Available at https://journalenrichment.com/index.php/jr/

Enrichment: Journal of Multidisciplinary Research and Development

Analysis of the Relationship Between Leadership and Human Resources Performance Toward the Project Planning Quality of Retail Building

Ken Wastu Narindra, Gusti Ayu Putu Candra Dharmayanti, Kadek Diana Harmayani*
Universitas Udayana, Indonesia
Email: kenwastu3@gmail.com*

Abstract

The urgency of this research is based on the strategic role of planning as a fundamental instrument in supporting effective decision making and sustainable achievement of organizational goals. This research aims to examine the influence of leadership and human resource performance on project planning quality in retail building projects. The approaches used were both quantitative and qualitative. Data were obtained through questionnaires distributed to 27 respondents using purposive random sampling. The data were then analyzed using PLS to test causal relationship between the variables. The results of the study indicate that leadership ($\beta = 4.835$; $p < 0.05$) and human resource performance ($\beta = 4.218$; $p < 0.05$) have a positive and significant effect on planning quality. Simultaneously, the two variables are to explain 56% of variance in planning quality (R2 = 0.56%). This finding confirms that increasing leadership effectiveness and human resource performance are the key factor in improving the quality of organizational planning. The research contributes empirically to the understanding of how leadership enhances planning quality through human resource performance in retail construction projects.

Kata Kunci: leadership style, human resource performance, project planning quality, retail projects, organization

INTRODUCTION

The retail sector in Bali has experienced significant growth following the post-pandemic economic recovery, driven by increasing tourist arrivals and rising domestic consumption (Choe & Mahyuni, 2023; Pitanatri et al., 2025; Sanjaya et al., 2024; Satpathy et al., 2025; Utama et al., 2023; Wanadjaja et al., 2023). This trend is reflected in the retail sales index, which reached 120.9 in June 2025, indicating year-over-year growth of 6.6%. The expansion of retail activities has also stimulated the development of large-scale commercial infrastructure, including modern shopping centers and integrated retail complexes (Luo et al., 2025; Orr et al., 2022; Saidi et al., 2026; Zamora, 2026). Major investment initiatives, such as The Grand Outlet Bali within the Kura Kura Bali Special Economic Zone, further demonstrate Bali's growing attractiveness as a strategic destination for both domestic and international retail investors. This rapid growth highlights the increasing importance of effective project planning in ensuring the sustainability and competitiveness of retail development.

However, the transformation of retail businesses into multi-unit and multi-user systems has significantly increased the complexity of project planning processes (Kai et al., 2025; Kumar & Ahmad, 2022). In contemporary retail developments, various tenants and business units operate within a single facility, each with distinct operational requirements, spatial configurations, and market orientations. This heterogeneity necessitates a comprehensive and integrative planning approach to accommodate diverse user needs, including store layouts,

logistics systems, supporting facilities, and consumer experience considerations. Without robust planning mechanisms, such complexity may lead to misalignment between design outputs and operational requirements, ultimately affecting project performance and business outcomes.

Several studies have examined the role of leadership and human resource performance in improving project outcomes, particularly in construction and organizational contexts. Timothy A. Judge and Ronald F. Piccolo (2004) conducted a meta-analytic examination of transformational and transactional leadership, confirming that leadership styles significantly influence employee motivation and performance. In the Indonesian construction sector, Maddepunggeng (2018) found that leadership style has a positive and significant effect on human resource performance, where effective leaders are able to increase productivity and work commitment. Similarly, Pratiwi (2019) demonstrated that leadership influences team performance in construction projects through clear direction, supervision, and support. Sahadi and Wibowo (2013) identified that leadership, organizational culture, and motivation collectively affect the commitment and performance of construction project managers.

Regarding human resource performance and planning quality, Michael Armstrong (2006, 2020) emphasized that competent human resources with strong skills, knowledge, and attitudes are essential for systematic and structured planning. The Project Management Institute (2021), in the PMBOK® Guide, states that project planning quality is significantly influenced by the competence of the project team, requiring thorough analysis, strong coordination, and technical skills. Lumenta et al. (2023) found that the quality of human resources and teamwork positively affect employee effectiveness in organizations, which further supports planning processes. However, most prior research has tended to focus on general project performance indicators such as time, cost, and quality, while limited attention has been given to planning quality as a distinct and critical phase in the project life cycle. Furthermore, empirical studies that specifically investigate the interaction between leadership and human resource performance in shaping planning quality within retail construction projects—especially in multi-user environments—remain scarce.

This indicates a clear research gap, particularly in the context of rapidly growing retail sectors such as Bali, where project complexity and stakeholder diversity are significantly greater. The novelty of this study lies in three aspects. First, it focuses on planning quality as the primary outcome variable rather than on general project performance indicators. Second, it examines the mediating role of human resource performance in the relationship between leadership and planning quality within retail construction projects, a context that has been largely overlooked. Third, it employs PLS-SEM analysis with a purposive sample of project practitioners directly involved in planning activities, providing empirical evidence from a real-world retail development setting in Bali.

Empirical observations at PT. BP, a retail company operating multiple outlets across Bali and other regions, reveal persistent planning deficiencies, including scheduling inaccuracies, repeated design revisions, budget inconsistencies, and weak interdepartmental coordination, which are closely associated with suboptimal human resource performance. In this context, leadership plays a pivotal role in enhancing human resource performance and improving the quality of project planning by enabling effective coordination, clear communication, and adaptive decision-making. Therefore, this study aims to examine the influence of leadership

and human resource performance on planning quality in retail construction projects, offering both theoretical contributions by addressing the identified research gap and practical implications for improving planning effectiveness in complex retail development environments.

METHOD

This research employed a quantitative approach with an explanatory research design to examine the influence of leadership and human resource performance on planning quality in retail construction projects. The research was conducted in PT. BP, retail company operation multiple outlets across Bali and other regions. The population of this study consisted of individuals involved in project planning activities within the organization. Due to the limited population size, a total sampling technique was applied, resulting in 27 respondents participating in the study.

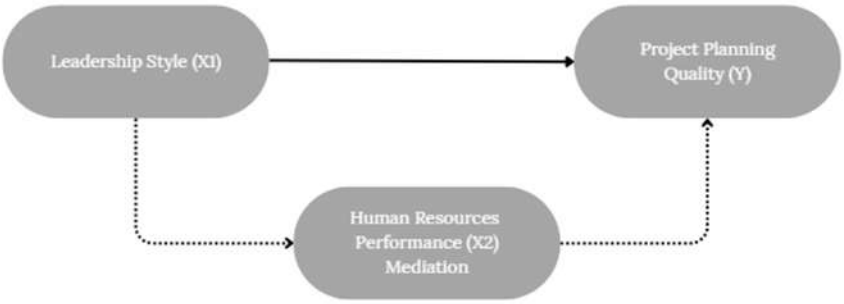

Figure 1. Research Framework
Source: Authors' own work (2025)

The research framework of this study proposes that leadership style (X1) has both a direct and indirect effect on planning quality (Y). The indirect effect is mediated by human resource performance (X2), which reflects the role of team competence in translating leadership effectiveness into high-quality project planning outcomes. Thus, leadership is hypothesized to influence planning quality not only directly but also through its impact on improving the performance of human resources involved in the project.

Data were collected through a structured questionnaire designed to measure the variable of leadership, human resource performance. and planning quality. Each variable was operationalized into several indicators based on relevant theoretical frameworks and measured using a Likert scale. Prior to data analysis, the instrument was tested for validity and reliability to ensure the accuracy and consistency of the measurements.

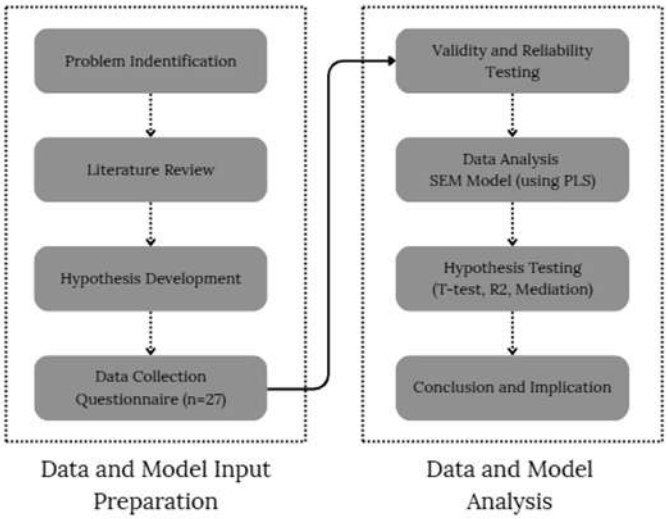

Figure 2. Methodological Framework
Source: Authors' own work (2025)

The data analysis technique used in this study was SEM analysis to examine both partial and simultaneous effects of the independent variables on the dependent variable. Hypothesis testing was conducted using the T-test to access the partial influence of each independent variable and the coefficient of determination (R^2) to evaluate the explanatory power of the model. Statistical analysis was performed at a significance level of 5% (α=0.05) using PLS 4.0.

This study involved 3 main constructs, each measured using reflective indicators.

1. Leadership Style (Exogenous Variable)
   Leadership style refers to the approach used by leaders in influencing and directing team members. It is measured using indicators such as Transformational Leadership, Transactional Leadership, and Laissez-Faire Leadership
2. Human Resource Performance (Mediating Variable)
   Human Resources Performance reflects the capability and effectiveness of individuals in performing their tasks. It is measured through Knowledge, Skills, Capability, and Attitude.
3. Project Planning Quality (Endogenous Variable)
   Project Planning Quality represents the effectiveness and accuracy of project planning outputs. It is measured using indicators such as Planning Integration, Scope clarity, Cost accuracy, Schedule accuracy, Risk Management, Stakeholder management, Resource Planning, Performance measurement systems.

This study used a non-probability sampling technique, specifically purposive sampling, where respondents are selected based on their direct involvement in project planning activities. A total of 27 respondents were included in the study. Although relatively small, this sample size meets the minimum requirements for PLS-SEM analysis, which is known for robustness in small-sample conditions. The sample also reflects the actual composition of the project team, ensuring contextual relevance. All respondents' compositions are shown in Table 1. below.

Table 1. Respondent Profile

Job Title	Quantity	Percentage
Project Manager	1	3.7%
Assistance Manager	1	3.7%
Site Manager	1	3.7%
Project Supervisor	1	3.7%
Architect	3	11%
Drafter	5	18.5%
Site Project	4	14.8%
Quantity Surveyor	2	7.4%
Maintenance Staff	3	11%
Engineering Staff	4	14.8%
Project Administrator	2	7.4%
Ages (year)	**Quantity**	**Percentage**
20-30	11	40%
30-40	10	37%
40-50	4	14.8%
>50	2	7.4%
Retail Project Experience (year)	**Quantity**	**Percentage**
<5 year	16	59.25%
6-10 year	9	33.4%
11-15 year	1	3.7%
>15 year	1	3.7%

Source: Primary data questionnaire (2025)

The characteristics of the respondents listed in Table 1. indicate that the majority of the respondents are in technical roles (e.g., drafters, engineers, and site staff). Most of the respondents are young professionals (20-30 years old) and a significant portion has less than 5 years of work experience. This demographic profile suggests a workforce that is operationally intensive and still in the early stage of professional development, which may influence both performance and responsiveness to leadership.

Measurement Model Evaluation (Outer Model)

Table 2. Result of Variable Outer Loadings

Indicator	Variable	Outer Loading
Cost Accuracy	Planning Quality	0.930
Planning Integration	Planning Quality	0.748
Scope Clarity	Planning Quality	0.855
Capability	Human Resource Performance	0.832
Schedule Accuracy	Planning Quality	0.862
Skills	Human Resource Performance	0.893
Laissez-Faire Leadership	Leadership	0.970
Risk Management	Planning Quality	0.890
Stakeholder Management	Planning Quality	0.739
Knowledge	Human Resource Performance	0.915

Indicator	Variable	Outer Loading
Resource Planning	Planning Quality	0.915
Attitude	Human Resource Performance	0.888
Performance Measurement Systems	Planning Quality	0.936
Transformational Leadership	Leadership	0.94
Transactional Leadership	Leadership	0.694

Source: Primary data processed using PLS-SEM (2025)

The analysis results in Table 2. show that all items making up the latent variables have outer loading values >0.50. This indicates the accuracy of the variable measurement in constructing each indicator, which is quite relevant. These results identify the consistency and reliability of the measurements used to assess these variables. Therefore, the results of this convergent validity analysis provide confidence in the quality of the variable measurements used in the study and confirm that these variables are effective.

Table 3. Content validity and reliability summary for the variable constructs

Variable	Indicators Item	Average Variance Extracted	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Cronbach's alpha
Leadership Style	3	0.601	0.923	0.787	0.655
HR Performance	4	0.743	0.952	0.934	0.907
Planning Quality	8	0.777	0.955	0.958	0.950

Source: Primary data processed using PLS-SEM (2025)

The results of Table 3. identify the Average Variance Extracted (AVE) value using to determine the validity of a construct. The AVE criterion for a variable to be valid is that it must be above 0.50. It confirms the consistency and reliability of the measurements used to assess the variables. Therefore, the results of this convergent validity analysis provide confidence in the quality of the variable measurement used in the study and confirm that the variables are effective. Based on validity results, the Average Variance Extracted (AVE) is valid because it has a value >0.50

Table 4. Discriminant validity evaluated result using Fornell Larcker Criterion (FLC)

Variable	Leadership	Planning Quality	HR Performance
Leadership	**0.775**		
Planning Quality	0.715	**0.862**	
HR Performance	0.644	0.629	**0.882**

Source: Primary data processed using PLS-SEM (2025)

The result of Table 4. show that each indicator has the highest Fornell Larcker Criterion (FLC) value for its own latent construct compared to the FLC values for other constructs. This indicates that the indicators used in this study have good discriminant validity in forming their respective variables.

Table 5. Discriminant validity evaluated result using Heteroit-monotrait ratio (HTMT)

Variable (X2)	Variable (X1, Y)	Heteroit-montrait ratio
HR Performance	Leadership	**0.693**
HR Performance	Planning Quality	**0.629**

Source: Primary data processed using PLS-SEM (2025)

The analysis results in Table 5. indicate that variable pairs meet the discriminant validity criteria, with HTMTvalue <0.90, that indicates the constructs measured by the instrument are unique and distinct from one another. This confirms that the measurement instrument used is capable of effectively distinguishing between the different constructs in the analysis.

The next step is to do the multicollinearity test, which is performed by calculating the VIF (Variance Inflation Factor) value. The VIF value is used to measure the relationship between exogenous variables. The higher the VIF value, the stronger the collinearity between the exogenous variables. The value recommended is <5.00. The results of the multicollinearity test can be seen in Table 6. below.

Table 6. Multicollinearity test result using Variance Inflation Factor (VIF)

Variable	Variable	VIF value
Leadership	HR Performance	**1.000**
HR Performance	Planning Quality	**1.000**

Source: Primary data processed using PLS-SEM (2025)

Based on the VIF values shown in Table 6. all values are below 5.00. Therefore, it can be concluded that the relationship between exogenous variables is not strong or that multicollinearity does not occur.

Structural Model Evaluation (Inner Model)

After confirming that the measurement model meets the required validity and reliability criteria, the next step is to evaluate the structural model (inner model). This evaluation aims to assess the predictive capability and explanatory power of the proposed research model in explaining the relationship among variables, The structural assessment model (inner model). This evaluation aims to assess the predictive capability and explanatory power of the proposed research model in explaining the relationships among variables. The structural assessment model includes several key indicators, namely the coefficient of determination (R^2), effect size (f^2), and predictive relevance (Q^2).

The coefficient of determination (R^2) is used to measure the extent to which the endogenous variables can be explained by the exogenous variables in the model. A higher R^2 value indicates stronger explanatory power, meaning that the model is better at predicting the dependent variable. According to commonly accepted criteria, an R^2 value of 0.75 is considered substantial, 0.50 is moderate, and 0.25 is weak.

The results of the coefficient of determination for each endogenous variable in this study are presented in Table 7. below

Table 7. Coefficient of Determination (R^2) Result

Variable	R-Square	R- Square adjusted
Planning Quality	0.560	0.523

Source: Primary data processed using PLS-SEM (2025)

The R-squared value for the planning quality variable is 0.56, accounting for 56% of the variation in the dependent variable. The remaining 44% is influenced by other factors outside the model. This value is categorized as medium, indicating a moderate influence.

Following the evaluation of the coefficient of determination (R^2), the next step in assessing the structural model is to examine the effect size (f^2). This analysis is conducted to evaluate the magnitude of the influence of each exogenous variable on the endogenous variables within the model. While R^2 explains the overall predictive power, the f^2 value provides a more detailed understanding of how strongly each independent variable contributes to the explained variance of the dependent variable.

According to established criteria, an f^2 value of 0.02 indicates a small effect, 0.15 indicates a moderate effect, and 0.35 indicates a large effect. Therefore, this analysis is essential to identify which relationships in the model have substantive practical significance.

The results of the effect size analysis are presented in Table 8.

Table 8. Effect Size (f^2) result

Variable	Variable	F-Square
Leadership	HR Performance	**0.372**
HR Performance	Planning Quality	**0.111**

Source: Primary data processed using PLS-SEM (2025)

Based on table 8. the effect of leadership on HR performance shows a large effect size, while the effect of HR performance on planning quality is categorized as small to moderate. These findings indicate that leadership plays a substantial role in shaping HR performance, whereas HR performance contributes moderately to improving planning quality.

In addition to evaluating explanatory power, it is also important to assess the predictive relevance of the model using the Q^2 statistic. Predictive relevance measures how well the observed values are reconstructed by the model and its parameter estimates. In other words, Q^2 evaluates the model's capability to predict data points of endogenous constructs. A Q^2 value greater than zero indicates that the model has predictive relevance, while values of 0.02, 0.25, and 0.50 can be interpreted as small, moderate, and strong predictive relevance, respectively.

The predictive relevance results for the endogenous variables are presented in Table 9.

Table 9. Q-Square Predict value

Variable	Q-Square predict	RMSE	MAE
Planning Quality	0.367	0.866	0.690

Variable	Q-Square predict	RMSE	MAE
HR Performance	0.356	0.873	0.707

Source: Primary data processed using PLS-SEM (2025)

The results show that all Q^2 values are greater than zero, indicating that the model has adequate predictive relevance. Furthermore, the values fall within the moderate category, suggesting that the model has sufficient predictive accuracy in explaining planning quality and HR performance.

After evaluating the model's explanatory and predictive capabilities, the next step is to test the proposed hypotheses. Hypothesis testing is conducted to examine the significance and direction of the relationships between variables in the structural model. This study employs the bootstrapping method with 5,000 resamples to obtain robust estimates of path coefficients, t-statistics, and p-values. A relationship is considered statistically significant if the t-statistic exceeds 1.96 and the p-value is less than 0.05.

The results of the hypothesis testing are presented in Table 10.

Table 10. Hypothesis test result

Variable	Variable	Original Sample (O)	Sample mean (M)	Standard deviation (STDEV)	T-Statistics (|O/STDEV|)	P Values
Leadership	HR Performance	0.651	0.682	0.135	4.835	0.000
HR Performance	Planning Quality	0.622	0.640	0.148	4.218	0.000

Source: Primary data processed using PLS-SEM (2025)

Based on the hypothesis testing results presented in Table 10, the following conclusions can be drawn:

Hypothesis 1: The path coefficient (original sample) for the influence of Leadership Type and Human Resource Performance is 0.651 and is positive. This indicates that the applied Leadership Type has a positive effect on Human Resource performance. The t-statistic test results were 4.835 with a p-value of 0.000. This hypothesis is accepted because the t-statistic is greater than the t-table value (4.835 > 1.96) and the p-value is less than 0.05 (0.000 < 0.05), indicating that Leadership Type has a positive and significant effect on Human Resource performance.

Hypothesis 2: The path coefficient (original sample) for the influence of Human Resource Performance and Planning Quality is 0.622 and is positive. This indicates that Human Resource Performance has a positive effect on Planning Quality. The t-statistic test results obtained were 4.218 with a p-value of 0.000. This hypothesis can be accepted because the t-statistic value is greater than the t-table value (4.218 > 1.96) and the p-value is smaller than 0.05 (0.000 < 0.05), which means that Human Resource Performance

To further understand the mechanism underlying the relationships among variables, a mediation analysis was conducted. This analysis aims to determine whether HR performance acts as an intervening variable in the relationship between leadership style and planning quality. The mediation test was performed using the bootstrapping procedure in PLS-SEM, which

allows for the estimation of indirect effects and their statistical significance. The significance of the mediating effect is assessed based on the t-statistic and p-value of the indirect path.

The results of the mediation analysis are presented in Table 11.

Table 11. Hypothesis test result

Variable (X)	Mediation (M)	Variable (Y)	Original Sample (O)	Sample mean (M)	Standard deviation (STDEV)	T-Statistics (|O/STDEV|)	P Values
Leadership	HR Performance	Planning Quality	0.405	0.443	0.147	2.752	**0.006**
Leadership	-	Planning Quality	0.184	0.195	0.194	0.944	0.345

Source: Primary data processed using PLS-SEM (2025)

Based on the bootstrapping analysis results in the table above, it is known that the Specific Indirect Effect value of the Leadership variable on Planning Quality through Human Resource Performance has a T-Statistic of 2.752 (> 1.96) and P-Values of 0.006 (< 0.05). These results indicate that the Human Resource Performance variable significantly mediates the influence of Leadership on Planning Quality.

RESULTS AND DISCUSSION

The Influence of Leadership on Human Resource Performance

Based on the results of the hypothesis test, a T-statistic of 4.835 was obtained with a P-value of 0.00. This result indicates that the P-value is less than 0.05, thus concluding that leadership has a positive and significant effect on human resource performance. Therefore, the first hypothesis in this study is accepted.

These findings indicate that leadership plays a crucial role in improving human resource performance within an organization. Effective leadership provides clear direction, motivation, and support to team members, enabling them to perform optimally in carrying out their duties and responsibilities. Furthermore, leaders with strong communication skills are also able to create a conducive work environment, thereby encouraging increased productivity.

These research findings state that leaders have the ability to influence, motivate, and inspire organizational members to achieve higher performance. Effective leadership can increase the commitment and motivation of team members, enabling them to perform optimally in achieving organizational goals. Furthermore, human resource performance is influenced by various factors, one of which is the leadership implemented within the organization. Leaders who are able to provide clear direction, conduct effective supervision, and provide support to employees will be able to increase individual productivity and work performance.

Thus, the results of this study support the theory that leadership plays a strategic role in improving human resource performance. The more effective leadership implemented within an organization, the higher the resulting human resource performance.

The Influence of Human Resource Performance on Project Planning Quality

The results of the hypothesis test indicate that the relationship between human resource performance and planning quality has a T-statistic of 4.218 and a P-value of 0.00. Because the P-value is less than 0.05, it can be concluded that human resource performance has a positive and significant effect on planning quality. Therefore, the second hypothesis in this study is accepted.

These findings indicate that the quality of planning in an organization or project is significantly influenced by the capabilities and performance of the human resources involved. Human resources with high competence, skills, and responsibility will be able to develop more systematic, structured, and realistic plans. Good human resource performance also enables the planning process to be carried out more effectively because each individual is able to carry out their duties according to their assigned role.

These findings state that individual performance is a primary factor determining the success of the implementation of management functions in an organization. Human resources with strong competence, skills, and performance will be able to carry out planning tasks in a more systematic and structured manner. Furthermore, in the project management standards developed, the quality of project planning is significantly influenced by the competence of the project team involved in the process. Effective project planning requires thorough analysis, strong coordination, and the technical skills of the human resources involved in the planning process. Therefore, the results of this study indicate that improving human resource performance will impact the quality of planning within an organization or project.

The Mediating Role of Human Resource Performance in the Relationship between Leadership and Project Planning Quality

The results of the mediation test indicate an indirect effect between leadership and planning quality through human resource performance, with a T-statistic of 2.752 and a P-value of 0.006. Because the P-value is less than 0.05, it can be concluded that human resource performance mediates the influence of leadership on planning quality.

This finding aligns with organizational behavior theory, which explains that leadership influences individual performance, which ultimately impacts overall organizational performance. Effective leadership can increase the motivation and commitment of organizational members, enabling them to achieve higher levels of performance.

Furthermore, improving human resource performance will significantly contribute to the effectiveness of work processes within an organization, including the planning process. In the context of project management, it also states that the success of project planning is significantly influenced by the quality and performance of the project team involved.

Thus, human resource performance acts as a mechanism that bridges the influence of leadership on planning quality. Effective leadership will improve human resource performance, and this improved performance will ultimately result in better planning quality.

CONCLUSION

Based on the results of the data analysis and hypothesis testing, this study concludes that transformational leadership plays a significant role in improving project performance, both directly and indirectly through effective human resource management. Leaders who apply a

transformational leadership style are able to create a conducive work environment, enhance employee engagement and motivation, and foster more effective teamwork. In turn, effective human resource management practices, including workforce planning, competency development, and performance evaluation, contribute to better coordination, efficiency, and overall project performance. The findings indicate that project leaders who provide inspiration, motivation, and individual consideration can significantly improve team effectiveness and project outcomes. Furthermore, the study demonstrates that the success of transformational leadership is closely associated with an organization's ability to manage its human resources optimally. Overall, transformational leadership and human resource management are identified as critical factors in enhancing project performance. Future research is recommended to examine these relationships in different industrial sectors and organizational settings, as well as to explore additional mediating or moderating variables, such as organizational culture, technological capability, or project complexity, to provide a broader understanding of factors influencing project performance.

REFERENCE

Armstrong, M. (2006). *Performance management: Key strategies and practical guidelines* (3rd ed.). Kogan Page.

Armstrong, M. (2020). *Armstrong's handbook of human resource management practice* (15th ed.). Kogan Page.

Choe, J., & Mahyuni, L. P. (2023). Sustainable and inclusive spiritual tourism development in Bali as a long-term post-pandemic strategy. *International Journal of Religious Tourism and Pilgrimage, 11*(2), 11.

Judge, T. A., & Piccolo, R. F. (2004). Transformational and transactional leadership: A meta-analytic test of their relative validity. *Journal of Applied Psychology, 89*(5), 755–768. https://doi.org/10.1037/0021-9010.89.5.755

Kai, Z., Jia-Yuan, Z., Haitao, W., & Bingli, W. (2025). Design and application of on-site standardized maintenance management system for pumped storage power station. *2025 International Conference on Smart & Sustainable Technology (INCSST)*, 1–7.

Kumar, N., & Ahmad, A. (2022). Cooperative evolution of support vector machine empowered knowledge-based radio resource management for 5G C-RAN. *Ad Hoc Networks, 136*, 102960.

Lumenta, M. R., Wenas, R., & Wenas, J. R. (2023). Pengaruh kualitas sumber daya manusia dan team work terhadap efektivitas kerja pegawai pada Kantor Inspektorat Daerah Sulawesi Utara. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi, 11*(1), 138–147. https://ejournal.unsrat.ac.id/index.php/emba/article/view/58108

Luo, X., Che Rose, R. A., & Awang, A. (2025). The evolution of retail outlet distribution: A systematic review of spatial patterns, drivers, and implications for urban development and economic growth. *Frontiers in Sustainable Cities, 7*, 1628137.

Maddepunggeng, A. R. (2018). Pengaruh gaya kepemimpinan terhadap kinerja sumber daya manusia di perusahaan jasa konstruksi. *Konstruksia: Jurnal Teknik Sipil, 9*(2), 65–72. https://jurnal.umj.ac.id/index.php/konstruksia/article/view/1012/0

Orr, A. M., Jackson, C., White, J. T., Lawson, V., Gardner, A., Hickie, J., Richardson, R., & Stewart, J. L. (2022). *Retail change and transition in UK city centres: Real estate, place*

adaptation and innovation within an integrated retailing system (REPAIR) end of project report.

Pitanatri, M. U., Sukariyanto, I. G. M., & Rahadiarta, I. G. N. P. S. (2025). Are tourism villages ready to adapt with the post pandemic trends? Case study of "Tourism villages in Bali." In *Handbook of sustainability in tourism and hospitality in Indonesia* (pp. 273–295). Springer.

Pratiwi, S. (2019). *Pengaruh gaya kepemimpinan terhadap kinerja tim pada proyek konstruksi* [Undergraduate thesis, Universitas Pendidikan Indonesia]. https://repository.upi.edu/42326/

Project Management Institute. (2021). *A guide to the project management body of knowledge (PMBOK® guide)* (7th ed.). PMI.

Sahadi, & Wibowo, M. A. (2013). Pengaruh kepemimpinan, budaya organisasi, iklim organisasi dan motivasi terhadap komitmen dan kinerja manajer proyek konstruksi. *Media Komunikasi Teknik Sipil, 21*(2), 104–114. https://ejournal.undip.ac.id/index.php/mkts/article/view/7836

Saidi, I., Khenchoul, T., Saidi, F. A., & Czimre, K. (2026). Unveiling the multifunctionality of shopping malls: A case study of Ritaj Mall as a catalyst for social, economic, and spatial dynamics. *Urban Science, 10*(3), 142.

Sanjaya, P. K. A., Mustika, M. D. S., Sudharma, I. W. P. A., & Sembiring, C. F. P. (2024). Bali tourism and economic transformation: Towards economic resilience after the COVID-19 pandemic. *Proceedings of Brawijaya Economics and Finance, 3*, 64–75.

Satpathy, I., Nayak, A., & Arif, M. Z. U. (2025). Reinvigorating Asia's tourism industry: Strategies for sustainable post-pandemic recovery. In *Resurgence and sustainable development of Asian markets in the new normal: Issues and challenges* (pp. 3–23). Springer.

Utama, I., Trimurti, C. P., Putra, P. S. E., Susrama, I. W., Patni, N. L. P. S. S., Krismawintari, N. P. D., & Susanto, P. C. (2023). The creative Bali tourist destination recovery strategy after COVID-19 pandemic. *Migration Letters, 20*(6), 203–216.

Wanadjaja, T. L., Arafah, W., & Ingkadijaya, R. (2023). Exploring the transition from international to domestic tourism in Bali: A sustainable post-pandemic strategy. *4th International Conference on Tourism, Gastronomy, and Tourist Destination (TGDIC 2023), 266*, 227.

Zamora, J. G. (2026). Key actors and factors in the evolution and diversification of shopping malls in Mexico City. In *The Wiley Blackwell companion to the city, retail, and consumption* (pp. 135–154).