of the performance of DKI Jakarta tourism organizations. The reason for the government's role in improving organizational performance is that the government is a catalyst for infrastructure development in supporting tourism destinations.

Based on initial observations related to joint leadership within 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 in the end road access to the destination is hampered because the volume of vehicles in Jakarta is very dense; (2) At this time the DKI Jakarta Tourism Office does not have a leadership oriented towards good cooperation with tourism stakeholders in DKI Jakarta such as the hotel association, the MICE Association. This fact is contrary to previous studies which showed that stakeholders are partners who must be well embraced to move forward the tourism sector (Ali et al., 2018).

Empirical evidence states that the low quality of shared leadership can be caused by the leadership style played by each leader, both internal and external, always different (Nicolaidis et al., 2014).

While Shared leadership always prioritizes togetherness in managing a job by means of 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 who 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 the performance of organizations in the tourism sector. Despite commitments, each side may be inconsistent.

Studies on the dynamics of Shared Leadership show mixed findings. A study conducted by Carte, et al., (2006) that Shared Leadership does not improve company performance, but Newman & Ford (2021) examined that Shared Leadership in teams