



The Influence of Transformational Leadership and Communication with Motivation as an Intervening Variable on the Performance of Tourism Village Managers in Ubud District, Gianyar Regency

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Abstract

The tourism village as one of the tourist destinations developed by the village community, especially in Ubud District, Gianyar Regency, is managed by Pokdarwis. For this reason, managers are required to provide the best performance in advancing tourism villages. The purpose of this study was to determine and analyze the effect of transformational leadership and communication with motivation as an intervening variable on the performance of tourism village managers in Ubud District, Gianyar Regency. The research population is all the administrators or Pokdarwis members of tourist villages in Ubud District as many as 110 people. The sampling technique used purposive sampling in order to obtain 93 people as respondents. The method of analysis using descriptive analysis and inferential analysis with SEM-PLS analysis. The results show that directly transformational leadership, communication and motivation have a positive and significant effect on the performance of managers, transformational leadership and communication have a positive and significant effect on motivation, and motivation is positively and significantly able to mediate the influence of transformational leadership on the performance of Tourism Village managers in Ubud District, Gianyar Regency. The implication of the research is the need to improve harmonious relationships between Pokdarwis members as tourism village managers to participate together in developing a better tourist village.

Keywords Transformational Leadership, Communication, Motivation, Manager Performance

INTRODUCTION

Nowadays, the activity of an organization in the development of human resources is very large, because human resources are something functional in achieving organizational goals optimally. Human resource management includes the functions of planning, organizing, personnel preparation, direction and supervision (Hasibuan, 2016: 65). Human resource management is the utilization, development, supervision, repayment and management of individual members of the organization or group of workers, therefore organizations need to value all aspects of employees in order to create quality human resources and superior performance (Simamora, 2017: 85). Every organization has goals to be achieved, including organizations in the tourism sector, this goal is impossible to realize without the active role of humans in this case employees or employees, because as sophisticated as the tools owned by public organizations and businesses will not provide benefits to the organization if there is no active role of employees who have high employee



performance to make it happen (Ratnawati, 2018). According to Rivai (2015:14) performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as standards of work results, targets or goals or criteria that have been determined in advance and have been mutually agreed upon.

Tourism has become one of the largest industries in the world and is a major mainstay in generating foreign exchange in various countries (Pitana and Gayatri, 2005:3). Tourism activities are able to provide a very strong change to the economic growth of the community, especially the Balinese people, considering that tourism is a very complex activity and is able to involve various sectors. As one of the provinces in Indonesia that has natural and cultural potential, Bali is determined to develop cultural tourism as one of the foreign exchange earners and the provision of labor for the community (Sumadi, 2013). However, the Covid-19 pandemic since 2020, especially since the restrictions were imposed, there has been a significant decrease in the number of tourist visits to Bali. The province of Bali, which relies on tourism as an economic driver, is certainly greatly affected by the Covid-19 pandemic (Wijaya, *et al*, 2021). The impact of the Covid-19 pandemic for almost 3 years has devastated Bali's tourism, and has an impact on Bali's economic downturn (Susanti and Darsana, 2022).

The decline in foreign tourist visits to Bali has made the government and tourism actors start to look at domestic tourists. Given the presence of tourism sector workers returning to the village, the development of tourism villages through the participation of local communities has the potential to be developed (Wijaya, *et al*. 2021). The Gianyar Regency Government issued Gianyar Regent Regulation No. 701/E-02/2019 stipulating that several Tourism Villages consist of seven sub-districts, one of which is Ubud District which consists of Mas Village, Petulu Village, Sayan Village, and Loddunduh Village. The attractions of Ubud include village spatial patterns, traditional architecture of residents' houses, local community customs, traditional food and drinks as well as the village's signature handicrafts. In fact, according to Darsana and Susanti (2022), it was found that the trend of increasing the number of publications with the topic of traditional culinary tourism has become the main concern in the last five years. So that there are greater market opportunities in the traditional culinary industry sector.

Tourism Village Management should be managed by the Tourism Awareness Group which is often abbreviated as Pokdarwis (Thalia and Nugroho, 2019). The Tourism Awareness Group (Pokdarwis) is a social group formed due to changes in the provisions regarding tourism villages regarding the function and purpose of tourism villages where the management of tourism villages. The realization of an advanced tourism village is inseparable from the role of human resources as the manager of the tourism village, in this case Pokdarwis in carrying out its duties, such as in managing village funds to support tourism village activities. The funds used to support tourism village activities in each village are allocated to the apbdes allocation post for the Implementation of Village Government.



Table 1. ApBDes Fund Allocation Data for Village Government Administration and Realization Level

No	Village	Year	Budget (IDR)	Realization (Rp)	Percentage (%)
1	Sayan Village	2019	1.654.508.292,00	1.527.406.575,00	92,32
		2020	1.507.103.992,63	1.365.673.424,00	90,62
		2021	1.609.416.516,44	1.304.428.928,00	81,05
2	Petulu Village	2020	1.513.745.004,12	1.493.167.504,12	98,64
		2021	1.504.718.240,00	1.419.377.240,00	94,33
3	Lodtunduh Village	2019	2.152.283.235,57	2.030.943.919,00	94,36
		2020	1.706.630.888,57	1.560.429.328,00	91,43
		2021	1.700.009.698,80	1.391.968.827,00	81,88

Source: APBDes Desa Wisata di Kecamatan Ubud, 2022

Based on Table 1., it can be seen data on the budget post for the Village Administration Sector in each tourist village in Ubud District. From this data, it can be seen that the budget has not been able to be absorbed 100%. The village with the highest budget absorption in Petulu Village in 2020 was 98.64% while the lowest was in Sayan Village in 2021. Some of the obstacles when collecting APBDes data on Tourism Villages in Ubud District include the lack of management performance in making data on the allocation of funds used in the implementation of Pokdarwis activities, such as in Petulu Village does not have an archive of APBDes data in 2019. Meanwhile, In Mas Village, it is very private regarding the budget, work agenda, and budget realization so it is not willing to provide APBDes data as supporting data for this research. Looking at the data from the tourism village, the lack of maximum absorption and utilization of the allocation of funds for the development of tourism villages indicates the lack of performance of tourism village managers in this case Pokdarwis to develop their tourism villages.

According to Wijaya, *et al.* (2020) there are several main factors to maintain the sustainability of tourism villages, namely the uniqueness of tourism villages, the competence of human resources, and the existence of drivers who have links with stakeholders. Seeing the presentation of the situation of tourism villages in Ubud District, the existence of Pokdarwis as the manager and driver of tourism villages that should have a work program to determine the future tourism village development strategy has not been optimally realized. The activity program that has been prepared is not able to be fully achieved so that it becomes a problem in the field of performance of tourism village managers in Ubud District. Even in Petulu Tourism Village, the manager of the tourism village or Pokdarwis is not active at all and does not carry out activities that make Petulu Tourism Village abandoned. This indicates that the performance of the manager is still a fundamental problem in the development of tourist villages in Ubud District.

According to Ammarindho (2021) one of the factors that affect employee performance is the leadership style applied, including the transformational leadership style. According to Ancok (2017:130) transformational leadership is a leadership style that is able to humanize



its followers, treat its followers as intelligent human beings, and honorable, able to stroke the hearts of its followers, in order to bring out the maximum human potential. The same opinion is expressed by Rivai and Sagala (2017:14), that transformational leadership is a type of leadership that combines or motivates their followers in the achievement of predetermined goals.

On the other hand, according to Munir (2020), communication factors are needed to unite employee perceptions in order to achieve the essential goals of the organization to receive and process constructive ideas from employees, when communication is built properly, it will be able to improve employee performance. Communication is an oral or written relationship of two or more people that can cause understanding in a problem (Rivai, 2015: 427). According to Robbins (2016:310), no group exists without communication i.e. the transfer of meaning among its members. Only through the transfer of meaning from one person to another can information and ideas be transmitted, but communication is more than just instilling meaning but must also be understood.

Transformational leaders and good communication also provide motivation to employees so that employees can adapt to the existing work environment and improve employee performance (Pariesti, 2021). According to Budiyono (2015: 218), motivation is a state in a person's person that encourages an individual's desire to carry out certain activities in order to achieve a goal. According to Winardi (2016: 6) motivation is a potential force that exists within a human being, which he can develop himself or be developed by a number of outside forces that in essence revolve around monetary rewards and non-monetary rewards, which can affect the results of his performance positively or negatively. Meanwhile, Hasibuan (2017: 26) stated that motivation is to question how to encourage the passion of subordinates, so that they are willing to work hard by providing all the abilities and skills to realize company goals.

According to Umar and Norawati (2022) high performance can be produced, one of which is the motivation provided by the company, motivation as a factor that determines employee performance, the magnitude of which the influence of motivation on employee performance depends on the intensity of motivation given by the company to its employees. Based on this relationship motivation can indirectly affect the relationship between transformational leadership and communication towards employee performance. Where according to Martha, et al (2017) transformational leadership that is able to be implemented properly by leaders in the company will provide motivation for employees, so as to achieve a sense of satisfaction at work, which will have a positive impact on employee performance.

The existence of various phenomena found is the reason for further research with the title *The Influence of Transformational Leadership and Communication with Motivation as an Intervening Variable* on the Performance of Tourism Village Managers in Ubud District, Gianyar Regency.

METHOD

This research uses a quantitative approach in a descriptive form, where in this study observations were made on several variables to describe something from the variables



studied specifically (Sugiyono, 2017). The location of the study was conducted in 4 Tourism Villages in Ubud District, namely Mas Tourism Village, Sayan Tourism Village, Petulu Tourism Village, and Lodtunduh Tourism Village, Ubud District, Gianyar Regency, Bali. The population in this study was all tourism village managers in Ubud district from all management or pokdarwis members from 4 (four) tourist villages in Ubud District as many as 110 people. The sample determination method uses *purposive sampling*, namely with the criteria of management or Pokdarwis members from 4 (four) tourist villages in Ubud District who serve as vice chairman, secretary, treasurer, and managing member of Pokdarwis. Research variables are divided into free variables, namely transformational leadership (X1) and communication (X2), bound variables, namely manager performance (Y) and mediation variables, namely work motivation (M).

Data were collected by observation, interview, documentation, literature, and questionnaire methods with a likert scale. According to (Sugiyono, 2017) the likert scale is used with five choices of answers consisting of jawaban strongly agreed to be scored 5, the answer to agree was given a score of 4, the answer of disagreement was scored 3, the answer to disagree was given a score of 2, and the answer to strongly disagree was given a score of 1. Meanwhile, the data were analyzed with the method of analysis n descriptive analysis and inferential analysis with *Structural Equation Model-Partial Least Square* (SEM-PLS) analysis. The conceptual framework in this study is as follows:

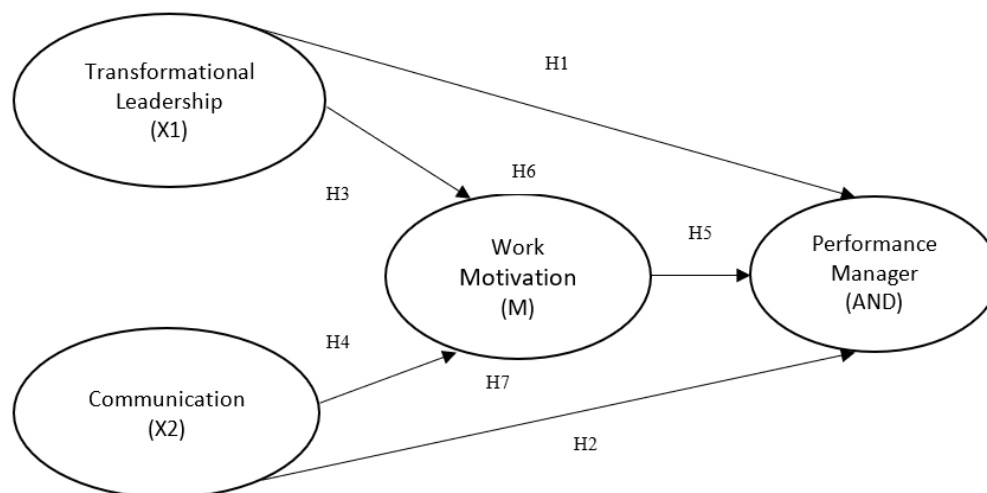


Figure 1. Conceptual Framework

Source: Researcher's Conceptual Framework, 2022

RESULTS AND DISCUSSION

The research data was obtained from the results of a questionnaire that had been distributed to the study respondents totaling 93 administrators or Pokdarwis members from 4 (four) tourist villages in Ubud District. The characteristics of the respondents can be seen as follows:



Table 3. Characteristics of Respondents

Information	Number (of people)	Percentage (Percent)
Gender		
Man	90	96,77
Woman	3	3,33
Age		
< 21 Years Old	2	2,15
22-30 Years	19	20,43
31-40 Years	25	26,88
41-50 Years	29	31,18
> 50 Years	18	19,36
Education		
High School / Equivalent	26	27,96
Diploma	45	48,39
Bachelor	22	23,66
Service Period		
< 1 year	0	0,0
1-5 years	76	81,72
6-10 years	17	18,28
> 10 years	0	0,0

Source: Processed data, 2022.

1. Evaluation Outer Model (Measurement Model)

a. *Convergent Validity*

This evaluation is carried out through an examination of *the outer loading* coefficient of each indicator against its latent variables. An indicator is said to be valid, if *the outer loading* coefficient > 0.60 but for analysis whose theory is not clear then *outer loading* 0.50 is recommended (Ghozali, 2016). The *outer loading* calculation of the indicator of each variable has an *outer loading* value of > 0.6 0, and a *p-value* of 0.000 which is significant at the level of 0.05. This proves that the indicators that make up the latent variables are valid and significant.

b. *Discriminant Validity*

Table 4. Calculation Results of AVE \sqrt and Correlation Values Between Variables

Constructs	AVE	\sqrt AVE	Correlation Coefficient			
			X1	And	X2	M
Transformasional Leadership(X1)	0,679	0,824				0,824
Performance Manager (Y)	0,600	0,850	0,775			0,850
Communication (X2)	0,603	0,769	0,953	0,777		0,769



Motivation (M)	0,637	0,822	0,939	0,904	0,798	0,822
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Source: Processed data, 2022.

The test results show that the *Average Variance Extracted* (AVE) value of the entire construct > 0.50 so that it meets the validity requirement based on the *discriminant validity* criteria.

c. *Composite Reliability dan Cronbach Alpha*

Table 5. *Composite Reliability* test and *Cronbach Alpha*

Constructs	<i>Cronbach's Alpha</i>	<i>rho_A</i>	<i>Composite Reliability</i>
Transformasional_ Leadership(X1)	0,842	0,861	0,894
Performance Manager (Y)	0,833	0,837	0,882
Communication (X2)	0,834	0,840	0,883
Motivation (M)	0,885	0,891	0,913

Source: Processed data, 2022.

The test results show that the *composite reliability* value and *Cronbach Alpha* of the entire construct have shown a value greater than 0.70 so that it meets the reliability requirement based on the *composite reliability* criteria.

2. *Evaluation of Inner Model* (Structural Model)

a. *Structural Model Evaluation via R-Square (R²)*

Table 6. *Evaluation of Inner Structural Models*

Constructs	<i>R Square</i>	<i>R Square Adjusted</i>
Performance Manager (Y)	0,953	0,952
Motivation (M)	0,857	0,854

Source: Processed data, 2022.

The test results showed that the value of R² employee performance was 0.908; based on chin criteria (Ghozali, 2016:85), the model included strong model criteria, the meaning was that transformational leadership and communication variations were able to explain the variation in manager performance by 95.3 percent, the remaining 4.7 percent was explained by variations in other variables. While the motivation variable has an *R-square* value of 0.857 or includes a strong model, meaning that variations in transformational leadership, communication, and motivation are able to explain the performance of the blocker, which is 85.7 percent, the remaining 14.3 percent is explained by other construct variations outside the model.



b. Structural Model Evaluation via *Q-Square Predictive Relevance* (Q^2)

The magnitude of the *Q-Square* value in this study is as follows:

$$\begin{aligned} Q^2 &= 1 - (1 - R^2_1) (1 - R^2_2) \\ &= 1 - (1 - 0,953) (1 - 0,857) \\ &= 1 - (0,047) (0,143) \\ &= 1 - (0,006721) \\ &= 0,9933 \end{aligned}$$

The results of the Q^2 calculation showed a value of 0.9933 (99.33%) can be explained through the relationship between the variables of transformational leadership, communication, motivation, and manager performance, while the remaining 0.67% is another factor outside the research model. Based on these calculations, the global model of estimate results is included in the strong criteria.

c. Structural Model Evaluation through *Goodness of Fit* (GoF)

The formulations for measuring the strength of the weak model based on *Goodness of Fit* (GoF), are:

$$\begin{aligned} GoF &= \sqrt{(x) \overline{AVE} \times \overline{R^2}} \\ &= \sqrt{[(0,679 + 0,600 + 0,603 + 0,637)/4] \times [(0,953 + 0,857)/2]} \\ &= \sqrt{[2,519/4] \times [1,810/2]} \\ &= \sqrt{0,62975 \times 0,905} \\ &= \sqrt{0,56992375} \\ &= 0,7549 \end{aligned}$$

Based on the test results, it shows a *Goodness of Fit* (GoF) value of 0.7549, referring to the criteria for the strong weak measurement model through *Goodness of Fit* (GoF) according to Ghozali (2016: 88) this research model is classified as a *strong model (large)*.

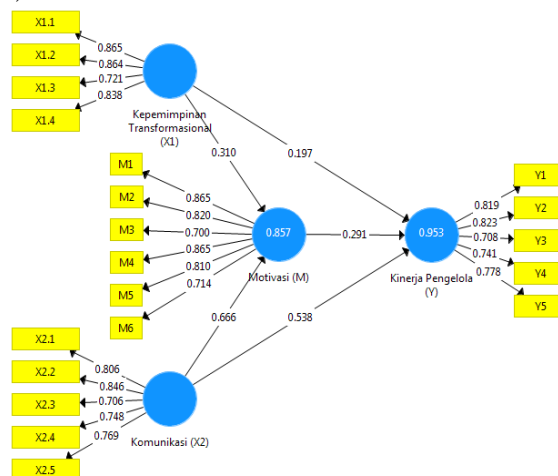


Figure 2. Path Diagram of the Relationship Between Transformational Leadership, Communication, Motivation, And Manager Performance

Source: Processed data, 2022.



Based on the results of data *processing* carried out with the *SmartPLS 3.0 program*. As shown in Figure 2, a table can be created regarding the relationship between variables, which is shown in Table 7. next.

Table 7. *Path Analysis and Statistical Testing*

Constructs	Path Coefficient	T Statistics	P Values	Information
Transformasional_(X1) Leadership - Manager Performance > (Y)	0,197	2,047	0,041	Significant
Communication (X2) -Manager Performance > (Y)	0,538	3,814	0,000	Significant
Leadership Transformasional_(X1)- Motivational > (M)	0,310	2,808	0,005	Significant
Communication (X2) -Motivational > (M)	0,666	6,467	0,000	Significant
Motivation (M) -> Manager Performance (Y)	0,291	3,158	0,002	Significant

Source: Processed data, 2022.

Based on Table 7, it can be described as follows.

1. Testing the Influence of Transformational Leadership on Manager Performance

Testing of the path coefficient between transformational leadership to the manager performance construct of 0.197 with a t-statistical coefficient of 2.047 > t-table of 1.96, and a significance value of 0.041 < 0.05, shows that transformational leadership has a positive and significant influence on the performance of tourism village managers in Ubud District, Gianyar Regency. This means that the better the implementation of transformational leadership, the performance of tourism village managers in Ubud District, Gianyar Regency will also increase.

Transformational leadership is a leadership style that is able to humanize its followers, treat its followers as intelligent human beings, and honorable, able to stroke the hearts of its followers, in order to bring out the maximum human potential. The proficiency of Pokdarwis managers in Ubud Subdistrict in carrying out the tasks given cannot be separated from the role of leaders who are able to provide guidance to Pokdarwis members or managers of each tourist village. Based on the answers of the highest respondents, pokdarwis leaders have been able to provide individual attention such as guidance and monitoring properly. More attention given by the leader to pokdarwis members or managers who are considered to have less abilities than their colleagues, makes members able to develop their abilities so that they can certainly produce better performance and avoid things that harm the tourism village. The results of the study are in line with the research results of Putra and Sudibya (2019), Sulaiman (2021), Inggira, et al (2021), and research by Noor (2021) both stated that



transformational leadership has a positive and significant effect on employee performance.

2. Testing the Effect of Communication on Manager Performance

Testing of the path coefficient between communication towards the manager's performance construct of 0.538 with a t-statistical coefficient of 3.814 > t-table of 1.96, and a significance value of 0.000 < 0.05, shows that communication has a positive and significant influence on the performance of tourism village managers in Ubud District, Gianyar Regency. This means that the better the communication between managers, the performance of tourism village managers in Ubud District, Gianyar Regency will also increase.

Communication is an oral or written relationship of two or more people that can cause understanding in a problem. Communication factors are needed to unite the perceptions of tourism village managers in order to achieve the ultimate goal in Pokdarwis as a tourism village manager to accept and process constructive ideas put forward by managers for the progress of tourism villages. Based on the answers of the highest respondents, Pokdarwis members in Ubud District have been able to become good communicators and have been able to convey news, messages, information to members in the Pokdarwis environment can be effective and do not deviate from the main purpose of the information conveyed. The ability of a good communicator is very important to convey a message to match the content of the information contained in the message, especially regarding the work program for the development of tourism villages, so that by having good communicator skills, it is hoped that Pokdarwis members in Ubud District can build effective communication and improve their performance as managers. The results of this study are in line with the results of research conducted by Wandu, et al (2019), Prayogi, et al (2019) and Rialmi's research (2020) shows that communication has a positive and significant effect on employee performance.

3. Testing the Influence of Transformational Leadership on Work Motivation

Testing of the path coefficient between transformational leadership towards motivational constructs of 0.310 with a t-statistical coefficient of 2.808 > t-table of 1.96, and a significance value of 0.005 < 0.05, shows that transformational leadership has a positive and significant influence on the motivation of Tourism Village managers in Ubud District, Gianyar Regency. This means that the better the implementation of transformational leadership, the higher the motivation felt by the manager of the Tourism Village in Ubud District, Gianyar Regency.

Transformational leadership is a leader who devotes his attention to the problems faced by his followers by providing encouragement and encouragement to achieve his goals. Seeing the results of the answers of the highest respondents, transformational leadership was able to be applied well by the leadership of the tourism village management in Ubud District, Gianyar Regency on individual attention indicators such



as guidance, monitoring, and personal attention. This makes members feel needed and cared for even though some members still have insufficient abilities in their fields, but with the guidance provided by the leadership, it is able to spur members' enthusiasm to learn and develop their abilities better. So that the transformational leadership implemented by the leadership of the tourism village management in Ubud District, can provide motivation to work better for its members. The results of this study are in line with the results of research conducted by Putra and Sudibya (2019), Bahri (2020), Sulaiman (2021), as well as research by Inggira, et al (2021) which shows that transformational leadership has a positive and significant effect on employee motivation.

4. Testing the Effect of Communication on Work Motivation

Testing of the path coefficient between communication to motivational constructs of 0.666 with a t-statistical coefficient of $6.467 > t$ -table of 1.96, and a significance value of $0.000 < 0.05$, showed that communication had a positive and significant influence on the motivation of Tourism Village Managers in Ubud District, Gianyar Regency. This means that the better the communication between managers, the higher the motivation felt by the managers of tourism villages in Ubud District, Gianyar Regency.

Communication is the transfer of information and understanding from a person to another person. Building communication is one way to build a good environment, by building communication, the information obtained is also wider and more diverse with the division and exchange of ideas, information, knowledge, attitudes, or feelings between individuals and groups that aim to create an activity. This corresponds to the highest respondent's answer regarding communication, namely on the indicators of the communicator. Every pokdarwis member has been able to be a good communicator in conveying messages and information about the work program that Pokdarwis wants to achieve. Communication can maintain the motivation of tourism village managers in working by providing explanations to Pokdarwis members about their duties and responsibilities such as what to do, how well they do their work and what they can do to increase work motivation if they are below standard. The results of this study are in line with the results of research conducted by Prakoso and Putri (2017), Safitri, et al (2019), as well as the research of Prakoso and Effendi (2022) showing that communication has a positive and significant effect on motivation.

5. Testing the Effect of Work Motivation on Manager Performance

Testing of the path coefficient between motivation towards the manager's performance construct of 0.291 with a t-statistical coefficient of $3.158 > t$ -table of 1.96, and a significance value of $0.003 < 0.05$, shows that motivation has a positive and significant influence on the performance of tourism village managers in Ubud District, Gianyar Regency. This means that the better the motivation for tourism village managers, the performance of tourism village managers in Ubud District, Gianyar Regency will also increase.



Motivation as a state in a person's person that encourages the individual's desire to carry out certain activities in order to achieve a goal. The high performance of tourism village managers can be realized, one of which is the motivation given by Pokdarwis to its members, motivation as a factor that determines the performance of managers, the magnitude of the influence of motivation on the performance of managers depends on the intensity of motivation given by Pokdarwis to each of its members. Based on the answers of the highest respondents on motivation are on the indicators of working conditions. which means that the existing working conditions of Pokdarwis are good and maximum. The existence of good working conditions such as a comfortable and clean physical environment makes Pokdarwis members more focused on working and the existing work is more enjoyable to do so that they can get maximum results. The results of this study are in line with the results of research conducted by Rachmawati (2017), Putra and Sudibya (2019), Mane, et al (2020), and Bahri's research (2020) states that motivation also has a positive and significant effect on employee performance.

6. Testing Transformational Leadership and Communication Towards Performance With Work Motivation as Mediation

Testing the influence of transformational leadership and communication on the performance of Tourism Village managers in Ubud District, Gianyar Regency through work motivation as a mediation variable as shown by the results of the total *indirect effect* in Table 8 below.

Table 8. Total *Indirect Effect* Calculation Results

Constructs	Path Coefficient	T Statistics	P Values	Information
Leadership Transformasional_(X1) -Motivational > (M) -Manager Performance > (Y)	0,090	2,060	0,040	Significant
Communication (X2) -Motivational > (M) -Manager Performance > (Y)	0,193	3,078	0,002	Significant

Source: Processed data, 2022.

Based on the data in Table 8, it can be seen that the results of testing the coefficient of the path between transformational leadership towards motivation-mediated manager performance of 0.090 with a t-statistical coefficient of 2.060 > t-table of 1.96 and a significance value of 0.040 < 0.05. The test results prove that motivation positively and significantly mediates the influence of transformational leadership on the performance of tourism village managers in Ubud District, Gianyar Regency. This means that with good motivation, the transformational leadership applied can further improve the performance of tourism village managers in Ubud District, Gianyar Regency. The results of this study are in line with the results of research conducted by Martha, et al (2017) which states that transformational leadership styles have a positive and significant influence on employee



performance after being mediated by work motivation variables. Research by Pariesti, et al (2021) states that work motivation mediates the relationship of transformational leadership styles to employee performance. Research by Veliando and Yanuar (2021) states that motivation can mediate between transformational leadership and employee performance in a positive and significant way.

The results of testing the coefficient of the path between communication to manager performance mediated by motivation were 0.193 with a t-statistical coefficient of $3.078 > t$ -table of 1.96 and a significance value of $0.002 < 0.05$. The test results prove that motivation positively and significantly mediates the influence of communication on the performance of Tourism Village Managers in Ubud District, Gianyar Regency. This means that with good motivation, the communication applied can further improve the performance of tourism village managers in Ubud District, Gianyar Regency. The results of this study are in line with the results of research conducted by Pradana, et al (2016) which states that leadership communication to employee performance has a positive and significant effect through employee work motivation. The results of Masyitah's research (2021) stated that communication has a significant positive effect on employee performance with motivation as a mediation variable. The results of research by Arif and Indrawijaya (2021) stated that communication has a significant positive effect on employee performance through motivation variables as mediation variables.

Based on the results of analysis and data and discussion of research results, several implications of this study were obtained, namely as follows:

1. Theoretical Implications

Based on the results of the analysis, it shows that the performance of tourism village managers in Ubud District, Gianyar Regency is influenced by transformational leadership factors, communication, and motivation. The performance of the most dominant managers is reflected by the quantity of work where Pokdarwis managers are able to achieve the work targets set in each Pokdarwis work program, with this it is hoped that Pokdarwis in each tourism village will be able to develop their tourism villages in accordance with the work targets set. Transformational leadership is most predominantly reflected by the leadership's individual attention to all Pokdarwis members in the effort to develop tourism villages, with individual attention given by the leadership being able to increase the morale of Pokdarwis members because they feel valued and needed by the organization in efforts to develop tourism villages. The most dominant communication is reflected by the ability of tourism village managers in delivering messages both orally and in writing regarding the Pokdarwis work program, the ability to convey messages well can help facilitate coordination between managers so as to make the implementation of the work program smoother and the goals of Pokdarwis can be achieved properly. The most dominant motivation is reflected by the working conditions owned by Pokdarwis already supporting the implementation of work programs in advancing tourism villages, good working conditions are also able to provide comfort in working, managers who work comfortably will certainly be able to show maximum performance in an effort to advance and develop tourism villages.



2. Practical Implications

The transformational leadership that exists in the management of tourism villages in Ubud District, Gianyar Regency as a whole has been good. However, some Pokdarwis members feel that pokdarwis leadership is still not optimal in motivating and inspiring members to participate in tourism development in each Tourism Village, considering that all members are very necessary in the development of Tourism Villages so that the lack of member participation together makes the Tourism Village program less optimal. The communication carried out by the manager of the Tourism Village in Ubud District, Gianyar Regency as a whole has been good. However, the intermediate indicator is at the lowest value which indicates the need to improve the ability of Pokdarwis managers to provide messages or orders properly so that the Pokdarwis work program can run in accordance with the directions or orders of the Pokdarwis leadership and the implementation of the work program as scheduled.

The results of this study still have limitations including the following:

1. The results of this study have several limitations including a method of filling out the questionnaire in the form of a self-administered survey that gives respondents to fill out the questionnaire themselves, this allows respondents to experience errors in perceiving the statements in the questionnaire, so that it can cause respondents' answers to be less than expected.
2. The results of this study are only limited to the scope of the Pokdarwis organization in Ubud District, Gianyar Regency, while in Gianyar Regency itself there are still several sub-districts that have and develop tourist villages, so the generalization of the results of this study is still not strong.

CONCLUSION

Based on the description and results of the study, several conclusions can be stated, including: 1) Transformational leadership has a positive and significant effect on the performance of tourism village managers in Ubud District, Gianyar Regency. This means that the better the implementation of transformational leadership, the performance of tourism village managers in Ubud District, Gianyar Regency will also increase. 2) Communication has a positive and significant effect on the performance of tourism village managers in Ubud District, Gianyar Regency. This means that the better the communication between managers, the performance of tourism village managers in Ubud District, Gianyar Regency will also increase. 3) Transformational leadership has a positive and significant effect on the motivation of tourism village managers in Ubud District, Gianyar Regency. This means that the better the implementation of transformational leadership, the higher the motivation felt by the manager of the Tourism Village in Ubud District, Gianyar Regency. 4) Communication has a positive and significant effect on the motivation of Tourism Village Managers in Ubud District, Gianyar Regency. This means that the better the communication between managers, the higher the motivation felt by the managers of tourism villages in Ubud District, Gianyar Regency. 5) Motivation has a positive and significant effect on the performance of tourism village managers in Ubud District, Gianyar Regency. This means



that the better the motivation for tourism village managers, the performance of tourism village managers in Ubud District, Gianyar Regency will also increase. 6) Motivation is positively and significantly able to mediate the influence of transformational leadership on the performance of tourism village managers in Ubud District, Gianyar Regency. This means that with good motivation, the transformational leadership applied can further improve the performance of tourism village managers in Ubud District, Gianyar Regency. 7) Motivation is positively and significantly able to mediate the influence of communication on the performance of Tourism Village Managers in Ubud District, Gianyar Regency. This means that with good motivation, the communication applied can further improve the performance of tourism village managers in Ubud District, Gianyar Regency.

Suggestions that can be given in this study include: 1) Transformational leadership as a whole is in the good category, but based on the answers of the lowest respondents, it is recommended that the leaders of each Pokdarwis be more active in socializing and inspiring Pokdarwis members about the advantages in developing tourism villages, so that each member contributes to the development of tourism villages for mutual progress. 2) The communication established between the managers of the tourism village as a whole is in the good category, but based on the answers of the lowest respondents, it is recommended to further improve the communication that is established both between Pokdarwis members and between members and Pokdarwis leaders, so that communication of messaging or command delivery in the organization goes according to what is expected. 3) The motivation applied as a whole is in the good category, but based on the answers of the lowest respondents, it is recommended that Pokdarwis members further improve the harmonization of harmonious working relationships between managers in Pokdarwis so that all Pokdarwis members can jointly support the development of tourism villages and the work programs that have been prepared can run according to work plans and targets. 4) Based on the limitations of the research results, the next research is recommended to examine other variables / constructs that can affect the performance of tourism village managers in Ubud District, Gianyar Regency. And it needs to be researched qualitatively or using a mixedmethode to answer femomena that occurs at the research site and as a reference to expand, deepen, prove and even as annulment of quantitative research results. 5) Researchers are further advised to use or conduct research on Pokdarwis in other Tourism Villages, both within the scope of Gianyar Regency and other districts so that the results of the research can provide a clearer picture of the management of tourist villages for the advancement and development of tourist villages as new tourist destinations on the island of Bali.

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