



Servant Leadership, Self-Efficacy and Job Satisfaction, on the Performance of Managers of Alahan Panjang Tourism Object, Solok Regency


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ABSTRACT

This paper to reveal the influence of Servant Leadership, Self efficacy, and Job Satisfaction together on the Performance of Tourism Object Management Groups in the Technical Implementation Unit of the Alahan Panjang Service Office (UPTD), Solok Regency. Partial Influence of Servant Leadership, Self efficacy, and Job Satisfaction on the Performance of Tourism Object Management Groups at UPTD Alahan Panjang, Solok Regency. Methodology/approach –The research method used is quantitative research. The sampling technique used, all Tourism Object Management Groups working within the UPTD Alahan Panjang, Solok Regency, with a total of 50 people. Findings – It was found that. Finding Based on the partial test (test) it was found that there was a significant influence between Servant leadership, Self Efficacy and Work satisfaction on the performance of tourist attraction managers. It was also found that contributed 73.5% with Job Satisfaction as the most dominant variable, while 26.5% was determined by other variables not included in this research. Conclusion: Partially and simultaneously from Servant Leadership, Self efficacy and Job Satisfaction proved to have a positive and significant influence on the Performance of Tourism Object Management Groups at UPTD Alahan Panjang, Solok Regency. Novelty/value – Servant Leadership overcomes the leadership crisis of trust & example in managers in the tourism sector and based on their beliefs about their chances of successfully achieving the tasks carried out with job satisfaction is very important to understand to improve the performance of tourism managers in Solok Regency.

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INTRODUCTION

The potential and character of the Solok Regency area as mentioned above are also supported by the Solok Regency local government policies listed in the Solok Regency Regional Vision and Mission in Regional Economic Development. In an effort to realize the vision and mission of the Solok Regency Government in the tourism sector, the Pesisir Solok Regency Government has taken several strategic

steps for developing rural tourism objects, including conducting tourism market analysis studies, formulating tourism marketing and promotion strategies in collaboration with travel agencies, implementing all of these events and entertainment at tourist sites must be supported by the readiness of human resources. Programs and targets/activities which are the commitment of UPTD Parawisata Alahan Panjang, Solok Regency to be achieved in 2016. The preparation of the 2020 Alahan Panjang UPTD Performance Determination of Solok Regency refers to the General Budget Policy (KUA), and the 2020 Solok Regency Regional Budget (Iskamto, Karim, Sukono, & Bon, 2020). The achievement of the performance of the tourism object management group can be seen and measured through indicators of achievement of the objectives of the activity, and is the basis for measuring performance achievements. UPTD Alahan Panjang Tourism, Solok Regency in the management of tourism objects, as the following table:

Table 1. Tourist Visits at Alahan Panjang Tourism Object, Solok Regency

Tourist attraction	2016	2017	2018	2019	2020
Danua Pier Above	16,154	18,249	49,988	64,007	20,901
Panoramic Lake Below	21,175	30,044	49,539	63,943	22,459
Alahan Panjang Resort	48,883	28,037	50,091	64,776	20,601
The Beautiful Hills of Alahan Panjang	-	220	1,734	2,276	-
	86,212	76,820	151,352	195,002	65,961

Source: UPTD Alahan Panjang Tourism, Solok Regency

From the table above, there is a decrease of 10.89% visits and a sharp increase in 2018 of 97.02% and a sharp decline of 66.17% in 2020. This condition is in addition to the Covid 19 problem, but until the end of December 2019 there are still showed an increase of 28.84%. This shows that the role of leadership is not sufficient to encourage managers to improve performance and confidence in the opportunities to carry out their duties properly and job satisfaction is not yet optimal for managers of tourism objects at UPTD Alahan Panjang, Solok Regency. The performance results of the 2017 to 2020 Performance indicators for each are as shown in the table below:

Table 2. Level of Performance Achievement in the Performance of Tourism Object Management Groups at UPTD Alahan Panjang, Solok Regency 2017 to 2020.

No	Performance Indicator	2017	2018	2019	2020
1.	Fulfillment of office administration services.	90%	75%	80%	77%
2.	Fulfillment of equipment needs.	80%	70%	80%	75%
3.	Improved performance of the Management Group.	85%	80%	90%	77%
4.	Implementation of report preparation	78%	80%	80%	70%
5.	Creating a safe and comfortable environment	85%	90%	80%	78%
6.	Enforcement of regulations	90%	85%	80%	80%
7.	The creation of togetherness among	60%	40%	45%	75%

members of the Management Group

Source: UPTD Alahan Panjang Tourism, Solok Regency

Performance appraisal is an activity to assess the success or failure of an employee in carrying out their duties. Therefore, performance appraisal must be guided by the measures that have been mutually agreed upon in the work standards. In the next stage, an evaluation is carried out as table 2 above shows a declining trend in 5 of the 7 standard indicators. The decrease in performance achievement is an indication of lack of leadership role in tourism object management groups in the environment UPTD Alahan Panjang, Solok Regency. A true leader is a servant or commonly known as servant leadership (Lantu, 2007). This is also supported by research conducted by Hasanah and Mujanah (2020) which states that increasing the level of servant leadership will also encourage an increase in employee performance. On the other hand, self-confidence to solve problems in carrying out tasks and employee job satisfaction affect the achievement of employee performance (Iskamto, 2019). Cherian & Jolly (2013) argue that self-efficacy is closely related to self-control and resilience in a person in the face of failure, performance and effort in solving a problem faced by a person. According to Engko (2006) that the effect of job satisfaction on performance can be strengthened by the self-efficacy factor. Various indications show that the condition of some groups of tourist attraction managers carrying out their duties is less systematic/professional and unsatisfactory, far from ideal in good management. This needs to be a concern to see the relationship between performance and the implementation of servant leadership, self-efficacy and job satisfaction (Iskamto, Ghazali, & Aftanorhan, 2020).

Previous research by Nikolas, et.al (2019) Servant Leadership has a positive and significant effect on employee performance, while Kamnanjaya, et.al (2017) shows that servant leadership has no significant effect on employee performance. Kartika et.al (2019) self-efficacy has a positive and significant effect on employee performance and self-efficacy is directly related to employee performance, the results obtained are more influential than passing the mediating variable job satisfaction. Meanwhile, according to Normasari (2018), finding that positive self-efficacy is not significant on employee performance, self-efficacy has an insignificant negative effect on employee performance through job satisfaction as an intervening variable.

From the results of empirical studies conducted, it was found that there are still controversial research results (research gap) where this controversy challenges the truth and existing theoretical beliefs that Servant leadership, self-efficacy and job satisfaction have a positive effect on the performance of managers. Self-efficacy mediates satisfaction. work on the performance of managers. some are tested simultaneously as a form of interaction between variables that affect employee performance. In addition, previous research only examined organizations engaged in tourism companies, such as restaurants, hotels and in private companies. Thus, the update in this study was carried out in the public organization sector. For this reason, the researcher tries to offer a solution to the controversy by choosing job satisfaction that has a direct effect on performance. As well as the implementation of Servant leadership and self-efficacy in the public sector requires optimal services which are still limited in previous studies. For this reason, this study intends to see and analyze the influence of servant leadership, self-efficacy and job satisfaction on the performance of tourism object managers at UPTD Alahan Panjang, Solok Regency.

LITERATURE REVIEW

Servant Leadership

Currently the concept of leadership has captured the attention of most researchers in terms of the increasing number of moral violations and management deviations in the workplace. Servant leadership is a holistic approach that involves employees in various dimensions (for example, relational, ethical, emotional, and spiritual), so that they are empowered to grow and develop according to their abilities (Qiu, Dooley, and Xie 2020). In its application, the welfare and development of individuals in an organization that is prioritized will focus on sincerity in serving and ensuring that these individuals will be able to grow and achieve their personal well-being (Rachmawati and Lantu 2014).

Sousa and Dierendonck, (2010) define: Servant leadership as a practical altruistic philosophy which supports people who choose to serve first, and then lead as a way of expanding service to individuals and institutions. Servant leadership encourages collaboration, trust, foresight, listening, and the ethical use of power and empowerment. This means Servant Leadership as a practical altruistic philosophy that supports people who choose to first serve, and then lead as a way to extend service to individuals and institutions. Servant Leadership encourages collaboration, trust, foresight, listening, and the ethical use of power and empowerment. Servant leadership has also been introduced through leadership research. Servant leadership is one of several leadership styles that are also able to motivate the performance of their employees. Servant Leadership is defined as a leadership style that serves its employees. He will put the needs of his followers as his top priority and treat his subordinates as co-workers (Sapengga, 2016). According to Sapengga (2016), the concept of servant leadership is the most charismatic leadership concept from a moral point of view According to Dennis (2004) in Hussain and Ali (2012:363). The indicators for measuring Servant Leadership are: Love (compassion), Empowerment (empowerment), Vision (Vision), Humility (humility) and Trust (trust).

Self efficacy

According to Bandura (2000) in Gunawan and Susanto (2013), self-efficacy is defined as a person's sense of belief that he or she can demonstrate the required behavior in a specific situation. Self efficacy is more directed at the individual's assessment of his ability. The importance of self-efficacy will affect the effort required and ultimately can be seen from work performance. Meanwhile, according to Luthan (2014: 338) states that self-efficacy refers to self-confidence about its ability to motivate the cognitive resources and actions needed to succeed in carrying out certain tasks.

Self-efficacy according to Griffin (2011:11) is a person's belief in his ability to perform a task. Individuals who have high self-efficacy believe that they can perform a specific task well, while individuals who have low self-efficacy tend to doubt their ability to perform a specific task.

Self-efficacy atau self-efficacy was first introduced by Bandura who presented a major aspect of social cognitive theory. Bandura (1982) in Robbins (2015:93) defines self-efficacy as a person's belief in their ability to do a job at a certain level of performance or to achieve an expected result that will affect situations that affect their lives. Bandura emphasized that self-efficacy also plays a vital role in determining a person's performance such as goal aspirations, outcome incentives, and perceived opportunities for a given task..

UOne of the ways to achieve optimal performance is through self-efficacy. Self-efficacy is very necessary in developing employee performance because self-efficacy in individuals will lead to confidence in their ability to complete the work given by their superiors in a timely manner. Self-

efficacy according to Alwisol (2004:344) is a self-assessment, whether you can take good or bad actions, right or wrong, can or can't do what is required. Based on some of the existing descriptions of self-efficacy in this study, these are: Based on the description above, what is meant by self-efficacy is a person's evaluation of himself on his ability or competence to perform a task, achieve goals, and mobilize the motivation needed for success in carrying out the measured task. According to Pepe (2010) with indicators (1) self-confidence to be able to do the task, (2) stability in facing the task and (3) the ability to complete the task

Job satisfaction

Job satisfaction is a bridge that connects the relationships that have been built to make it easier for individuals and communities to do work according to their duties and functions and roles carried out. Relationships and coordination in doing work are very important because a person may not be able to do his own work, and the success of building such coordination is influenced by the strength of horizontal and vertical relationships. Horizontal relations are carried out between equal fellow employees, while vertical relations are built between employees and superiors or at a higher level (Bradley & Roberts, 2004). Rivai (2011: 457) explains, job satisfaction is basically something that is individual, because each individual has different satisfactions according to the value system that applies to him. The higher the assessment of the activity and perceived in accordance with the wishes of the individual, the higher the satisfaction with the activity. Meanwhile, Robins (2015:30) explains job satisfaction as the difference between the amount of rewards workers receive and the amount they believe they should receive which they state in an attitude to a behavior in this case it is believed that satisfied employees will be more productive than dissatisfied employees (Yadewani & Wijaya, 2021).

Meanwhile, according to Bruce (1990) in Handoko (2010: 19) the notion of job satisfaction is an emotional attitude that is pleasant and loves his job. This emotional attitude can be reflected by work morale, discipline and work performance. Furthermore, Robins (2003:101) states that job satisfaction is a general attitude of an individual towards his work that requires interaction with colleagues and superiors, even though the rules and policies of the organization meet work standards, live in work conditions that are often less than ideal and similar things. other.

According to Robins (2010:178) indicators that can be used to measure employee job satisfaction consist of: (1) work nature or nature, (2) supervisor/leader, (3) current wages, (4) promotion opportunities, and (5) relationship with coworkers. Meanwhile, according to Rivai's opinion (2011: 479) indicators commonly used to measure employee job satisfaction include: (1) job content, appearance of actual work tasks and as control over work, (2) supervision, (3) organization and management (4) safety for advancement, (5) salary and other financial benefits such as incentives, (6) co-workers, and (7) working conditions.

Based on job satisfaction is the emotional attitude of employees who are pleasant and love their work which is reflected in work morale, discipline and work performance achieved. With indicators by: material rewards, work, leadership policies and cooperation between leaders and subordinates.

Performance

According to Armstrong and Baron in Wibowo (2011: 2) said that, "Performance is about doing the work and the results achieved from the work. Performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction and contributes to the economy. According to Kartono (2012:22) Employee performance or work performance is the ability of employees to carry out work in accordance with the time, quality, and predetermined goals.

Understanding Performance is a result of work produced by an employee is defined to achieve the expected goals. Mangkunegara, (2011:67) Employee performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in



accordance with the responsibilities given to him Performance (performance) refers to the level of achievement of the tasks that make up a job. employee. Performance reflects how well employees meet the requirements of a job (Simamora, 2011:339). Performance is the result or output of a process. Employee performance is a very important thing in the company's efforts to achieve its goals, so that various activities must be carried out by the company to improve the performance of its employees. Meanwhile, according to According to Sedarmayanti (2011: 260) reveals that: "Performance is a translation of performance which means the work of a worker, a management process or an organization as a whole, where the results of the work must be shown concrete and measurable evidence (compared to the standards set by the company). has been determined).

The definition of performance according to Moehariono (2012: 95) is "Performance or performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization. Meanwhile, according to Hasibuan (2014: 94) performance is a work achieved by a person in carrying out the tasks assigned to him based on skills, experience, and sincerity and time. Thus, performance can be interpreted as the result of work in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him.

According to Further According to Russel (2010: 109) performance is a measure of the work achieved by a person in carrying out the tasks assigned to him as seen from the quality, quantity, time used, and effectiveness in managing resources and their impact on the environment.

Employee performance in this study is the performance of employees in this study is a measure of the work achieved by a person in carrying out the tasks assigned to him, seen from the quality, quantity, time used, and effectiveness in managing resources and independence (Robbins, 2010). The performance indicators in this study are: 1. Quality of work, 2. Quantity of work, 3. Timeliness of completion of tasks, 4. Effective use of human resources, natural resources, budget, 5. Independence

METHOD

This research is associative and quantitative, where there are at least two variables that are connected. This research is looking for a relationship between one variable and another variable. This study took the location of one of the UPTD Alahan Panjang, Solok Regency. The data is collected by the researcher directly consumers who stay, through a questionnaire. the population in this study UPTD Alahan Panjang, Solok Regency, amounting to 50 people. Sample A total of 50 people, the sampling technique in this study is to use the Purposive sampling technique. The analytical tool used is to use multiple linear regression analysis. Testing the significance of the partial hypothesis is carried out with the t-test and F-test, the t-test can be seen in the coefficients table. That is, if the p-value (in the sig. column) in each independent variable is smaller than the specified level of significance or t count is greater than t table, it means that each independent variable has a significant effect on the dependent variable .. The joint hypothesis testing is carried out with the F-test, which can be seen in the ANOVA table.

RESULT AND DISCUSSION

Validity test

The validity test is used to measure the validity or validity of a questionnaire, the validity test is carried out by comparing the value of r count with r arithmetic table at a significant level of 5% for 2-sided test, if r count r table then the measuring instrument used is declared valid or vice versa, if r count r table then the measuring instrument used is not valid. In this study, the critical correlation table for the value of r is r (N-2) where N is the number of respondents with a significance level of 5%.

Table 3. Servant Leadership, Self efficacy, Job Satisfaction and Performance Vvalidity Test Results

Question Items	Person correlation value Servant Leadership	Person correlation value Self efficacy	Person correlation value Job satisfaction	Person correlation value Performance
1	0.718	0.844	0.777	0.593
2	0.847	0.882	0.716	0.855
3	0.860	0.757	0.656	0.855
4	0.763	0.856	0.798	0.366
5	0.802	0.918	0.624	0.856
6	0.815	0.887	0.621	0.651
7	0.720	0.950	0.581	0.533
8	0.598	0.849	0.742	0.361
9	0.850	0.863	0.333	0.419
10	0.792	0.901	0.653	0.447
11	0.860	0.780	0.839	0.543
12	0.844	0.900	0.720	0.587

Source: Processed Data Process, 2021

It was identified that the 12 items used were valid, each question variable was valid, because each question item test item value > 0.279 (r person correlation table, n = 50) and there was no one question item that was ambiguous. So it can be concluded All question items to measure Servant Leadership, Self efficacy, job satisfaction and performance variables have a high level of accuracy so they can be used continuously.

Religibility test

RThe reliability test was conducted to see the consistency and stability of the instrument measurement. Reliability testing is done by alpha method. Where an instrument can be said to be reliable if > 0.6 and said to be unreliable if < 0.6.

Table 4. Reliability Test Results

Variable	Alpha Value	Cronbach Alpha	Cronbach Alpha > Value Alpha then Reliable
Servant Leadership	0.60	0.944	Reliable
Self efficacy	0.60	0.969	Reliable
Job satisfaction	0.60	0.883	Reliable
Performance	0.60	0.839	Reliable

Source: SPSS data processing

Based on the table above, it is known that all items that support the variables of Leadership Style, Self efficacy and Job Satisfaction as well as Performance produce Cronbach alpha values > 0.60 so it can be concluded that all question items used to support the research variables are valid and reliable question items.

Classic assumption test

The normality test aims to test whether one basic assumption of multiple regression analysis is that the independent and dependent variables must be normally distributed or close to normal. To test whether the data collected is normally distributed or not in this study, it was tested using the Kolmogorov-Smirnov test with the Asymp-Sig (2-tailed) probability value > 0.05 , the values found for Servant Leadership, Self Efficacy and Job Satisfaction, Manager Performance each of which is 0.838, 0.913, 0.284 and 0.113, so the question items are normally distributed.

Multicollinearity test was conducted to test whether the regression model found a correlation between the independent variables (independent) or not. If there is a correlation, it can be said to be affected by the symptoms of multicollinearity. To test the presence or absence of multicollinearity symptoms, the VIF (Variance Inflation Factor) and tolerance tests were carried out. If the calculated VIF value is below 10 and the independent variable tolerance is above 10, the values found are 1.961, 2.290 and 2.019, respectively, it can be concluded that the regression model does not have multicollinearity.

The heteroscedasticity test in this study uses a scatterplot on the regression test that has been done previously. What needs to be considered in this test is to see whether there is a certain pattern in the scatterplot of the dependent variable where if a certain pattern is not formed then there is no heteroscedasticity but if there is a certain pattern then there is heteroscedasticity in the data used in the study. Like the following picture.

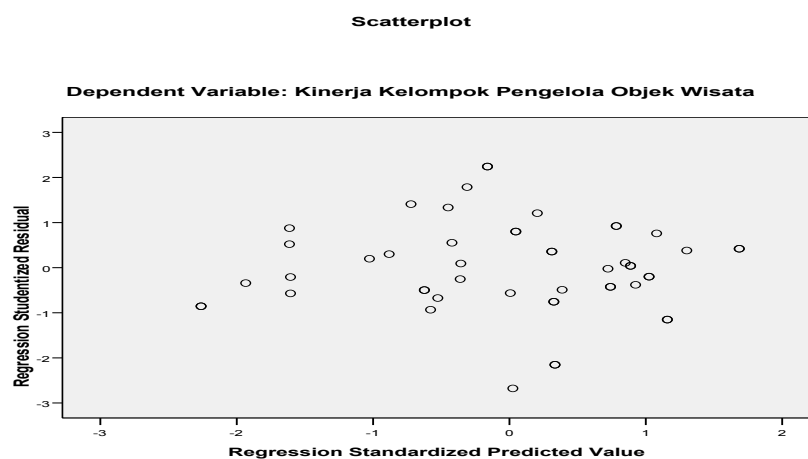


Figure 1. Scatterplot

In this test is to see whether there is a certain pattern in the scatterplot of the dependent variable where if a certain pattern is not formed then there is no heteroscedasticity but if there is a certain pattern then there is heteroscedasticity in the data used in the study.

Hypothesis testing

An analysis was carried out to clearly prove the influence of Servant Leadership, Self Efficacy and Job Satisfaction on the performance of managers, so the hypothesis testing phase was used.

Table.5. Coefficient Pengujian Test Results

Model	Unstandardized Coefficients (□)	t	Sig.
Constant	16,987	5.091	0.000
Servant Leadership	0.191	3.010	0.004
Self Efficacy	0.203	3,293	0.002
Job satisfaction	0.285	2,978	0.005

Based on table 2. From the value of the regression coefficient, a multiple regression equation can be made, namely;

$$Y = 16.987 + 0.191X_1 + 0.203X_2 + 0.285X_3$$

From the above equation, it is known that the constant value for the three variables is 16.987 and the first independent variable is Servant Leadership chooseki the value of the coefficient is 0.191 with a significance value of 0.004 which is smaller than 0.05. The coefficient value < 0 indicates that servant leadership has a positive and significant effect on employee performance. Thus Ha is accepted.

Independent Variables Self Efficacy chooseki the value of the coefficient is 0.203 with a significance value of 0.002 which is smaller than 0.05. The coefficient value < 0 indicates that self efficacy positive and significant effect on employee performance. Thus Ha is accepted.

The third independent variable, namely job satisfaction has chooseki the value of the coefficient is 0.285 with a significance value of 0.005 which is smaller than 0.05. The coefficient value < 0 indicates that Job satisfaction positive and significant effect on employee performance. Thus Ha is accepted. Of the three independent variables simultaneously, it turns out that job satisfaction has a greater influence on the performance of managers than the variables and Servant Leadership and self-efficacy in UPTD Alahan Panjang, Solok Regency.

Empirical evidence whether or not there is a real influence between variables consisting of Servant Leadership, Self Efficacy, Job satisfaction on manager performance, Together then the F-test is carried out. Based on the test results obtained:

Table.6. F & Adj.R2 Test Results

	Mark	Sig.
F	46,294	0.000
Adj.R2	0.751	

Obtained $F_{count} = 46,294$ with sig. 0.000 which is smaller than alpha 0.05; then H_0 is rejected ($\text{one}\beta \neq 0$). Thus, it is proven that together there is a significant influence between *Servant Leadership*, Self Efficacy Job satisfaction on the performance of managers, hypothesis is accepted. Adjusted R^2 test obtained a coefficient value of 0.751 or 75.1%. This means that the influence of Servant Leadership and Self Efficacy, the proportion of job satisfaction simultaneously explaining the effect on manager performance is 75.1%, while the remaining 24.9% is explained by other variables not used in this study.

Discussion

Servant leadership style positive effect on employee performance. Based on the results of this study, it was found that the servant leadership style had a positive and significant effect on the performance of tourism managers in Indonesia UPTD Alahan Panjang, Solok Regency. Therefore, it can be said that if a leader is oriented towards servant leadership, it will encourage subordinates to achieve better performance. This can explain that the hypotheses built in this study have similarities and strengthen the justification of previous research on Servant Leadership Style and employee performance, such as research conducted by Indartono et al (2010), Awan et a., (2012) Harwiki (2013), and Koesmono (2014).

Self Efficacy has a positive effect on employee performance. Based on the results of this study, it was found that Self Efficacy had a positive and significant effect on the performance of managers in UPTD Alahan Panjang, Solok Regency. Therefore, it can be said that if the manager's self-efficacy is better, it will achieve better performance. This can explain that the hypotheses built in this study have similarities and strengthen the justification of previous research on Self Efficacy and employee performance, such as the research proposed by Dewi, et.al., 2015. Self-esteem and self-efficacy partially and simultaneously have a positive and simultaneous effect. significant effect on employee performance at the tax consulting office and Kilapong, SN, 2013 Transformational Leadership, Self Efficacy, Self Esteem partially and simultaneously have a positive and significant impact on the Job Satisfaction of PT. Tropica Cocoprime Manado.

Job satisfaction has a positive effect on employee performance. Based on the results of this study, it was found that job satisfaction had a positive and significant effect on employee performance. Therefore it can be said that if the job satisfaction received by tourism managers can be increased in UPTD Alahan Panjang, Solok Regency it will encourage the achievement of better performance. This can explain that the hypotheses built in this study have similarities and strengthen the justification of previous research on job satisfaction and employee performance, such as research conducted by Lukitawati and Pringgabayu (2017), The effect of job satisfaction on employee performance at the Faculty of Economics and Business, State University is significant

Servant leadership, self efficacy and job satisfaction simultaneously have a positive effect on employee performance. Based on the results of this study, it can be said that if simultaneously Servant leadership, self-efficacy and job satisfaction are fulfilled properly, it will achieve better performance. This can explain that hypothesis 4 built in this study has similarities and strengthens the justification of previous research, such as research conducted by Fahrana (2016) servant leadership and job satisfaction have a significant effect on employee performance at non-bank financial institutions in

Pontianak further Budiastuti, A and Budiastuti.S (2018) stated that Servant leadership and self-efficacy have a positive and significant effect on the performance of teaching staff.

CONCLUSION

. UPTD Alahan Panjang Tourism, Solok Regency is a technical implementing unit at the Tourism and Creative Economy Office, which is an agency that plays a role in advancing tourism areas in the Solok Regency working area. This can not be separated from, serving leadership, self-efficacy of tourism object managers and job satisfaction that can be achieved in managing the tourism objects that are their responsibility. related to the ability to change something into something better that can be measured by self-efficacy, and the achievement of organizational performance that houses it. It is proven in this partial and simultaneous research that this has a positive and significant effect on the performance of tourism object managers at UPTD.

Based on the results of the research findings, several policy implications can be recommended as input for the parties UPTD Alahan Panjang Tourism, Solok Regency. are as follows :

1. The important thing to note is how a leader implements service-oriented leadership that is done sincerely, sincerely and not based on seeking praise or self-respect for his subordinates. The attitude of service is aimed at the manager of the tourist attraction who needs the most service, so that a servant leader will be better able to direct his subordinates to work better.
2. A leader must be able to involve employees by providing opportunities and trust to employees so as to create a sense of togetherness, because basically a leader who works alone and does not give trust to subordinates will not achieve the expected results.
3. The manager's self-efficacy needs to be improved so that it creates confidence that it can improve performance according to the task objectives assigned to him.
4. Job satisfaction needs to be a concern for UPTD by providing rewards and punishments for managers in addition to providing a level of comfort for tourism object managers, because job satisfaction is an emotional attitude that is pleasant and loves his job.

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