

The Influence of Transformational Leadership and Communication Mediated by Motivation on the Employee Performance (Studi at the Management Agency KSPDK Kintamani, Bangli)

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Abstract

Purpose – The purpose of this study was to analyze the influence of transformational leadership and communication with motivation as intervening variables on the performance of Tourism Attraction Managers in the Strategic Tourism Area of the Special Region of Kintamani, Bangli Regency.

Methodology – The research population was all 112 employees of the KSPDK Kintamani Tourist Attraction Management Agency. The sampling technique used purposive sampling so that 106 respondents were determined. The research instrument uses a questionnaire and several other data collection methods such as observation, interviews and literature. The analysis method uses descriptive analysis and inferential analysis with Structural Equation Model-Partial Least Square (SEM-PLS) analysis..

Findings – The results of the research show that transformational leadership, communication and motivation directly have a positive and significant effect on employee performance of the employee performance of the Kintamani KSPDK Tourist Attraction Management Agency. Transformational leadership and communication have a positive and significant effect on employee motivation of the Kintamani KSPDK Tourist Attraction Management Agency. Motivation is positively and significantly able to mediate the influence of transformational leadership on the performance of employees of the Kintamani KSPDK Tourist Attraction Management Agency.

Originality – The need to increase intellectual stimulus from leaders to employees so that they can contribute new ideas and there is a need to increase employee abilities in increasing competitiveness in developing the Kintamani KSPDK Tourist Attraction in the future.

1. Introduction

Bali as one of the islands in Indonesia has various tourist destinations and various potentials that can be developed into Indonesia's mainstay tourist destination, especially for the Bali Regional Government. Each area in Bali has its own tourism potential, one that is well known to tourists is the Kintamani area in Bangli Regency. The management of the Mount Batur Kintamani caldera tourism area was then taken over by the Bangli Regency Government with the establishment of the Kintamani Special Regional Tourism Strategic Area (KSPDK), Bangli Regency through Bangli Regency Regional Regulation Number 2 of 2018 concerning the Regional Tourism Development Master Plan for 2019- 2025, and is managed by a Tourist Attraction Management Agency for the Special Tourism Strategic Area of Kintamani, Bangli Regency which was established first through Bangli Regent Regulation Number 7 of 2017 concerning the Batur Unesco Global Geopark Tourism Management Agency.

As an area with natural potential that has been recognized worldwide through UNESCO, its management must maximally contribute to the regional cash income of Bangli Regency. The Tourist Attraction Management Agency for the Special Tourism Strategic Area of Kintamani, Bangli Regency is currently still collaborating with the surrounding community to build tourist attraction infrastructure. Community involvement is an important thing to do in developing an area that has tourism potential into a tourist attraction/tourist destination, because the surrounding community has knowledge about the socio-cultural and potential natural resource conditions in the local area (Wijaya et al., 2020).

Since the designation of the Kintamani area as the Kintamani Special Regional Tourism Strategic Area and the Kintamani Special Regional Tourism Strategic Area Management Agency, the Mount Batur caldera area has become more organized, which has resulted in tourist visits increasing from year to year. The level of tourist visits to the Kintamani area, Bangli Regency in the last 5 years. On the other hand, tourist visits which have begun to increase have not been able to achieve maximum financial performance, this can be seen in the income achievements of the Kintamani Special Regional Tourism Strategic Area Management Agency from entrance tickets as shown in Table 1 below.

Table 1. Income of the Tourism Attraction Management Agency for the Kintamani Special Regional Tourism Strategic Area 2019-2023

No	Years	Income			
		Aboard (Rp)	Domestic (Rp)	Amount (Rp)	%
1	2019	35.072.030.000	2.639.420.000	37.711.450.000	-
2	2020	5.410.470.000	665.730.000	6.076.200.000	-83,89
3	2021	30.030.000	372.140.000	402.170.000	-93,38
4	2022	7.671.000.000	5.855.450.000	13.526.450.000	3.263,4
5	2023	10.752.840.000	4.312.120.000	15.064.960.000	11,37

Source: Kintamani KSPDK Tourist Attraction Management Agency, 2024

Based on Table 1, it can be seen that the performance of the Tourism Attraction Management Agency for the Kintamani Special Region Tourism Strategic Area in 2023 with a

total of Rp. 15,064,960,000 or an increase of 11.37% compared to 2022 which was only Rp. 13,526,450,000, but if we look at the income of domestic tourists in 2023 it will decrease compared to 2022. Based on the results of an interview on January 11 2024 with Mr. A.A. Ngr. Teja Kesuma, SS as Administrative Executive of the Tourist Attraction Management Agency for the Kintamani Special Regional Tourism Strategic Area, stated that in 2023 it was recorded that from domestic tourists, more local Balinese tourists and children would visit the Kintamani Special Regional Tourism Strategic Area, as well as more foreign tourists are children, so although the overall level of tourist arrivals has increased, income from entrance tickets has not increased significantly.

The entire income of the Tourist Attraction Management Agency for the Kintamani Special Regional Tourism Strategic Area goes to the Bangli Regency Government treasury, while the operational and management funds for the Kintamani Special Regional Tourism Strategic Area Tourism Attraction Management Agency receive funding allocations from the Bangli Regency Government APBD. Another problem regarding the performance of the Tourist Attraction Management Agency for the Kintamani Special Regional Tourism Strategic Area can be seen from the lack of maximum absorption of the Bangli Regency Government's APBD allocation funds which are intended for the construction and development of the Kintamani Special Regional Tourism Strategic Area which has not been fully realized, this can be seen from the data The budget and realization of ABPB in the job creation sector of the Bangli Regency Government are in Table 2 as follows.

Table 2. Performance of Fund Allocation and Realization of the Tourism Attraction Management Agency for the Kintamani Special Regional Tourism Strategic Area

No	Years	Descriptions	Budget (Rp)	Realization (Rp)	Percentage (%)
1	2021	Arrangement of the Penelokan Platform	6.500.000.000	5.208.000.000	80,12
2	2022	Pedestrian Arrangement of the Penelokan Kintamani Area Phase I	9.800.000.000	9.580.777.000	97,76
3	2023	Pedestrian Arrangement of the Penelokan Kintamani Area Phase II	10.000.000.000	9.399.738.000	94,00

Source: APBD Bangli Regency, 2024

Based on Table 2, it can be seen that the budget allocation for the Kintamani Special Region Tourism Strategic Area Management Agency has not been able to be absorbed 100%. Development with the highest budget absorption was in 2022 at 97.76%, while the lowest budget absorption occurred in 2021 at 80.12%, meaning that the allocated development funds had not been properly absorbed. Results of the interview on January 11, 2024 with Mr. A.A. Ngr. Teja Kesuma, SS as Administrative Executive for the Tourist Attraction Management Agency for the Kintamani Special Regional Tourism Strategic Area, stated that the budget had not been fully absorbed because many programs had been prepared but employees were less focused on completing them, which resulted in several programs not being well directed. This indicates that the Tourism Attraction Management Agency for the Kintamani Special Regional Tourism Strategic Area has not been able to provide maximum performance in carrying out its duties.

Based on the data presented, it appears that the Tourism Attraction Management Agency for the Kintamani Special Regional Tourism Strategic Area is still not optimal in terms of employee performance. Performance is everything that is produced by an employee from all his efforts to carry out the tasks that are his responsibility using the abilities, skills and work experience he has and is assessed in terms of quality and quantity (Mangkunegara, 2019). Performance is a value of an employee's success in completing work which is assessed during a certain period and compared with the standards of the employing company such as quality standards for results, completion of targets, and correct implementation of standard operational procedures (Sunarsih & Helmawati, 2017). Performance is used as a reference for the success of an organization, where employees are expected to provide maximum performance so that organizational goals can be achieved well.

Leadership style is an important factor in realizing good employee performance. Transformational Leadership is part of a leader's style in leading his subordinates with the main characteristic of treating his employees well, with respect with the aim of winning the hearts of his employees to increase the potential of his employees so that they can carry out their duties to the maximum (Ancok, 2017). According to (Mulyadi, 2018) Transformational leadership is a leader who can stimulate job knowledge to employees who have deficiencies, which makes subordinates see the leader as having charisma. Good leadership can provide freedom for employees to develop their own potential, learn more about work, so that they can achieve maximum work results.

Research on this matter conducted by (Putra & Sudibya, 2019), (Sulaiman, 2021), san (Noor, 2021) stated that Transformational Leadership has a positive and significant effect on Employee Performance. On the other hand, research by (Fayzhall & Masduki Asbari, 2020), (Hutagalung, 2020), and (Novitasari & Asbari, 2020) states that Transformational Leadership has no significant effect on Employee Performance. This shows evidence of inconsistency in the results of research that has been conducted previously.

Apart from leadership, communication that exists between employees and employees with leaders can also determine the work results shown by employees. Good communication is needed so that every employee in the organization can exchange ideas or thoughts that can help complete work more effectively and efficiently, ideas that come from employees can be accommodated and used to improve performance (Munir & Sani, 2020). Communication is used to improve verbal and written relationships between employees and employees and superiors to resolve a problem (Veithzal, 2017). According to (Robbins, 2018), a group will not exist without good communication, communication can strengthen relationships between people in an organization, so that with communication an idea can be transmitted between one person and another, but communication does not just channel information, but also must be easily understood by the person who received the message. Good communication can facilitate the implementation of orders, coordination, and help each other in dealing with any difficulties in work so as to maximize work results.

Research on this matter was conducted by (Wandi et al., 2019), (Prayogi et al., 2019), and research by (Rialmi, 2020) which also shows that communication has a positive and significant effect on employee performance. However, different research results shown by (Daulay et al., 2017), (Geralt, F. E. et al., 2020), and (Agatha et al., 2020) revealed that communication does

not have a significant influence on increasing employee performance. This shows evidence of inconsistency in the results of research that has been conducted previously.

The phenomenon that occurs at the Tourism Attraction Management Agency for the Kintamani Special Regional Tourism Strategic Area with performance that is still not optimal, as well as the inconsistency of the results of previous research, makes it necessary to carry out research again to strengthen the results of previous research that has been carried out in the past regarding the same variables but in different research locations.

2. Research Method

This research has a quantitative descriptive research type, with research data sourced from primary and secondary data. The research population was 112 employees of the Tourism Attraction Management Agency for the Kintamani Special Regional Tourism Strategic Area, using a purposive sampling method by excluding leaders considering that this research examined leadership styles. Data was collected using direct observation techniques at the research location, interviews with several employees, documentation held by the organization, literature study of relevant books and journals, as well as giving questionnaires to respondents with statements regarding the variables studied. The data was then analyzed using the Partial Least Square (PLS) statistical method (Ghozali & Latan, 2020). As well as testing hypotheses to draw conclusions from research results.

3. Results and Discussions

Testing the data obtained from distributing the questionnaire begins with testing the feasibility of the model which consists of evaluating the outer model and evaluating the inner model (Ghozali, 2020).

Table 3. Outer Loading

Indicator	Outer Loading	P Values	Description
M1 <- Motivation_(M)	0,858	0,000	Valid
M2 <- Motivation_(M)	0,828	0,000	Valid
M3 <- Motivation_(M)	0,839	0,000	Valid
M4 <- Motivation_(M)	0,632	0,000	Valid
M5 <- Motivation_(M)	0,801	0,000	Valid
M6 <- Motivation_(M)	0,754	0,000	Valid
X1.1 <- Transformational Leadership_(X1)	0,853	0,000	Valid
X1.2 <- Transformational Leadership_(X1)	0,802	0,000	Valid
X1.3 <- Transformational Leadership_(X1)	0,734	0,000	Valid
X2.1 <- Communication_(X2)	0,776	0,000	Valid
X2.2 <- Communication_(X2)	0,934	0,000	Valid
X2.3 <- Communication_(X2)	0,843	0,000	Valid
X2.4 <- Communication_(X2)	0,873	0,000	Valid
X2.5 <- Communication_(X2)	0,903	0,000	Valid
Y1 <- Management Performance_(Y)	0,687	0,000	Valid
Y2 <- Management Performance_(Y)	0,720	0,000	Valid
Y3 <- Management Performance_(Y)	0,754	0,000	Valid
Y4 <- Management Performance_(Y)	0,751	0,000	Valid

Source: Data Processed, 2024

Convergent validity testing shows an outer loading value of >0.70 and a p-value of 0.000 which indicates valid and significant data.

Table 4. Calculation Results $\sqrt{\text{AVE}}$ and Correlation Values Between Variables

Construct	AVE	$\sqrt{\text{AVE}}$	Correlation Coefficient			
			X1	Y	X2	M
Transformational Leadership (X1)	0,731	0,855	0,855			
Management Performance (Y)	0,589	0,767	0,598	0,767		
Communication (X2)	0,753	0,868	0,619	0,831	0,868	
Motivation (M)	0,664	0,815	0,372	0,512	0,524	0,815

Source: Data Processed, 2024

The Average Variance Extracted (AVE) value for all constructs is > 0.50 so it meets the valid requirements based on discriminant validity criteria.

Table 5. Composite Reliability and Cronbach Alpha Test

Construct	Cronbach's Alpha	rho_A	Composite Reliability
Transformational Leadership (X1)	0,809	0,813	0,890
Management Performance (Y)	0,768	0,769	0,851
Communication (X2)	0,917	0,922	0,938
Motivation (M)	0,902	0,937	0,922

Source: Data Processed, 2024

The composite reliability and Cronbach Alpha values show a value of >0.70 so they meet the reliability requirements based on the composite reliability criteria.

Table 6. Evaluation of Inner Structural Models

Construct	R Square	R Square Adjusted
Management Performance (Y)	0,709	0,701
Motivation (M)	0,278	0,264

Source: Data Processed, 2024

The R square value indicates a strong model on the influence of independent variables on manager performance, and the criteria for a moderate model on the influence of all variables on manager performance. The Structural Model Evaluation Value via Q-Square Predictive Relevance (Q2) also shows strong criteria. The Goodness of Fit (GoF) value is 0.5811, so it refers to strong criteria.

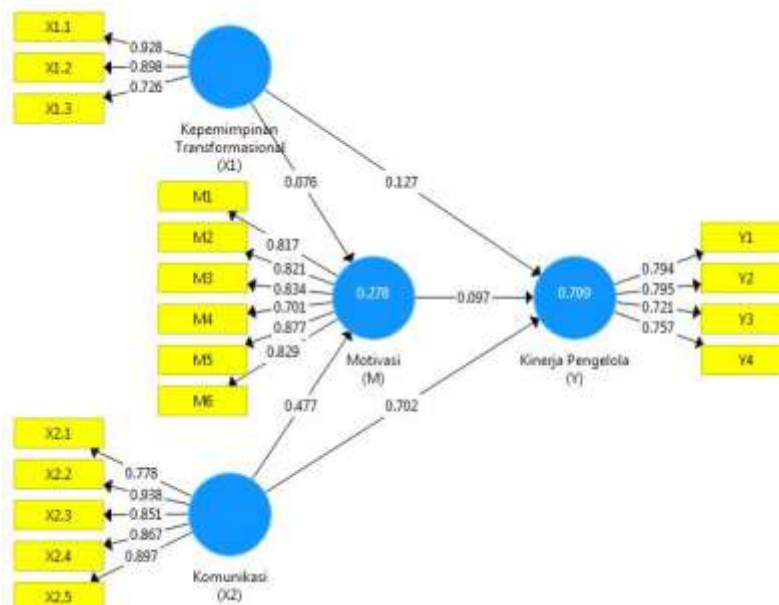


Figure 1. SEM PLS Bootstrapping Analysis

Test results between variables and path analysis results can be seen in the following table.

Table 7. Path Analysis and Statistical Testing

Construct	Path Coefficient	T Statistics	P Values	Description
Transformational Leadership (X1) -> Motivation (M)	0,363	3,570	0,000	Signifikan
Communication (X2) -> Motivation (M)	0,272	3,018	0,003	Signifikan
Transformational Leadership (X1) -> Management Performance (Y)	0,419	3,428	0,001	Signifikan
Communication (X2) -> Management Performance (Y)	0,381	2,976	0,003	Signifikan
Motivation (M) -> Management Performance (Y)	0,205	2,826	0,005	Signifikan

Source: Data Processed, 2024

Table 8. Total Indirect Effect Calculation Results

Construct	Path Coefficient	T Statistics	P Values	Description
Transformational Leadership (X1) -> Motivation (M) -> Management Performance (Y)	0,074	2,271	0,024	Signifikan
Communication (X2) -> Motivation (M) -> Management Performance (Y)	0,056	1,996	0,047	Signifikan

Source: Data Processed, 2024

1) Transformational Leadership on Motivation

Transformational Leadership positively and significantly influence work motivation at the Tourism Attraction Management Agency for the Strategic Tourism Area of the Special Region of Kintamani, Bangli Regency, hypothesis 1 is accepted. The Theory of Needs (Hierarchy) put forward by Maslow in 1943 states that one of human needs is self-actualization, namely the need for self-actualization by using optimal abilities, skills and potential to achieve very satisfying work performance. Transformational Leadership is a leadership style that can motivate or encourage the development of employees' self-potential so that by implementing a good Transformational Leadership style, employees' needs for self-actualization will be met and employees can achieve satisfactory achievements and performance. Seeing the results of the highest respondent's answer, Transformational Leadership was able to be implemented well by the leadership of the Tourism Attraction Management Agency for the Strategic Tourism Area of the Special Region of Kintamani, Bangli Regency on indicators of individual attention such as guidance, monitoring and personal attention. The individual attention shown by the leadership of the Tourism Attractions Management Agency for the Kintamani Special Regional Tourism Strategic Area makes employees feel more cared for and needed in the organization, so that even though some employees have lacking abilities in their field of work, with good guidance from the leadership, employees can be motivated. to learn and improve their skills, and be able to provide better work results. The results of this research are in line with the results of research conducted by (Putra & Sudibya, 2019), (Bahri, 2020), (Sulaiman, 2021), as well as research

by (Inggira & Suryanto, 2021) which shows that Transformational Leadership positively and significantly influence employee motivation.

2) Communication on Motivation

Communication positively and significantly influence Motivation of the Tourist Attraction Management Agency in the Strategic Tourism Area of the Special Region of Kintamani, Bangli Regency, hypothesis 2 is accepted. Social Penetration Theory from Irwin Altman & Dalmas Taylor in 1973 measures the extent of a person's closeness to other people based on layers. The closeness between superiors and subordinates as well as closeness between colleagues in a company, creates good communication within the company which can be used to exchange ideas and knowledge in completing work more effectively and efficiently in terms of time. If each employee communicates and coordinates well with all existing employees, exchanges ideas, and supports and helps each other among co-workers in order to build healthy working relationships. This will certainly make employees more motivated to work, because they get support from colleagues, good coordination, and clear information regarding the work program that is the goal of completing the work. The results of this research are in line with the results of research conducted by (T. Prakoso & Putri, 2017), (Safitri et al., 2019), as well as research by (A. Prakoso & Efendi, 2022) showing the results that Communication positively and significantly influence Motivation.

3) Transformational Leadership on Management Performance

Transformational Leadership positively and significantly influence performance of the Tourism Attraction Management Agency for the Strategic Tourism Area of the Special Region of Kintamani, Bangli Regency, hypothesis 3 is accepted. The contingency theory (Path-Goal Theory) put forward by House in 1971 states that the main role of a leader is to create a path for his followers to complete a goal. A good leader should be able to carry out his role as a guide to employees in developing their potential to complete their tasks in accordance with the targets set by the company. The individual attention shown by the leadership is given to employees who still have deficiencies in completing their work, so it is necessary to provide individual guidance to improve the employee's performance and all employees can provide better performance in accordance with their respective duties and fields of work. The results of this research are in line with the results of research conducted by (Putra & Sudibya, 2019), (Sulaiman, 2021), (Inggira & Suryanto, 2021), as well as research by (Noor, 2021) which states that Transformational Leadership positively and significantly influence employee performance.

4) Communication on Management Performance

Communication positively and significantly influence performance of the Tourism Attraction Management Agency for the Special Tourism Region of Kintamani, Bangli Regency, hypothesis 4 is accepted. Social Penetration Theory from Irwin Altman & Dalmas Taylor in 1973 measures the extent of a person's closeness to other people based on layers. The closeness of a leader to his employees and the closeness between employees can overcome existing communication problems. Good closeness can give rise to communication relationships that understand each other and unite perceptions between superiors and subordinates to achieve better performance. Employees can coordinate directly with their leaders and fellow colleagues to provide ideas, input and suggestions regarding the implementation of the work program, so that by exchanging ideas, the implementation of the work program can be more effective and efficient, which of course shows that the performance will also increase. So with easier communication, working time can be more

efficient and employee performance can also increase. The results of this research are in line with the results of research conducted by (Wandi et al., 2019), (Prayogi et al., 2019), and research by (Rialmi, 2020) showing that communication positively and significantly influence employee performance.

5) Motivation on Management Performance

Motivation positively and significantly influence performance of the Tourism Attraction Management Agency for the Special Tourism Region of Kintamani, Bangli Regency, hypothesis 5 is accepted. Based on the Motivation theory put forward by Mc. Clelland's Achievement in 1953 stated that employees have energy reserves that are released and used depending on the strength of a person's motivational impulse from the situation and opportunities available, and with these opportunities employees can achieve more by showing good performance from the encouragement they receive. One of the motivations provided is training for employees who are still lacking in their performance. Working conditions and environmental factors are also given great attention, considering that conducive and comfortable working conditions are really needed to increase employee enthusiasm at work so they can show their best performance. The results of this research are in line with the results of research conducted by (Rachmawati, 2017), (Putra & Sudibya, 2019), (Mane et al., 2020), as well as research by (Bahri, 2020), stating that Motivation positively and significantly influence employee performance.

6) Transformational Leadership on Performance with Motivation as Mediation

Motivation positively and significantly mediates the influence of Transformational Leadership on the performance of the Tourism Attraction Management Agency for the Strategic Tourism Area of the Special Region of Kintamani, Bangli Regency hypothesis 6 is accepted. Leaders always provide personal attention in the form of appropriate guidance and training to employees who are still lacking in showing their performance, so that this makes employees more motivated to work better, which will ultimately lead to increased performance shown by these employees. Research by (Martha et al., 2017), (Pariesti, 2021), (Veliando & Yanuar, 2021) states that work motivation mediates the relationship between Transformational Leadership style and employee performance.

7) Communication on Performance with Motivation as Mediation

Motivation positively and significantly mediates the influence of Communication on the performance of the Tourism Attraction Management Agency for the Special Tourism Region of Kintamani, Bangli Regency, hypothesis 7 is accepted. The communication system between employees is well established, two-way coordination between superiors and subordinates, as well as between co-workers creates conducive and comfortable working conditions for employees, this motivates employees to work better in realizing existing work programs, which of course improves performance. shown to also increase. Research by (Pradana et al., 2016), (Masyitah, 2021), (Arif & Indrawijaya, 2021), states that work motivation mediates the relationship between communication and employee performance.

4. Conclusions

The research results that have been described can answer each hypothesis put forward, with the following conclusions. 1) Transformational leadership positively and significantly influence motivation of the Tourism Attraction Management Agency in the Strategic Tourism Area of the Special Region of Kintamani, Bangli Regency. 2) Communication positively and

significantly influences motivation of the Tourism Attraction Management Agency in the Strategic Tourism Area of the Special Region of Kintamani, Bangli Regency. 3) Transformational leadership positively and significantly influences performance of employees of the Tourism Attraction Management Agency in the Strategic Tourism Area of the Special Region of Kintamani, Bangli Regency. 4) Communication positively and significantly influences performance of employees of the Tourism Attraction Management Agency in the Strategic Tourism Area of the Special Region of Kintamani, Bangli Regency. 5) Motivation positively and significantly influences performance of employees of the Tourism Attraction Management Agency in the Strategic Tourism Area of the Special Region of Kintamani, Bangli Regency. 6) Motivation is positively and significantly able to mediate the influence of transformational leadership on the performance of employees of the Tourist Attraction Management Agency in the Strategic Tourism Area of the Special Region of Kintamani, Bangli Regency. 7) Motivation is positively and significantly able to mediate the influence of communication on the performance of employees of the Tourism Attraction Management Agency in the Strategic Tourism Area of the Special Region of Kintamani, Bangli Regency.

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