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Analysis of The Influence of Entrepreneurial Leadership, Technical Guidance and Tourism Development on Organizational Commitment and Performance of Village Government in The Lake Toba Area North Sumatra

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Abstrak

Tujuan penelitian adalah untuk mengetahui dan menganalisis pengaruh kepemimpinan kewirausahaan, bimbingan teknis dan pengembangan pariwisata terhadap komitmen organisasi dan kinerja pemerintah desa di kawasan Danau Toba Sumatera Utara. Metode dalam penelitian ini menggunakan pendekatan metode survei, jenis penelitian ini adalah deskriptif kuantitatif dan sifat penelitian ini adalah deskriptif eksplanatori. Metode pengumpulan data dilakukan dengan menggunakan daftar pertanyaan dan studi dokumentasi. Metode analisis data yang digunakan adalah analisis Structural Equation Model dengan pengolahan data menggunakan program komputer Analysis of Moment Structure (AMOS). Hasil penelitian menunjukkan bahwa kepemimpinan kewirausahaan berpengaruh negatif dan tidak signifikan terhadap komitmen organisasi. Artinya peran kepemimpinan kewirausahaan tidak memberikan manfaat dalam membentuk komitmen organisasi. Bimbingan Teknis berpengaruh positif dan signifikan terhadap Bimbingan Teknis. Artinya dengan menerapkan Bimbingan Teknis kepada pegawai, mereka berkomitmen untuk memajukan organisasi lebih baik lagi. Pengembangan pariwisata berpengaruh positif dan signifikan terhadap komitmen organisasi. Artinya dengan adanya program pengembangan pariwisata memberikan semangat bagi pegawai untuk berkomitmen dalam bekerja. Bimbingan Teknis berpengaruh positif dan signifikan terhadap kinerja pemerintah. Artinya dengan diterapkannya Bimbingan Teknis kepada pegawai berkomitmen memberikan manfaat dalam meningkatkan kinerja. Komitmen organisasi berpengaruh positif dan signifikan terhadap kinerja pemerintah. Artinya penerapan komitmen organisasi mempunyai pengaruh yang besar dalam memberikan manfaat dalam meningkatkan kinerja. Bimbingan Teknis berpengaruh positif dan signifikan terhadap kinerja pemerintah. Artinya penerapan Bimbingan Teknis kepada pegawai akan memberikan manfaat dalam

meningkatkan kinerja.

Kata Kunci: Kepemimpinan Kewirausahaan, Bimbingan Teknis dan Pengembangan Pariwisata, Komitmen Organisasi dan Kinerja Pemerintah Desa

Abstract

The aim of the research is to determine and analyze the influence of entrepreneurial leadership, technical guidance and tourism development on organizational commitment and village government performance in the Lake Toba area of North Sumatra. The method in this research uses a survey method approach, this type of research is quantitative descriptive and the nature of this research is explanatory descriptive. The data collection method was carried out using a list of questions and documentation studies. The data analysis method used is Structural Equation Model analysis with data processing using the Analysis of Moment Structure (AMOS) computer program. The research results show that entrepreneurial leadership has a negative and insignificant effect on organizational commitment. This means that the role of entrepreneurial leadership does not provide benefits in forming organizational commitment. Technical Guidance has a positive and significant effect on Technical Guidance. This means that by implementing Technical Guidance to employees, they are committed to advancing the organization even better. Tourism development has a positive and significant effect on organizational commitment. This means that the existence of a tourism development program provides enthusiasm for employees to commit to work. Technical Guidance has a positive and significant effect on government performance. This means that by implementing Technical Guidance to employees, they are committed to providing benefits in improving performance. Organizational commitment has a positive and significant effect on government performance. This means that implementing organizational commitment has a great influence in providing benefits in improving performance. Technical Guidance has a positive and significant effect on government performance. This means that implementing Technical Guidance to employees will provide benefits in improving performance.

Keywords: Entrepreneurial Leadership, Technical Guidance and Tourism Development, Organizational Commitment and Village Government Performance

INTRODUCTION

Template ini diran The success of the village government in building facilities and infrastructure originating from the village budget is in accordance with the vision and mission and objectives in facilitating or making it easier for foreign and local tourists to visit Lake Toba. The support from the central government means that every village in the Lake Toba area must repaired or improved, this is done so that Lake Toba becomes an icon of a tourist destination that has selling value for tourists.

In the short term, the government ensures that vital objects that have cultural and historical values need to be revitalized by developing innovative ideas so that these cultural values become a special attraction for visiting tourists.

The role of village government is very dependent on management's ability to integrate all elements within it starting from human resources, systems, organizational structure, technology, organizational culture and the environment so that it has the ability to adapt to changes that occur in its internal environment or pressures that come from external.

When all the organization's potential is able to be optimized in line with the goals to be achieved, then that is when fundamental organizational changes will occur which will have implications for accelerating the achievement of competitive advantage which is achieved effectively and efficiently, whether it is a public or private organization. The rebirth of the village becomes a breath of fresh air for development of village independence in various fields.

Since the enactment of Law number 6 of 2014 concerning Villages, it has become a golden opportunity for every village to be able to develop every potential it has independently according to the objective conditions of its village in order to encourage community growth. Rural areas are also implied in Law no. 6 of 2014 states that villages have four types of authority, namely existing authority based on original rights, village-scale local authority, authority assigned by the government and Provincial and Regency/City Regional Governments, and other authorities assigned by the Government and Provincial and Regency/City Regional Governments.

Village authority actually does not only cover four authorities. There is another type of authority possessed by villages, namely attributive authority which is not expressly stated in the law. This authority provides a basis for villages to manage and regulate natural resources.

Villages in the Lake Toba area of North Sumatra are areas that are intensively developing development, starting with targeting one of its natural potentials, namely Lake Toba, which has beautiful potential that not all tourists can reach optimally.

The natural beauty of Lake Toba has not had a positive and broad impact on economic and social changes in the environment because previously it had not been touched and managed either independently or formally institutionally, so this potential has not been visited by many tourists. This is proven by the small number of tourist visits to tourist villages when compared to Bali tourist destinations.

Development is slow or has never been formally managed at all and there is no initiator of change from either the village government or community NGOs. The location of the new tourist attraction is not yet widely known by the public. Road access to locations that are still difficult to reach can only be reached by boat or motorbike. The terrain at the tourist location is hilly and quite steep, there are no tourism support facilities, low public awareness, lack of attraction. Starting from a change of leadership in the village.

The tourism potential in the Lake Toba area continues to be maximized because tourism is able to generate regional income and increase regional independence and the welfare of the surrounding community. The role of the village government which relies on the figure of an elected village head who is a visionary is very dominant in this effort because in the previous leadership period this potential was neglected.

Even though in the construction and development stages there were many obstacles internally, they were still hampered by skepticism and apathy from the community and village officials which was caused by several factors, including the location of the tourist attraction being on private land owned by community members so that the community considered the construction of the object to be a project that personal.

This causes low community participation in building these objects. As time goes by and the spirit of change, the development of tourism potential continues to run simultaneously with the development of other village potentials such as utilization of village assets, development of village markets, increasing apartment capacity, cross-sector coordination.

This study of the potential for villages to become tourism objects in the Lake Toba area is expected to provide stimulation in implementing and improving regional development from empowering natural potential in order to develop the quality of nature-based village government management.

Village independence reflects the existence of a system that is running well behind it and a good system occurs when the village government organization plays a major role in managing all the elements within it so that it moves synergistically towards the expected ideals. The role of village government here is the duties and functions carried out by the government as an adjustment function for village officials in society.

Based on the initial phenomenon of conditions in the field and the urgency of the role of village government in developing village potential, researchers are interested in studying the influence of entrepreneurial leadership, technical guidance and tourism development on organizational commitment and village government performance in the Lake Toba area,

North Sumatra. "To analyze the influence of entrepreneurial leadership, technical guidance and tourism development on organizational commitment and village government performance in the Lake Toba area, North Sumatra.

RESEARCH METHOD

In conducting research, the method used is empirical empowerment which will test hypotheses built from theory and previous research. Therefore, the type of research used is positivism (quantitative). This research is deductive research which aims to generalize the results of empirical findings from samples taken by employees stationed in tourist villages in the Lake Toba area so that specific conclusions can be obtained. Meanwhile, this type of research is confirmatory, namely describing the relationship between variables through hypothesis testing.

The population used in this research were all employees in the Tourism Village in the Lake Toba Area, North Sumatra Province throughout 2021-2022 with a population of 420 people. The number of samples used used the SEM method with a minimum sample size of 100 people. Meanwhile, the ideal and representative sample size was obtained through calculations, namely the number of research indicators multiplied by the number of variables, thus the number of samples for this research was 400 people.

This research consists of 5 (five) variables consisting of 3 (three) exogenous variables and 2 (two) endogenous variables. Exogenous variables include: Entrepreneurial Leadership, Technical Guidance and Tourism Development and three endogenous variables, namely Village Government Performance and organizational commitment. Operational definitions become research elements that are indicators for each variable.

Data Analysis Technique

Data analysis techniques using the Structural Equation Model analysis tool. Hypothesis testing regarding the relationship between variables is very dependent on the quality of the data used in the test. Therefore, the data must be valid and reliable. Validity shows the extent to which a measuring instrument can measure what it wants to measure. In this research, a questionnaire was used as a measuring tool, therefore the questionnaire must be valid. Meanwhile, reliability is an index that shows the extent to which a measuring instrument is reliable, meaning that if the measuring instrument is used more than once, the results remain consistent.

Goodness of Fit Criteria

This stage tests the suitability of the model through reviewing various goodness of fit criteria. The following are several suitability indices and cut-off values to test whether a model can be accepted or rejected as needed, namely: X²-Chi-square statistics, RMSEA (The Root Mean Error of Approximation), GFI (Fitness Index), AGFI (Fitness Index Adjusted), CMIN/DF, is the Minimum Simple Discrepancy Function divided by the Degrees of Freedom, TLI (Tucker Lewis Index), CFI (Comparative Fit Index). Indicators based on a model that are acceptable or not must meet the requirements as shown in Table 1:

Table 1. Goodness of Fit Criteria

Goodness of Fit Index	Cut -of Value	Information
Chi Square	As mall as possible	The obtained SEM model is feasible
Significant Probability	≥ 0.05	Sig Prob $\geq 0,5$ shows that the SEM model obtained is feasible
RMSEA	≤ 0.08	RMSEA ≤ 0.08 shows that the SEM model obtained is feasible
GFI	≥ 0.90	GFI ≥ 0.90 shows that the SEM model obtained is feasible
AGFI	≥ 0.90	AGFI ≥ 0.90 shows that the SEM model obtained is feasible
CMIN/DF	≤ 2.00	CMIN/DF ≤ 2.00 shows that the SEM model obtained is feasible
TLI	≥ 0.90	TLI ≥ 0.90 shows that the SEM model obtained is feasible
CFI	≥ 0.90	CFI ≥ 0.90 shows that the SEM model obtained is feasible

RESULT AND DISCUSSION

Based on the results of model modification using theoretical guidelines and modification indices, it is presented in Figure 1 below:

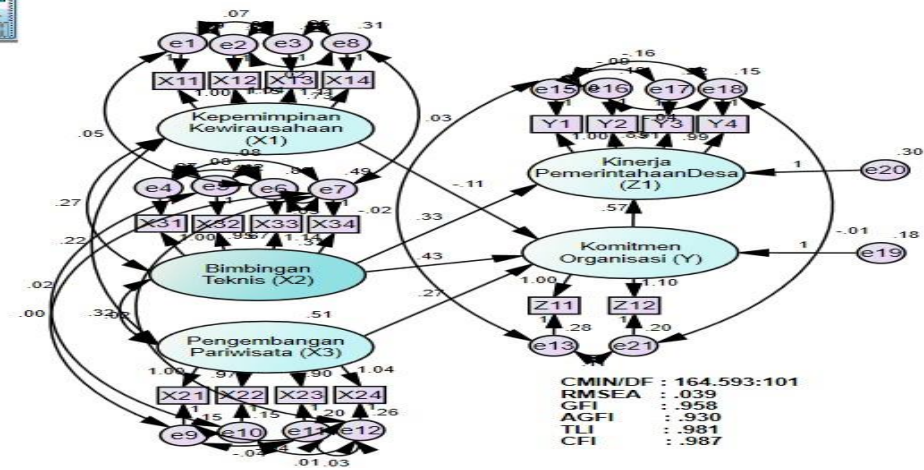
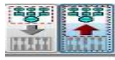


Figure 1. Initial Structural Equation Model

Source: processed data (2023)

In Figure 1, it can be concluded that the structural model using intervening variables has a Chi Square value of 164.6 and a degree of freedom of 101 which is smaller or decreasing when compared to the initial model. The Chi Square value obtained is 347.7 and a degree of freedom of 127, meaning that the model is sufficiently fit and suitable for use then the utilitarian value can be continued.

To see or clarify the results of Figure 1. Goodness of fit values and cut off values for the modified model can be seen in Table 2:

Table 2. Goodness of fit values and cut off values of the modified model

Criteria	Model Test Results	Value	Description
Chi Square	As small as possible	164.6	Semakin Kecil
RMSEA	≤ 0.08	0.390	Layak
GFI	≥ 0.90	0.958	Layak
AGFI	≥ 0.90	0.930	Layak
CMIN/DF	≤ 2.00	1.595	Layak
TLI	≥ 0.95	0.981	Layak
CFI	≥ 0.95	0.987	Layak

Source: processed data (2023)

Based on Table 2, Goodness of fit values and cut off values, the model built from the Structural Equation model has met the Goodness of fit assumptions and cut off values so that hypothesis testing can be continued.

Outlier Evaluation Evaluation

Outlier detection is carried out to see univariate outliers and multivariate outliers. To see multivariate outliers, this is done by looking at the evenobis distance value. If the evenobis distance value is greater than the chi-square value, it means that a multivariate outlier problem occurs. Based on these provisions, in this study the chi-square value was 86.1 and the largest value at the evenobis distance was 69.895. Therefore, it can be concluded that in this study there are no multivariate outlier problems, because the chi-square value > even obis distance. The absence of multivariate outliers means that the data is suitable for use.

Normality test

Data Evaluation of data normality was carried out using a critical ratio skewness value of ± 2.58 at a significance level of 0.01 (1%). Data is said to be normally distributed if the critical skewness ratio value is below ± 2.58 (Ghozali, 2005).

Table 3. Assessment of Normality

Variabel	min	max	skew	c.r.	kurtosis	c.r.
Z12	1.000	5.000	-.532	-4.376	.573	2.359
Z11	1.000	5.000	-.649	-5.338	.687	2.825
Y4	1.000	5.000	-.690	-5.675	.599	2.462
Y3	1.000	5.000	-.668	-5.491	.736	3.027
Y2	1.000	5.000	-.583	-4.793	.702	2.888
Y1	1.000	5.000	-.765	-6.293	.952	3.917
X24	1.000	5.000	-.856	-7.041	.646	2.659
X23	1.000	5.000	-.876	-7.209	1.115	4.586
X22	1.000	5.000	-.818	-6.727	1.242	5.108
X21	1.000	5.000	-.819	-6.741	1.061	4.365
X14	1.000	5.000	-1.306	-10.740	.859	3.531
X34	1.000	5.000	-.925	-7.609	.638	2.624
X33	1.000	5.000	-.473	-3.889	-.457	-1.882
X32	1.000	5.000	-1.052	-8.652	1.443	5.935
X31	1.000	5.000	-1.398	-11.501	2.828	11.632
X13	1.000	5.000	-1.364	-11.220	1.017	4.184
X12	1.000	5.000	-1.050	-8.639	.444	1.826
X11	1.000	5.000	-.894	-7.353	.240	.989

Variabel	min	max	skew	c.r.	kurtosis	c.r.
Multivariate					186.157	69.895

Source: processed data (2023)

In Table 2, the calculation results show that all critical ratio skewness values are at below ± 2.58 . The data from the indicators is normally distributed and suitable for use.

Hypothesis testing

The estimated goodness of fit criteria for the structural model can be met, so the next stage is analysis of the structural model relationships (hypothesis testing).

Test the Direct Effect Hypothesis

Testing the direct influence hypothesis with the equation of each variable in Structural can be seen in Table 4:

Table 4. Direct Effect Test

Variabel			Estimate	S.E.	C.R.	P	Keterangan
Organizational commitment	<--	Entrepreneurial Leadership	-.105	.061	-1.719	.086	Tidak signifikan
Organizational commitment	<--	Technical Guidance	.429	.217	1.975	.048	Sgnifikan
Organizational commitment	<--	Tourism development	.270	.127	2.127	.033	Signifikan
Government Performance	<--	Organizational commitment	.566	.231	2.455	.014	Signifikan
Government Performance	<--	Technical Guidance	.331	.163	2.031	.042	Signifikan

Source: processed data (2023)

Based on Table 4, the Structure Equation Model hypothesis test is explained as follows:

1. The influence of entrepreneurial leadership on organizational commitment with a CR value of -1.719 with a p value of 0.086, so H_0 is accepted while H_a is rejected, this shows that entrepreneurial leadership has a negative and insignificant effect on organizational commitment. This means that the role of entrepreneurial leadership does not provide benefits in forming organizational commitment.
2. The effect of technical guidance on organizational commitment with a CR value of 1.975 with a p value of 0.048, so H_0 is rejected while H_a is accepted, this shows that

technical guidance has a positive and significant effect on technical guidance. This means that by implementing Technical Guidance to employees, they are committed to advancing the organization even better.

3. The effect of tourism development on organizational commitment with a CR value of 2.127 with a p value of 0.033, so Ho is rejected while Ha is accepted, this shows that tourism development has a positive and significant effect on organizational commitment. This means that the existence of a tourism development program provides enthusiasm for employees to commit to work.
4. The effect of technical guidance on government performance with a CR value of 2.031 with a p value of 0.02, so Ho is rejected while Ha is accepted, this shows that technical guidance has a positive and significant effect on government performance. This means that by implementing Technical Guidance to employees, they are committed to providing benefits in improving performance
5. The effect of organizational commitment on government performance with a CR value of 2.455 with a p value of 0.014, so Ho is rejected while Ha is accepted, this shows that organizational commitment has a positive and significant effect on government performance. This means that implementing organizational commitment has a great influence in providing benefits in improving performance.
6. The effect of technical guidance on government performance with a CR value of 2.031 with a p value of 0.02, so Ho is rejected while Ha is accepted, this shows that technical guidance has a positive and significant effect on government performance. This means that implementing Technical Guidance to employees will provide benefits in improving performance

Indirect Effect Hypothesis Testing

Testing the indirect influence hypothesis with the equation of each variable in Structural can be seen in Table 5:

Table 5. Indirect Effect

Variabel	Technical Guidance	Entrepreneurial Leadership	Tourism development	Organizational commitment
Organizational commitment	.000	<u>.000</u>	.000	.000
Government Performance	.279	-.104	.224	.000

Source: processed data (2023)

In Table 5 it can be seen that the effect of technical guidance on organizational commitment is 0.000. The influence of entrepreneurial leadership on organizational commitment is 0.000. The influence of tourism development on organizational commitment is 0.000. The results show that there is no independent variable that has an indirect influence coefficient on other variables. Thus, organizational commitment is not an intervening variable between the influence of entrepreneurial leadership, tourism development and technical guidance on government performance.

Total Effect Hypothesis Test

Testing the total influence hypothesis with the equation of each variable in Structural can be seen in Table 6:

Table 6. Direct Effect Test

	Technical Guidance	Entrepreneurial Leadership	Tourism development	Organizational commitment
Organizational commitment	.433	-.106	.269	.000
Government Performance	.674	-.087	.099	.827

Source: processed data (2023)

In Table 6 it can be seen that the total influence of technical guidance on government performance is 0.674. The influence of entrepreneurial leadership on government performance is -0.087. The influence of tourism development on government performance is 0.099. The effect of commitment on government performance is 0.827. The results show that the total influence of technical guidance and tourism development on government performance is positive, meaning that there needs to be a combination of direct and indirect influences in improving company performance, while the total influence of entrepreneurial leadership on government performance is negative, meaning that the combination of direct and indirect influences does not provide benefits in improve performance.

Discussion

The Influence of Entrepreneurial Leadership on Organizational Commitment

Entrepreneurial Leadership has a negative and insignificant effect on organizational commitment. This means that the role of entrepreneurial leadership does not provide benefits in forming organizational commitment. Salma (2019) tested the influence of

relationship- and task-oriented leadership behavior on organizational commitment. The findings show that relationship-oriented leadership behaviors that include building trust, providing inspiration, vision, encouraging creativity and emphasizing development have a positive effect on employees' affective commitment. Meanwhile, task-oriented leadership behavior also influences employee affective commitment, although the level of influence is lower.

The Effect of Technical Guidance on Organizational Commitment

Technical Guidance has a positive and significant effect on Technical Guidance. This means that by implementing Technical Guidance to employees, they are committed to advancing the organization even better. In the literature, Hanaysha (2016) states that organizational commitment is defined as the relative strength of an individual's identification with involvement in a particular organization or company and can be characterized by a very strong belief in accepting the goals and values of the organization, a willingness to exert considerable effort to name of the organization and a strong desire to remain a member of the organization.

The Influence of Tourism Development on Organizational Commitment

Tourism development has a positive and significant effect on organizational commitment. This means that the existence of a tourism development program provides enthusiasm for employees to commit to work. Dyne and Graham (in Priansa, 2014) state that employees will be committed to their organization if they have the perception that the organization can support employees in the company by providing their expected needs, the employee's assessment that the organization feels proud of the work they have done, then providing compensation fairly. and following his needs. This is what causes a reciprocal relationship between employees and the organization, where employees tend to be more committed to contributing to the organization.

The Effect of Technical Guidance on Government Performance

Technical Guidance has a positive and significant effect on government performance. This means that by implementing Technical Guidance to employees, they are committed to providing benefits in improving performance. Based on research by Rifan Prasetyo (2019), the research results show a significant positive influence of training, work environment, organizational culture, job satisfaction on employee performance. There is a significant positive influence of training, work environment, organizational culture on employee job

satisfaction. 3. There is a direct influence of training, work environment, organizational culture that is greater than indirect influence.

The Influence of Organizational Commitment on Government Performance

Organizational commitment has a positive and significant effect on government performance. This means that implementing organizational commitment has a great influence in providing benefits in improving performance. Research conducted by Jaclyen Tielung (2013) states that organizational commitment has an influence on employee performance. Sudirjo & Toryanto (2013) stated that organizational commitment has a positive influence on employee performance. Soleh (2008) in Sudirjo & Toryanto (2013) stated that, Commitment has a positive and significant influence on the performance of village officials. Rahman, et al (2012) stated that, affective commitment has a positive and significant relationship to performance.

The Effect of Technical Guidance on Government Performance

Technical Guidance has a positive and significant effect on government performance. This means that implementing Technical Guidance to employees will provide benefits in improving performance. Research results (Melvin et al., 2016) show that human resource development has a significant positive effect on employee performance at PT. Manado Pacific Kharisma Diamonds. This means that every increase or decrease in employee performance is influenced by an increase or decrease in human resource development at PT. Manado Pacific Kharisma Diamonds.

CONCLUSION

1. Entrepreneurial Leadership has a negative and insignificant effect on organizational commitment. This means that the role of entrepreneurial leadership does not provide benefits in forming organizational commitment.
2. Technical Guidance has a positive and significant effect on Technical Guidance. This means that by implementing Technical Guidance to employees, they are committed to advancing the organization even better.
3. Tourism development has a positive and significant effect on organizational commitment. This means that the existence of a tourism development program provides enthusiasm for employees to commit to work.
4. Technical Guidance has a positive and significant effect on government performance. This means that by implementing Technical Guidance to employees,

they are committed to providing benefits in improving performance.

5. Organizational commitment has a positive and significant effect on government performance. This means that implementing organizational commitment has a great influence in providing benefits in improving performance.
6. Technical Guidance has a positive and significant effect on government performance. This means that implementing Technical Guidance to employees will provide benefits in improving performance.

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