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The Effect of Work Motivation, Transformational Leadership, and Organizational Communication on Employee Performance at Gumuh Sari Rekreasi Bali

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ABSTRACT

The study purpose was to analyze the effects of work motivation, transformational leadership, and organizational communication on employee performance at Gumuh Sari Rekreasi Bali, a recreation business whose operations depend on intensive employee-customer interaction and consistent service delivery.

Materials and methods. The study used a quantitative associative design. The population consisted of all 107 employees and a saturated sampling technique was applied, so the entire population became the sample. Data were collected through a five-point Likert questionnaire and analyzed using SPSS. Instrument testing included Pearson correlation validity and Cronbach's alpha reliability tests. The analysis continued with normality, multicollinearity, and heteroskedasticity tests, multiple linear regression, partial t-tests, a simultaneous F-test, and the coefficient of determination.

Results. Work motivation had a positive and significant effect on employee performance (B = 0.938; t = 13.887; p < 0.001), and transformational leadership also had a positive and significant effect (B = 0.319; t = 4.996; p < 0.001). Organizational communication had a negative and significant partial effect after the other predictors were controlled (B = -0.264; t = -4.220; p < 0.001). Simultaneously, the three predictors significantly affected performance (F = 263.508; p < 0.001). The adjusted R-squared value was 0.881.

Conclusions. Employee performance at Gumuh Sari Rekreasi Bali is strongly associated with motivational and organizational resources. Management should strengthen employee motivation and transformational leadership while improving the clarity, relevance, structure, channel, and timing of organizational communication rather than simply increasing communication frequency.

Keywords: Work Motivation, Transformational Leadership, Organizational Communication, Employee Performance, Job Demands-Resources Model

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INTRODUCTION

Service organizations in the tourism and recreation sector depend heavily on employee performance because service quality is produced through direct interaction between employees and visitors. In a dynamic tourism destination such as Bali, recreation businesses are expected to maintain safety, responsiveness, friendliness, and operational consistency while adapting to changing visitor expectations. Employee performance therefore becomes a strategic human-resource issue rather than merely an individual outcome. Robbins (2019) describes performance as an important organizational outcome because the achievement of service, productivity, and operational goals ultimately depends on how effectively employees execute their roles.

Gumuh Sari Rekreasi Bali faces this challenge in a work environment that involves more than one hundred employees across operational and service functions. The thesis-based preliminary survey conducted in March 2025 among 15 employees indicated practical problems that justified further investigation: 60% of respondents reported insufficient appreciation for their performance, 53%

perceived communication from supervisors as insufficiently clear, and 46% felt that existing leadership had not fully inspired them. Management information also indicated monthly absenteeism of approximately 8-10% and visitor complaints regarding inconsistent service. These conditions suggest that employee performance is influenced not only by technical resources but also by psychological and organizational resources available at work.

Work motivation is one of the most relevant psychological mechanisms in this context. Motivation refers to the forces that direct, intensify, and sustain work behavior toward organizational goals (Judge & Robbins, 2017; Robbins, 2019). Employees who are motivated tend to invest greater effort, persist when facing difficulties, and direct their behavior toward task completion. Bara (2024) reported that stronger work motivation is associated with improved employee performance, whereas Satoto (2023) emphasized that motivation must still be managed carefully because excessive pressure presented as motivation may contribute to stress and fatigue. For a recreation business, motivation is particularly important because employees are required to maintain service quality even during repetitive tasks, peak visitor periods, and intensive customer interaction.

Leadership constitutes a second organizational resource. Transformational leadership focuses on the ability of leaders to articulate a compelling vision, provide individualized consideration, stimulate employee thinking, and model desired behavior. Bass (1985) argues that transformational leaders can elevate employee values and commitment beyond basic transactional exchange. Empirically, Ardiansyah and Pasaribu (2024) found a positive role of transformational leadership in employee performance. Nevertheless, Hikmah and Yulianto (2020) reported a different pattern in their research context, showing that the relationship is not necessarily uniform across organizations. The inconsistency creates a relevant research gap for the recreation sector, where leadership must operate amid fluctuating workloads, diverse employee roles, and immediate service demands.

Organizational communication is also essential because employees require accurate information, feedback, coordination, and role clarity. Daft (2016) explains organizational communication as the process through which information is transmitted among organizational members so that work can be coordinated. Effective communication is expected to reduce misunderstanding and support task execution. Studies by Rahmawati et al. (2024) and Sari et al. (2024) generally report positive relationships between communication practices and employee performance. However, communication can become less effective when information is unclear, repetitive, poorly targeted, delivered through inappropriate channels, or transmitted at the wrong time. Consequently, communication quality must be distinguished from communication intensity.

The theoretical basis of this study is the Job Demands-Resources (JD-R) Model. Demerouti et al. (2001) proposed that every job contains demands that consume physical or psychological energy and resources that help employees achieve work goals, reduce the impact of demands, and stimulate growth. Subsequent development of the model emphasizes a motivational process in which sufficient resources foster engagement, motivation, and performance (Bakker et al., 2014; Schaufeli & Taris, 2014). In the present study, transformational leadership and organizational communication can be interpreted as job resources, while work motivation represents a central psychological process through which employees mobilize effort. Employee performance is the work outcome expected when these resources function effectively.

Previous research has often examined motivation, leadership, or communication separately or in different industrial settings. The present study integrates all three predictors in one regression model and tests their individual as well as simultaneous effects on employee performance in a Bali recreation business. This approach is important because the apparent effect of one predictor may change when other related organizational resources are statistically controlled. The study therefore does not assume that a high descriptive level of a variable will automatically correspond to a positive partial regression coefficient.

Accordingly, this study aims to determine whether work motivation, transformational leadership, and organizational communication affect employee performance at Gumuh Sari Rekreasi Bali, both partially and simultaneously. The study contributes empirically by examining a complete employee population in a service-intensive recreation setting and theoretically by interpreting the findings through the JD-R perspective. Practically, the results are expected to guide management in

prioritizing human-resource interventions that strengthen performance without oversimplifying the role of organizational communication.

METHOD

This study employed a quantitative associative design to examine the relationship between three independent variables - work motivation (X1), transformational leadership (X2), and organizational communication (X3) - and the dependent variable, employee performance (Y). The research was conducted at Gumuh Sari Rekreasi Bali. The location was selected because its operations involve intensive employee-visitor interaction, diverse operational positions, and a high requirement for consistent service performance.

The population consisted of all 107 employees of Gumuh Sari Rekreasi Bali. A saturated sampling or census technique was used, meaning that all members of the population were included as respondents. This approach was appropriate because the entire population remained practically accessible and allowed the study to describe organizational conditions comprehensively. Data were obtained primarily from respondents through a structured questionnaire, while supporting organizational information was treated as secondary data.

The questionnaire used a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Each research variable was represented by six statement items derived from the operational indicators used in the thesis. Questionnaires were distributed directly to employees during working hours. Respondents received a brief explanation of the study and completed the instrument independently before returning it to the researcher. This face-to-face distribution procedure was intended to minimize incomplete responses and ensure that respondents understood the statements.

Data processing was performed with SPSS. Instrument validity was assessed using Pearson correlation; items were considered valid when their correlation exceeded the critical value of 0.190 at the 5% significance level. Reliability was evaluated using Cronbach's alpha with a minimum criterion of 0.60 (Ghozali, 2016). Before estimating the regression model, the residual normality assumption was evaluated with the Kolmogorov-Smirnov test, multicollinearity was assessed using tolerance and variance inflation factor (VIF), and heteroskedasticity was examined through the significance values of the absolute-residual model.

Multiple linear regression was used to estimate the partial relationship of each predictor with employee performance. The analytical model was $Y = a + b1X1 + b2X2 + b3X3 + e$. Partial hypotheses were evaluated using t-tests at alpha = 0.05. The simultaneous effect of the three independent variables was tested with the F-test, and explanatory power was assessed through R-squared and adjusted R-squared (Ghozali, 2016; Sugiyono, 2018).

FINDING AND DISCUSSION

Respondent Characteristics

All 107 employees participated in the study. The workforce was dominated by male respondents and employees aged 20-29 years. Diploma graduates represented the largest educational group, while cashier/front office/receptionist was the single largest job category. The distribution across operational, service, technical, administrative, and supervisory positions indicates that the sample represented a broad range of functions within Gumuh Sari Rekreasi Bali.

Table 1. Summary of Respondent Characteristics

Characteristic	Dominant Category	n	%
Gender	Male	64	59.8
Age	20-29 years	65	60.7
Education	Diploma (D1-D3)	38	35.5
Position	Cashier/Front Office/Receptionist	12	11.2

Instrument Quality and Descriptive Results

The validity test showed that all questionnaire items met the required criterion. Pearson correlations ranged from 0.608 to 0.730 for work motivation, 0.630 to 0.751 for transformational

leadership, 0.670 to 0.747 for organizational communication, and 0.654 to 0.757 for employee performance, all above the critical r value of 0.190. Reliability was also acceptable for all constructs, with Cronbach's alpha values ranging from 0.749 to 0.809. These results indicate that the instrument was sufficiently consistent for subsequent regression analysis.

Descriptively, all four variables were rated in the high category. Transformational leadership had the highest overall mean (4.26), followed by organizational communication (4.25), work motivation (4.22), and employee performance (4.18). For work motivation, the highest-rated item concerned feeling safe and comfortable at work (4.34). For transformational leadership, clear vision, encouragement of creative problem solving, and leadership role-modeling each obtained a mean of 4.31. Organizational communication was also perceived positively, particularly the opportunity to express opinions and confidence in management information (4.28). These descriptive results provide context, but they should not be interpreted as substitutes for the partial effects estimated in the regression model.

Table 2. Instrument Reliability and Descriptive Means

Variable	Validity r Range	Cronbach Alpha	Mean
Work Motivation (X1)	0.608-0.730	0.749	4.22
Transformational Leadership (X2)	0.630-0.751	0.778	4.26
Organizational Communication (X3)	0.670-0.747	0.809	4.25
Employee Performance (Y)	0.654-0.757	0.783	4.18

Classical Assumption Tests

The regression assumptions were satisfied. The Kolmogorov-Smirnov normality test produced an Asymp. Sig. (2-tailed) value of 0.181, indicating that the residuals were normally distributed. Tolerance values for work motivation, transformational leadership, and organizational communication were 0.274, 0.287, and 0.280 respectively, while all VIF values remained below 10. Therefore, no multicollinearity problem was identified. The heteroskedasticity test produced significance values of 0.129, 0.730, and 0.484 for the three predictors, all above 0.05, supporting the homoskedasticity assumption.

Table 3. Summary of Classical Assumption Tests

Test / Variable	Statistic	Criterion	Conclusion
Normality (K-S residual)	p = 0.181	p > 0.05	Normal residuals
Work Motivation	Tolerance 0.274; VIF 3.650	Tol. > 0.10; VIF < 10	No multicollinearity
Transformational Leadership	Tolerance 0.287; VIF 3.485	Tol. > 0.10; VIF < 10	No multicollinearity
Organizational Communication	Tolerance 0.280; VIF 3.576	Tol. > 0.10; VIF < 10	No multicollinearity
Heteroskedasticity: X1 / X2 / X3	p = 0.129 / 0.730 / 0.484	p > 0.05	No heteroskedasticity

Multiple Linear Regression and Hypothesis Testing

The estimated regression equation was Y = -0.103 + 0.938X1 + 0.319X2 - 0.264X3. The coefficient for work motivation was 0.938, indicating a positive partial relationship with employee performance when the other variables were held constant. Transformational leadership also showed a positive coefficient of 0.319. In contrast, organizational communication had a coefficient of -0.264 after work motivation and transformational leadership were controlled. The negative coefficient is a partial effect within the multivariable model and should not be interpreted as evidence that communication in general must be reduced.

Table 4. Multiple Regression and Partial Hypothesis Tests

Predictor	B	Std. Error	Beta	t	p	Decision
Constant	-0.103	0.945	-	-0.109	0.913	-

Work Motivation (X1)	0.938	0.068	0.888	13.887	<0.001	Supported
Transformational Leadership (X2)	0.319	0.064	0.312	4.996	<0.001	Supported
Organizational Communication (X3)	-0.264	0.062	-0.267	-4.220	<0.001	Not supported*

*The third hypothesis proposed a positive effect; therefore, a statistically significant negative coefficient does not support the directional hypothesis.

The simultaneous test confirmed that the overall model was statistically significant. The F statistic was 263.508 with $p < 0.001$. The model correlation was $R = 0.941$, R-squared = 0.885, and adjusted R-squared = 0.881, with a standard error of estimate of 1.270. Thus, 88.1% of the variation in employee performance was explained by work motivation, transformational leadership, and organizational communication in the fitted model, while 11.9% was associated with other factors outside the model.

Table 5. Simultaneous Test and Model Summary

Indicator	Value
F	263.508
Significance	<0.001
R	0.941
R Square	0.885
Adjusted R Square	0.881
Std. Error of the Estimate	1.270

Effect of Work Motivation on Employee Performance

Work motivation had a positive and significant effect on employee performance ($B = 0.938$; $t = 13.887$; $p < 0.001$). Among the three predictors, its standardized beta of 0.888 was the largest, indicating that motivation was the strongest partial predictor in this model. Empirically, the result suggests that employees who feel secure, valued, and internally driven to complete their work are more likely to achieve targets, maintain service quality, and respond productively to operational demands. The descriptive result supports this interpretation because the overall motivation mean was high (4.22), and the strongest item reflected a sense of safety and comfort in the workplace.

From the JD-R perspective, motivation is closely linked to the motivational process through which adequate resources encourage employees to invest effort and remain engaged. When employees perceive that the work environment supports their needs, the psychological energy available for task execution is likely to increase. The finding is consistent with Bara (2024) and Ardiansyah and Pasaribu (2024), who reported positive associations between motivation and performance. It also complements Satoto (2023) by showing that motivation is productive when it functions as support rather than excessive pressure. For Gumuh Sari Rekreasi Bali, this means that motivational policies should focus on meaningful appreciation, work security, fair treatment, and realistic performance encouragement.

Effect of Transformational Leadership on Employee Performance

Transformational leadership also had a positive and significant effect on employee performance ($B = 0.319$; $t = 4.996$; $p < 0.001$). The result indicates that a leadership style characterized by clear direction, role modeling, inspiration, and intellectual stimulation is associated with better employee outcomes. Employees in a recreation business often face rapidly changing service conditions; therefore, leadership that clarifies priorities while encouraging initiative can help employees respond more effectively. The high descriptive mean of transformational leadership (4.26) also indicates that employees generally perceived these leadership practices to be present.

The finding is consistent with Bass's (1985) transformational leadership perspective and the empirical results of Ardiansyah and Pasaribu (2024) and Samsi and Marina (2024). In the JD-R framework, leadership functions as a job resource because it provides social support, feedback,

meaning, and direction. Such resources can reduce the psychological cost of job demands and reinforce the motivational process that leads to performance. The result therefore supports management practices that require leaders not only to monitor work, but also to communicate a clear vision, become credible examples, acknowledge individual needs, and stimulate constructive problem solving.

Effect of Organizational Communication on Employee Performance

Organizational communication produced a negative and significant partial coefficient (B = -0.264; t = -4.220; p < 0.001) after work motivation and transformational leadership were held constant. This result differs from the positive relationship reported in studies such as Rahmawati et al. (2024) and Sari et al. (2024). The finding must be interpreted carefully because organizational communication was rated highly in the descriptive analysis (mean = 4.25). The descriptive statistic answers how respondents generally perceived communication, whereas the regression coefficient estimates the unique association of communication with performance after shared variation with the other predictors has been statistically controlled. Therefore, a high mean and a negative partial coefficient are not inherently contradictory.

Several interpretations are possible, but the thesis data do not directly test the mechanism. Communication may overlap statistically with leadership and motivation, or high communication intensity may not always be accompanied by equal clarity, relevance, structure, appropriate targeting, effective media, and timely delivery. In a service operation, excessive or poorly prioritized information can also complicate coordination even when employees view communication channels positively. Because information overload and role clarity were not modeled as separate variables, these explanations should be treated as interpretations rather than causal conclusions. The practical implication is not to reduce communication automatically. Management should instead audit what information is communicated, to whom, through which channel, with what level of clarity, and at what time.

Within the JD-R model, communication remains conceptually a job resource because it can provide feedback, social coordination, and role clarity. However, a resource contributes to performance only when it is usable in the actual work process. The present result therefore extends the discussion by emphasizing the distinction between the existence of communication and the functional quality of communication. Future research should directly test information overload, communication clarity, media effectiveness, and role ambiguity to determine which mechanism explains the negative partial relationship observed in this study.

Simultaneous Effect on Employee Performance

The F-test showed that work motivation, transformational leadership, and organizational communication jointly had a significant effect on employee performance (F = 263.508; p < 0.001). The adjusted R-squared value of 0.881 indicates substantial explanatory power within the study population. This finding supports the idea that employee performance in a recreation business is not determined by one isolated factor. Instead, performance emerges from the combined configuration of psychological motivation, leadership support, and organizational information processes.

The simultaneous result is consistent with the central logic of the JD-R model, which treats employee outcomes as products of interacting job demands and resources rather than single-variable effects (Demerouti et al., 2001; Bakker et al., 2014). Importantly, the F-test establishes that the set of predictors contributes significantly to explaining performance, but it does not assign a collective positive or negative direction to all predictors. The partial coefficients must still be interpreted individually. For management, the integrated implication is to strengthen motivation and transformational leadership while improving the functional quality of communication so that organizational resources reinforce one another rather than create unnecessary complexity.

CONCLUSIONS

This study examined the effects of work motivation, transformational leadership, and organizational communication on employee performance among all 107 employees of Gumuh Sari Rekreasi Bali. Work motivation had a positive and significant effect and emerged as the strongest partial predictor. Transformational leadership also had a positive and significant effect. Organizational communication, however, showed a negative and significant partial coefficient after work motivation and transformational leadership were controlled, so the proposed positive directional hypothesis for communication was not supported. At the same time, communication was perceived positively at the descriptive level, meaning that the regression result should not be interpreted as evidence that communication is generally poor. Collectively, the three predictors significantly explained employee performance, with an adjusted R-squared of 0.881.

The results imply that Gumuh Sari Rekreasi Bali should maintain a work environment that supports employee motivation through safety, comfort, appreciation, and realistic achievement encouragement. Leaders should continue developing transformational practices, especially clear direction, role modeling, inspiration, and support for employee creativity. Organizational communication requires a more diagnostic approach: management should evaluate clarity, relevance, structure, target audience, communication channel, and timing rather than merely increasing message frequency. Two-way communication should be preserved, but information should be prioritized according to operational needs.

Future research can explain the remaining 11.9% of performance variation by incorporating variables such as work environment, organizational culture, job satisfaction, or work discipline. More importantly, subsequent studies should directly examine information overload, role clarity, and communication-media effectiveness to identify the mechanism behind the negative partial coefficient found in this model. Expanding the research to other tourism and recreation organizations would also improve the generalizability of the findings.

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