

The Effect of Work Environment, Comperency Development and Leadership Style on Employee Job Satisfaction in The Bali Tourisme Industry

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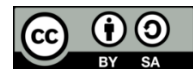
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ABSTRACT

This research is conducted to study the influence of work environment, commitment development, and leadership style on employee job satisfaction in the Bali tourism industry. In this research, a quantitative approach was adopted, where the sample of employees totaled 125 and the measuring instrument used was a Likert scale ranging from 1 to 5. The data analysis used in this study is SEM-PLS 3. These findings thus prove that work environment, commitment development, and leadership style are the factors contributing to employees' job satisfaction and commitment. It is therefore suggested that enhancement in the work environment and development of commitment, together with effective leadership styles, plays an important role in improving employee satisfaction within the tourism sector in Bali. These insights shall serve useful for the leaders in the tourism sector in an effort towards engaging employees better and improving organizational performance through reduced turnover.

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1. INTRODUCTION

In fact, job satisfaction among employees is the most vital ingredient for the success of the tourism sector, particularly in a destination like Bali, where motivation among the workforce translates directly into customer experiences. Factors that contribute to better job satisfaction include human resource practices, quality of work life, work-life balance, and work environment, all of which enhance performance and lead to greater customer satisfaction-the growth factors for this sector. Effective HR practices, for instance, can significantly influence employee satisfaction and, consequently,

tourist satisfaction. In the Lebanese tourism sector, employee friendliness was found to be more important than professional expertise, underscoring the importance of HR strategies that promote positive employee attitudes [1]. Quality of work life, essential for balancing personal and work life in the demanding tourism industry, can increase employee productivity and customer satisfaction, thus contributing to organizational success [2]. Work-life balance and a positive work environment also boost job satisfaction, with studies showing that these factors enhance employee attitudes and performance, urging organizations to foster supportive environments [3]. The strong link between job

satisfaction and employee performance suggests that satisfied employees are more productive, leading to increased revenue and improved organizational outcomes [4].

Job satisfaction is a multi-faceted aspect brought about by aspects such as the working environment, leadership style, and commitment of workers. A good work environment with safety, resources, and supportive culture will play a significant role in boosting job satisfaction. According to [5], [6], such an environment increases worker engagement that leads to employees' improved satisfaction and performance. Other key factors are the leadership style, especially transformational leadership. Inspirational and motivating leaders or those teams which are able to motivate the leader contribute a great deal to employee satisfaction. According to [7], inspirational leadership and supportive supervisors develop feelings of belonging, which is an important predictor for job satisfaction. It is also important in developing employee commitment through employee engagement and alignment towards the values of the organization. This process is facilitated by open communication and a sense of belonging, as noticed by [8]. Further, the adhocracy organizational culture increases flexibility and innovation, thus improving job satisfaction and increasing productivity through employee commitment, as noticed by [9].

Given the competitive nature of the tourism industry in Bali, understanding how these factors influence employee job satisfaction is essential for organizations to maintain high levels of productivity and service quality. Understanding the factors influencing employee job satisfaction in Bali's tourism industry is essential for maintaining high productivity and service quality. Key elements such as employee engagement, organizational culture, work motivation, and job training play a significant role in shaping job satisfaction and mediating the effects of leadership and competence on performance. Employee engagement and job satisfaction are closely linked, with high levels reducing

turnover rates, which is crucial for maintaining service quality in the competitive tourism sector [10]. Organizational culture and work motivation act as mediators between transformational leadership and job satisfaction. While transformational leadership alone may not directly enhance satisfaction, it positively influences organizational culture and motivation, boosting job satisfaction [11]. Additionally, competence and organizational culture enhance job satisfaction and employee performance, highlighting the importance of a supportive culture [8]. Job training, particularly in the room division, improves service quality and guest satisfaction, emphasizing that investing in training enhances job satisfaction by equipping employees with the skills needed to perform effectively [12].

Bali's tourism industry, a key economic driver, faces challenges like high turnover rates and low morale, impacting service quality and operational efficiency. These issues are compounded by socio-economic and environmental concerns, requiring a comprehensive approach focused on sustainable tourism management, improving local quality of life, and supporting informal sector workers. The "Decarbonization Roadmap for the Tourism Sector" aims to balance economic growth with environmental preservation, promoting community-based tourism and ecotourism [13]. Green tourism, with supportive government policies and community engagement, offers opportunities for sustainable development [14]. Improving local infrastructure and accessibility is crucial for sustainable tourism management and enhances employee satisfaction [15]. Additionally, strategies to reduce unemployment through increased tourist visits and longer stays are essential for addressing sectoral challenges [16]. Informal sector workers, vital to Bali's tourism, can benefit from prudent financial management and enhanced social capital, improving employee satisfaction and retention [17].

Employee job satisfaction within the Bali tourism industry is particularly noteworthy due to the unique and dynamic work environment. Tourism employees often face long working hours, high stress levels, and customer-facing roles requiring excellent interpersonal skills. Leadership style plays a crucial role in shaping employees' emotional commitment and satisfaction levels. While some leaders inspire and motivate their teams, others may adopt an autocratic or laissez-faire approach, affecting job satisfaction. The commitment development initiatives, such as training, career development opportunities, and recognition practices, also play a crucial role in affecting the loyalty and satisfaction of employees. Despite this understanding, little comprehensive research has been conducted on how these factors of work environment, leadership style, and commitment development-affect job satisfaction in the tourism industry of Bali, and this research aims to bridge that gap.

Generally, the objectives of this study will be to assess the impact the work environment, commitment development, and leadership style have on the job satisfaction of employees in the Bali tourism industry. Specifically, this study will examine the work environment based on workplace culture, safety of working, adequate resources, and general environmental conditions, which all interact to provide the employee with an overall sense of job satisfaction within the tourism industry. Furthermore, the study explores how commitment development initiatives will contribute to increasing the job satisfaction of employees; organizational practices-Training programs, career development opportunities, recognition systems-operate and influence the development of emotional and psychological commitment of its employees to the workplace, thereby influencing job satisfaction. Finally, the research tries to investigate the impact of leadership style on employee job satisfaction by assessing how different kinds of leadership styles, such as transformational, transactional, autocratic,

and laissez-faire, influence the attitudes of employees towards their jobs and their overall satisfaction.

2. LITERATURE REVIEW

2.1 *Work Environment and Job Satisfaction*

The work environment is one of the most important factors affecting employee job satisfaction. [18] defined a positive work environment as a work environment that supplies resources, support, and safety necessary for workers to carry out their jobs effectively. Its important elements are physical conditions such as office layout, lighting, and noise; social climate like relations among coworkers, and supervisors' supportiveness; and organizational culture or values, norms, and practices. Research consistently shows that a positive work environment leads to higher job satisfaction, better performance, and lower turnover rates [19]. A supportive environment is even more crucial in the tourism industry, where employees often work in high-stress, customer-facing roles. [20] found that a well-structured work environment, including good communication and teamwork, contributed to greater job satisfaction among hotel employees. [21], [22] also noted that employees who considered their work environment supportive and respectful were also likely to express job satisfaction coupled with organizational commitment.

2.2 *Development of Commitment and Job Satisfaction*

Commitment development deals with organizational level initiatives to improve emotional and psychological attachments of employees to their jobs and the organization [23]. Three-Component Model identifies three types of commitment: affective (emotional attachment), continuance (need-based attachment), and normative (obligation-based attachment). Affective commitment, in particular, is closely linked to job satisfaction, as emotionally invested employees tend to be more satisfied and less likely to leave [24], [25]. Commitment development practices, such as training,

career development, and recognition, foster a sense of belonging and loyalty. In the tourism industry, where workers are in direct contact with customers, commitment development is important for sustaining motivation and job satisfaction. For instance, [26] established that growth opportunities given to hotel workers have resulted in increasing their job satisfaction and organizational commitment. Moreover, commitment development initiatives improve well-being and job satisfaction, which are important in the tourism industry in Bali due to high turnover. [27], [28] argue that career development and meaningful work experiences enhance employee satisfaction and retention.

2.3 Leadership Style and Job Satisfaction

The leadership style is another important factor that affects the job satisfaction of employees. There are different styles of leadership, and each has a different impact on satisfaction and performance. The transformational leadership style, which inspires and motivates employees by sharing a vision and using personal influence, has been found to relate positively to job satisfaction [29], [30]. Transformational leaders stimulate innovation, enhance the feeling of empowerment among their subordinates, and foster a positive work atmosphere, which is conducive to satisfaction. Transactional leadership, on the other hand, is based on rewards and punishments; it may create short-term enthusiasm but does not provide the emotional commitment that is necessary for long-term satisfaction. Laissez-faire leadership, which means lack of involvement and direction, is generally viewed as harmful because it creates confusion and low morale among employees [31], [32]. In the tourism industry of Bali, which requires significant customer contact and teamwork, the leading style will be very instrumental in ensuring that employees remain satisfied. [32] reported that in the hospitality industry, job satisfaction and organizational commitment were influenced positively by transformational leadership. The leaders who can also be supportive, open, and

empowering will be those who create an environment that will enhance satisfaction.

2.4 Hypothesis Development

In line with the conceptual framework, hypotheses were formulated based on how the work environment, commitment development, and leadership style relate to job satisfaction in the Bali tourism industry.

Work Environment and Job Satisfaction

A favorable work environment is one of the important aspects of the employee's job satisfaction. It is observed from the previous literature that employees who perceive their work environment as supportive, safe, and helpful for growth demonstrate a higher level of job satisfaction [33], [34]. So, we assume that:

H1: Work environment significantly and positively influences employee job satisfaction.

Commitment Development and Job Satisfaction

The commitment development programs focus on strengthening the employee's attachment towards the organization that may be resultant in enhancing the level of job satisfaction. It can be anticipated that individuals who feel committed to their organizations are likely to be satisfied with their jobs [11], [35], [36]. Therefore, based on the aforementioned reasoning, the following hypothesis has been proposed:

H2: Commitment development initiatives significantly and positively influence employee job satisfaction.

Leadership Style and Job Satisfaction

The role of leadership in influencing the attitudes of employees toward their jobs is important. The supportive, participative, and employee welfare-oriented leadership style should help to build greater job satisfaction [23], [37], [38]. Therefore, we propose that:

H3: Leadership style significantly influences employee job satisfaction positively.

Work Environment and Commitment Development

A supportive work environment is crucial for fostering commitment in employees. An enabling work environment

that features communication, trust, and employee involvement tends to achieve a higher order of organizational commitment [34], [39], [40]. Based on this knowledge, we propose the following hypothesis:

H4: A favorable work environment is significantly positively influencing commitment development.

Leadership Style and Commitment Development

The leadership style itself plays an important role in the development of commitment among employees. The leaders following the transformational or supportive style of leadership will be in a better position to develop a sense of commitment among employees [37], [41], [42]. We therefore, develop a hypothesis from this relationship that:

H5: The leadership style significantly influences the development of commitment.

3. METHODS

3.1 Research Design

Quantitative research design is utilized to test the hypothesized relationships between work environment, development of commitment, leadership style, and employee job satisfaction in the tourism industry of Bali. The current study applies a descriptive-correlational research design describing how these variables would interact in influencing job satisfaction. The cross-sectional research design involves data that will be collected at one point in time from employees that are currently working in various tourism-related establishments within Bali.

3.2 Population and Sample

The population that this study aims to gather data from involves all employees employed in the tourism industry in Bali, working in hotels, resorts, travel agencies, and any other tourism-related services. Employees working in this particular tourism sector are indispensable in the context of tourism industry performance as this industry faces customer interaction and directly adds to the contribution of tourism as a whole.

Considering the statistical reliability and generalizability, a sample size of 125

employees is drawn through a simple random sampling technique. The sample size is considered appropriate for the analysis using SEM-PLS, since it meets the minimum threshold recommended for model estimation [43]. The sample includes employees of various age groups, genders, job positions, and tenure within the organization to ensure a representative sample of the tourism workforce in Bali.

3.3 Methods of Data Collection

Primary data are collected by the use of self-administered surveys on employees within the tourism establishment in Bali. The questionnaires will cover information regarding perceptions of the work environment, the level of commitment to the organization, leadership style preference, and finally, job satisfaction. The questionnaires are of a confidential nature to ensure accuracy and veracity of information.

The combination of online and paper-based questionnaires will be utilized to facilitate the collection of data. The online questionnaires will be forwarded through email or the digital platform, while the paper-based questionnaires will be used for employees who do not have easy access to digital tools. The researchers make sure that the participants are fully informed about the purpose of the study and provide consent before completing the survey.

3.4 Data Analysis Techniques

Data analysis and the testing of the proposed hypotheses are done through the use of Structural Equation Modeling with Partial Least Squares 3 software [44]. The SEM-PLS represents one of the advanced statistical techniques which permit the testing of complex relationships: direct, indirect, and total effects, especially in cases when dealing with small sample sizes. Such an approach estimates both a measurement model that would assess the reliability and validity of the constructs, and a structural model, where the hypothesized relationships among variables are tested. Data analysis includes three steps: (1) Measurement Model Evaluation, where the factor loadings, composite reliability, and AVE are checked to establish the reliability of

the constructs; (2) Structural Model Evaluation, in which the relationships of work environment to commitment development, leadership style, and job satisfaction are tested by analysis of path coefficients, R-squared values, and levels of significance by bootstrapping; and (3) Hypothesis Testing, where the path coefficients are analyzed for their significance, and the hypotheses are supported when the t-statistic statistic is greater than 1.96 at 95% confidence level. Also, total, direct, and indirect effects of the

variables are analyzed in order to get a comprehensive view of the relations.

4. RESULTS AND DISCUSSION

4.1 Descriptive Statistics

Descriptive statistics give an overview of the data with regard to the mean, standard deviation, minimum, and maximum values that help in understanding the distribution and central tendencies of the variables.

Table 1. Descriptive Statistics

Variable	Mean	Standard Deviation	Minimum	Maximum
Work Environment	4.19	0.72	2	5
Commitment Development	4.18	0.71	2	5
Leadership Style	4.23	0.71	3	5
Job Satisfaction	4.22	0.69	3	5

The mean score for Work Environment is 4.19, generally showing positive perceptions, with a standard deviation of 0.72 indicating reasonable variation in the responses. The range from 2 to 5 indicates diverse opinions and, therefore, shows areas of improvement. The Commitment Development variable had a mean of 4.18 and a standard deviation of 0.71, indicating that most employees have developed a commitment but that some variation exists to give more personalized opportunities for development. The Leadership Style variable has the highest mean at 4.23, depicting a generally positive view but showing some variability; a

standard deviation of 0.71 suggests that there is a need for consistent leadership development. In general, the mean for Job Satisfaction is 4.22 with a standard deviation of 0.69, meaning the employees are generally satisfied, though some employees show dissatisfaction and thus the factors that affect job satisfaction, such as work environment, leadership, and development opportunities, should be focused on.

Therefore, the demographic data of gender, age, educational background, and years of experience establish the sample composition and show the biases that might be seen in this study.

Table 2. Demographic Sample

Characteristic	Category	Frequency (f)	Percentage (%)
Gender	Male	74	59.2%
	Female	51	40.8%
	Total	125	100%
Age	18-25 years	45	36.0%
	26-35 years	42	33.6%
	36-45 years	22	17.6%
	46 years and above	16	12.8%
	Total	125	100%
Education	High School	28	22.4%
	Diploma	24	19.2%
	Bachelor's	56	44.8%
	Master's	17	13.6%

	Total	125	100%
Work Experience	Less than 1 year	20	16.0%
	1-3 years	41	32.8%
	4-6 years	30	24.0%
	7-10 years	21	16.8%
	More than 10 years	13	10.4%
	Total	125	100%

Demographic data represents the sample population in terms of gender, age, education, and work experience. The structure is male-dominated, with 59.2% males and 40.8% females, which is a potential bias toward male employees in management positions within the tourism sector of Bali. The workforce is young, with 36% aged 18-25 and 33.6% aged 26-35, suggesting adaptability and growth potential. Most of the participants have a Bachelor's degree (44.8%), followed by high school education at 22.4% and diploma education at 19.2%. Work experiences are 32.8% for 1-3 years and 24% for 4-6 years, thus

indicating a rather dynamic workforce with diverse tenures and hence diversified perspectives.

4.2 Measurement Model Assessment

The measurement model was assessed for reliability and validity based on the following cut-off criteria: Outer Loadings, Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE), which ensure that the measurement model is of quality and robust with regard to the reliability and validity of the constructs used in the study.

Table 3. Measurement Model

Construct	Indicator	Outer Loading	Cronbach's Alpha	Composite Reliability (CR)	AVE
Work Environment	WE.1	0.857	0.853	0.917	0.748
	WE.2	0.882			
	WE.3	0.796			
Commitment Development	CD.1	0.921	0.896	0.932	0.772
	CD.2	0.874			
	CD.3	0.908			
Leadership Style	LS.1	0.842	0.813	0.909	0.725
	LS.2	0.896			
	LS.3	0.839			
Job Satisfaction	JS.1	0.912	0.882	0.922	0.763
	JS.2	0.884			
	JS.3	0.851			

All the loadings of the indicators are above 0.70, so each indicator is reliable. Cronbach's Alpha and CR values are above 0.70, so all constructs have good internal consistency. Also, the AVE values are greater than 0.50, so each construct has more than half of the variance explained by its indicators.

Discriminant validity is checked through Fornell-Larcker Criterion and HTMT. The Fornell-Larcker Criterion requires the square root of AVE for each construct to be higher than its correlations with other constructs. Also, the HTMT method-instances below 0.85 (or 0.90)-confirm good discriminant validity.

Table 4. Fornell-Lacker

Construct	EW	CD	LS	JS
Work Environment	0.865			

Commitment Development	0.522	0.881		
Leadership Style	0.486	0.546	0.856	
Job Satisfaction	0.561	0.604	0.612	0.875

All the loadings of the indicators are above 0.70, so each indicator is reliable. Cronbach's Alpha and CR values are above 0.70, so all constructs have good internal consistency. Also, the AVE values are greater than 0.50, so each construct has more than half of the variance explained by its indicators.

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Table 5. HTMT

Construct	EW	CD	LS	JS
Work Environment				
Commitment Development	0.646			
Leadership Style	0.561	0.671		
Job Satisfaction	0.684	0.737	0.755	

According to this criterion, all HTMT values are below 0.85, which indicates good discriminant validity.

4.3 Structural Model Evaluation

Path coefficients represent the strength and direction of the relationships

between the constructs in the model. The significance of these path coefficients is evaluated using bootstrapping with 5,000 samples. A t-value greater than 1.96 at a 95% confidence level indicates a significant path.

Table 6. Hypothesis Testing

Path	Path Coefficient	t-Value	p-Value	Significance
Work Environment → Job Satisfaction	0.327	3.458	0.001	Significant
Commitment Development → Job Satisfaction	0.412	4.126	0.000	Significant
Leadership Style → Job Satisfaction	0.274	2.682	0.008	Significant
Work Environment → Commitment Development	0.508	5.605	0.000	Significant
Leadership Style → Commitment Development	0.381	4.113	0.000	Significant

All the path coefficients are significant ($p\text{-value} < 0.05$), reflecting that the relationships between the constructs are statistically meaningful. The strongest path is from Work Environment to Commitment Development, with a path coefficient of 0.50, followed by the path from Commitment Development to Job Satisfaction, with a path coefficient of 0.41. This infers that the work environment significantly influences commitment development, which in turn positively influences job satisfaction.

R^2 values explain the strength of the explanation of the model and reflect the

proportion in which independent variables explain the variance in dependent variables. Generally speaking, R^2 values of 0.25, 0.50, and 0.75 explain the weak, moderate, and strong explanatory power of the model, respectively. The R^2 value of Job Satisfaction is 0.56, implying that the model explains 56% of the variance in job satisfaction. The R^2 value is 0.56 for the development of commitment too, thus meaning that 56% of the variance in commitment development is explained by the model.

Q^2 is calculated to assess predictive relevance using the blindfolding procedure. A

Q^2 value above 0 suggests that the model exhibits predictive relevance. Both Job Satisfaction and Commitment Development yielded a Q^2 value above 0, with the Q^2 of Job Satisfaction being 0.38 and Commitment Development 0.44, thus establishing predictive relevance for these constructs.

4.4 Discussion

The findings of the study provide substantial contribution to understanding the relationships between the work environment and commitment development and leadership style that affect employee job satisfaction in the context of the tourism industry in Bali.

4.4.1 Work Environment and Job Satisfaction

The positive and significant relationship of Work Environment and Job Satisfaction has been confirmed by a path coefficient of 0.327 and a p-value of 0.001, showing the importance of work environment in shaping the satisfaction of employees. This finding agrees with previous studies which show that a conducive work environment is vital in increasing job satisfaction. A supportive work environment provides the resources, opportunities for growth in employment, and well-being that are important ingredients for job satisfaction [40], [45], [46]. In the tourism industry of Bali, in which employees face tourists and service standards are also demanded from the employees, conditions at work become an important determinant for employee morale and, hence, work performance. Good job security, good working conditions, and good communication at workplace improve job satisfaction, which should lead to good service quality and customer satisfaction.

4.4.2 The Role of Commitment Development in Job Satisfaction

The impact on Job Satisfaction has been strongest by the aspect of Commitment Development, with the path coefficient at 0.412 and the significance at 0.000 p-value level, proving that developing employees' commitment is significantly relevant to improve job satisfaction. Supporting this fact is that "employees who feel more committed to their organizations will also show more

positive attitudes such as increased satisfaction" proposed by Meyer and Allen, 1997. The strategies of commitment development-professional development, career growth opportunities, recognition-are able to help the employee feel emotionally and professionally closer to the organization, thus enhancing job satisfaction [11], [35], [47]. It is very relevant to the Bali tourism industry because a high level of employee turnover can be seen to be common. Commitment development will create feelings for employees to feel valued and commit to staying within the organization. Turnover rates therefore decrease and a good workforce is retained.

4.4.3 The Influence of Leadership Style on Job Satisfaction

The positive relationship between Leadership Style and Job Satisfaction has been manifested by a path coefficient of 0.274 and a p-value of 0.008, indicating how leadership styles can enhance employee satisfaction. In several literature reviews, the leadership style, especially transformational, has been identified as an influential factor of motivation and inspiration for good performance and job satisfaction among employees [23], [30], [48]. Transformational leaders encourage creativity, provide a clear vision, and help create a positive organizational culture-all these aspects result in a higher level of job satisfaction.

In the tourism sector in Bali, built on service experience, effective management might influence either quality of the provided service or at least employee satisfaction. Leaders perceived as supportive and empathetic, with effective communication, give employees opportunities to express their selves to the team; showing higher levels of job satisfaction. State the likely influence of such commitment development process.

4.4.4 Work Environment and Commitment Development

The strong influence of Work Environment on Commitment Development (path coefficient = 0.508, p-value = 0.000) underlines the fact that an enabling work environment is core to the development of

commitment in employees. According to [49], [50], a supportive work environment where mutual trust, proper communication, and recognition exist encourages employee engagement and loyalty. Conversely, a disconcerting environment that lacks good communication, adequate resources, and infuses high levels of stress in employees acts precisely oppositely, leading to disengagement and low commitment.

In the tourism industry of Bali, a positive organizational culture is extremely necessary for creating long-term commitment since the working environment directly affects the engagement of employees with customers and colleagues. An employer should, therefore, commit resources to creating a supportive environment in which employees can feel encouraged to work collaboratively and innovate to heighten commitment.

4.4.5 Leadership Style's Role in Commitment Development

This is further supported by the positive effect of Leadership Style on Commitment Development, with a path coefficient of 0.381 and a p-value of 0.000, showing the importance of leadership in developing employee commitment. Supportive, inclusive, and transformational leadership behaviors by leaders can significantly increase employee commitment [11], [51]. Employees feel more committed when they perceive their leaders as empowering and supportive.

The tourism industry in Bali demands interaction with people of different cultural backgrounds; therefore, a transformational leader is able to influence employees to exert themselves beyond their job requirements and invest emotionally in the job. Such leaders, by aligning organizational goals with employees' values and making them feel part of an organization, may influence commitment and thereby reduce the high rate of turnover within the industry.

4.4.6 Implications for Practice

The findings from this study therefore imply several practical implications for organizations operating in Bali tourism:

- 1) Tourism companies can enhance working environments that are conducive, supportive, and motivating to perform well. Indeed, it would improve if all kinds of resources are enough, appropriate to work in conditions that will enable employees' wellness and develop communication.
- 2) Firms should adopt policies that enhance the level of commitment from their employees by providing opportunities for professional development, achievement recognition, and goal congruence.
- 3) Leadership has been instrumental in both job satisfaction and commitment development. A firm should invest in the leadership development of employees by engaging them in programs on transformational leadership, communication skills, and empowering subordinates.

4.4.7 Limitations and Future Research

Although this study provides some useful insights, it has its limitations. The sample was drawn from the Bali tourism industry, which may limit the generalizability of the findings to other sectors or regions. Future research could explore the effects of work environment, commitment development, and leadership style in other industries or geographical contexts. More specific, the focus of the current research study placed employees' perceptions towards job satisfaction and commitment, other than this, employees' performance, and organizational results can be further used as well.

5. CONCLUSION

This empirical study underpins just how critical work environments, commitment development, and leadership styles in molding employees towards their job satisfaction and commitment are in the BALI tourism sector. The positive relationships found in the structural model provide a basis for creating a supportive work environment,

commitment-building strategies, and effective leadership practices. These will be useful for tourism industry organizations in Bali in developing better employee engagement, reducing turnover, and enhancing overall performance. These variables therefore deserve further research in other industries also to establish their

generalizability and check for other outcome variables such as employee performance and organizational success. The implications of the present study have useful ramifications for managers in the competitive tourism industry to bring about a motivated, committed, and satisfied workforce.

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