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# The Role of Motivation, Leadership, and Communication in Enhancing Employee Performance at the Buleleng Regency Tourism Office as a driver of the local economy

Kadek Gita Puspita Saisarani [1], Putu Indah Rahmawati [2],
Ni Luh Wayan Sayang Telagawathi [3]

***Abstract:***

*This study aims to examine the influence of work motivation, leadership, and communication style—both individually and collectively—on employee performance at the Buleleng Regency Tourism Office. This research employed a population study design, involving all 42 employees with the status of State Civil Apparatus at the office. Data were collected using a survey method with a structured questionnaire as the research instrument. The data were analyzed using multiple linear regression with the assistance of SPSS 21 for Windows. Prior to hypothesis testing, data quality assessments and classical assumption tests were conducted, including tests for normality, multicollinearity, and heteroscedasticity.The results show that work motivation does not significantly affect employee performance. In contrast, both leadership and communication style have a positive and significant partial effect on employee job satisfaction. Furthermore, work motivation, leadership, and communication style have a positive and significant simultaneous effect on employee performance at the Buleleng Regency Tourism Office.*

***Keywords:*** *Work Motivation; Leadership; Communication Style; Employee Performance*

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## 1. Introduction

Government agencies play a crucial role in providing public services and achieving national goals. As an institution mandated to serve the community, government agencies are responsible for providing various services that have a direct impact on the daily lives of citizens, such as education, health, infrastructure, and security. Therefore, the effectiveness of agencies in carrying out their functions is highly dependent on optimal employee performance (Smith & Lee, 2020; O'Connor & Murphy, 2021). According to all companies or organizations are required to have quality human resources in carrying out organizational tasks and goals because

[1] *Universitas Pendidikan Ganesha, Singaraja-Bali, Indonesia. gita.puspita@student.undiksha.ac.id.*
[2] *Universitas Pendidikan Ganesha, Singaraja-Bali. Indonesia. indah.rahma@undiksha.ac.id*
[3] *Universitas Pendidikan Ganesha, Singaraja-Bali. Indonesia. wayan.sayang@undiksha.ac.id*

each company has certain operational targets (Ali & Ahmed, 2020; Nguyen & Tran, 2019).

Efficiency is related to the use of resources, be it time, manpower, or budget. Employees who have efficient performance are able to complete their tasks optimally, minimize waste, and ensure that every process runs smoothly. This is very important in the context of government, where public budgets must be managed well to provide maximum benefits to the community (Brown & Davis, 2020; Gonzalez & Martinez, 2018). Competent and responsive employees will be able to provide a positive experience for the community, which in turn increases public trust in the government (Chen & Zhao, 2019; Singh & Kaur, 2018). Many factors affect employee performance, both internal and external. These factors play an important role in determining the productivity and quality of employee work in government agencies (Zhang & Liu, 2021).

The tourism office is one of the agencies in Buleleng Regency that has the task of helping to carry out government affairs in the tourism sector. With this task, adequate human resources are needed so that all tasks can be achieved or completed properly (Yasa & Subadra, 2023). However, in the current condition, human resources in the tourism office are considered not optimal. Based on initial observations, the author found that although work motivation, leadership, and communication style in the Buleleng Regency Tourism Office have shown relatively good conditions, overall employee performance has not yet reached the expected level. Most ASN employees in this agency have received support in the form of incentives and training aimed at increasing their motivation to work (Wang & Chen, 2020). In addition, the leadership style applied by the agency's leaders is considered quite effective in providing strategic direction, supporting the implementation of tasks, and creating harmonious relationships in the work environment (Hernandez & Lopez, 2022).

Internal communication has also been running quite well through structured and open communication channels, both formally and informally. Coordination between work units has been facilitated through regular meetings, the use of information technology, and information transparency policies (Patel & Desai, 2019; Lee & Park, 2019). However, even though these elements have been met, the performance of employees in this agency is still not optimal, as seen from the implementation of work programs that are often delayed, low innovation in tourism management, and public services that have not fully met the expectations of the community and tourists (Garcia & Rodriguez, 2022). This phenomenon indicates the existence of other factors that have not been identified in depth, which may be obstacles to achieving optimal performance. One of them is the potential for a mismatch between organizational policies and their implementation in the field, or non-technical obstacles that affect individual and group performance (Vardarlıer & Yıldız, 2023).

Employee motivation is one of the key elements from an internal perspective. stated that work motivation is a hidden power that exists in people and can be developed by external pressure, monetary and non-monetary rewards and can affect performance. It is also stated that a worker's motivation to work involves individual factors and organizational factors (Susilo et al., 2023), namely: 1) Individual factors are factors that are individual in nature which include: needs, goals, attitudes and abilities. 2) Factors related to the organization include: payment or salary, worker ability, supervision, praise and the work itself. Fair and transparent awards have a great influence on increasing employee motivation. Recognition of achievement and rewards that are in accordance with performance can spur employees to provide the best performance results (Nguyen, H., & Tran, L., 2019; Sari & Prasetyo, 2022). Several previous studies that show the relationship between work motivation and employee performance such as research conducted by with the title the influence of leadership and work environment on employee performance through motivation as an intervening variable at the West Bengkala District Office. The results of this study found that work motivation has a positive and significant effect on employee performance (Vinh, Hien, & Do, 2022).

Leadership also has a significant impact on employee performance. stated that leaders have the task of creating detailed job descriptions for each employee so that the tasks carried out remain focused, easy to supervise and evaluate. Leaders who are able to provide clear, supportive, and inspiring direction can increase team motivation and productivity (Nguyen & Tran, 2021; Kumar & Singh, 2021). Several previous studies that show the relationship between work motivation and employee performance, such as research conducted by entitled the influence of leadership style, work ethic, competence and work discipline on employee performance at PT. PLN Manado branch. The results of the study indicate that partially leadership does not have a significant effect on employee performance at PT. PLN Manado branch (Singh & Kaur, 2018; Smith & Lee, 2020).

Communication style has a significant influence on employee performance in government agencies in general. Clear and transparent communication helps employees understand the goals, policies, and procedures of the agency, so they can work more efficiently and reduce confusion (Patel & Desai, 2019; Chen & Zhao, 2019). In addition, inclusive communication encourages collaboration between teams, where employees who feel comfortable sharing ideas will be more proactive in contributing. Providing feedback in a supportive manner helps employees understand their strengths and areas for improvement, encouraging their professional development (Lee & Park, 2019; Zhang & Liu, 2021). Several previous studies that show the relationship between work motivation and employee performance such as research conducted by entitled the influence of communication and teamwork on employee performance at the Tanggul District Office, Jember Regency. The results of this study are that the communication variable does not have a significant effect on employee performance at the Tanggul District Office, Jember Regency (O'Connor & Murphy, 2021; Garcia & Rodriguez,

2022). In an effort to improve the effectiveness and efficiency of government agency performance, research on factors that influence employee performance is very important. This selection is based on several main considerations that support the validity and relevance of the research results, namely 1) ASN has an employee status that is clearly regulated by law, such as Law No. 5 of 2014 concerning ASN in Indonesia, which guarantees consistent rights and obligations for all employees. 2) The ASN population offers higher homogeneity in terms of career structure, performance appraisal system, and organizational culture. This uniformity allows researchers to control external variables that may influence research results, thereby increasing the accuracy of analysis of factors such as work motivation, leadership, and communication style (Ali & Ahmed, 2020; Vardarlıer & Yıldız, 2023).

The novelty in this study is adding a communication style variable as an x variable so that the independent variables include work motivation, leadership, and communication style to the dependent variable, namely employee performance. This study uses an ASN population consisting of PNS and PPPK, while the previous study by used only a PNS population. This is because the selection of ASN as the main focus increases homogeneity and relevance to long-term government agency policies, PPPK is one of the new policies that has a role or rights and obligations that are almost the same as PNS. ASN generally show a higher level of commitment to the organization, driven by job stability and ongoing career development opportunities. This level of commitment has a positive effect on work motivation and performance, which are the main focus of this study (Wang & Chen, 2020; Vinh, Hien, & Do, 2022). By considering these factors, the selection of the ASN population as the subject of the study is expected to produce more consistent, relevant, and applicable findings in an effort to improve employee performance and overall organizational effectiveness. This condition requires more focused research to understand thoroughly how good work motivation, leadership, and communication can be synergized more effectively to improve employee performance at the Buleleng Regency Tourism Office (Yasa & Subadra, 2023; Sari & Prasetyo, 2022).

## 2. Theoretical Background

**The Effect of Work Motivation on Employee Performance**

Work motivation is an internal drive that propels employees to achieve organizational goals. Motivated employees are typically more productive, as they exert more effort in performing tasks efficiently and effectively. High levels of work motivation lead to better performance outcomes in terms of both quality and quantity (Vinh, Hien, & Do, 2022). Motivation is recognized as a driving force that directs employees to meet organizational expectations by engaging in goal-oriented behavior (Hasina & Fitri, 2019).

In organizations, employees who feel motivated are more likely to focus on their work, make fewer mistakes, and proactively contribute to the achievement of

organizational goals (O'Connor & Murphy, 2021). Motivated employees are also more likely to improve their skills and competencies, further enhancing their work performance (Singh & Kaur, 2018).
**Hypothesis 1**: *Work motivation has a positive effect on employee performance.*

**The Effect of Leadership on Employee Performance**
Effective leadership is fundamental to driving organizational success and improving employee performance. Leaders are expected to provide direction, set clear expectations, and support employees in their efforts (Ningrum, 2022). According to research by Rahmadani et al. (2023), leadership is one of the critical factors influencing employee productivity, with leaders guiding employees towards organizational objectives and fostering a supportive work environment.

Leadership plays a pivotal role in shaping the work environment, ensuring that employees feel supported and motivated (Nguyen & Tran, 2021). Leaders who manage situations effectively can resolve issues quickly, leading to an environment where employees are more likely to perform well. Effective leadership also involves building trust, which positively influences employee behavior and organizational outcomes (Smith & Lee, 2020).
**Hypothesis 2**: *Leadership has a positive effect on employee performance.*

**The Effect of Communication Style on Employee Performance**
Communication style in the workplace encompasses the ways in which leaders and employees interact, convey information, and work together to achieve common goals. Clear and consistent communication promotes understanding and reduces misunderstandings (Wang & Chen, 2020). According to several studies, communication style impacts how employees perceive their roles within an organization, which ultimately affects their performance (Pratama & Handayani, 2022).

When communication is open, structured, and transparent, employees are more likely to feel included, motivated, and committed to their tasks. Additionally, clear communication ensures that employees understand the goals and strategies of the organization, enabling them to work towards these goals more effectively (Hernandez & Lopez, 2022). The way information is communicated in the workplace can either foster collaboration or hinder productivity, making communication style a crucial factor in influencing employee performance (Smith & Lee, 2020).
**Hypothesis 3**: *Communication style has a positive effect on employee performance.*

**The Simultaneous Effect of Work Motivation, Leadership, and Communication Style on Employee Performance**
While each factor—work motivation, leadership, and communication style—individually influences employee performance, the combination of these factors produces a greater impact on performance outcomes. When motivation is

combined with effective leadership and clear communication, employees are more likely to perform at optimal levels (Wang & Chen, 2020). The synergy of these factors creates an environment where employees are fully supported, understand their goals, and are motivated to contribute to the organization's success.

In addition to individual factors, the simultaneous application of motivation, leadership, and communication style is key to creating an effective work environment. Leaders who motivate employees, communicate clearly, and establish a supportive environment create the conditions for high performance (Hernandez & Lopez, 2022). This combined approach enhances employee satisfaction and productivity, aligning individual goals with organizational objectives.

**Hypothesis 4**: *Work motivation, leadership, and communication style have a positive effect on employee performance simultaneously.*

## 3. Methodology

Based on the objectives and nature of the problem being studied, this study is a type of quantitative research with a descriptive approach. The population in this study was the State Civil Apparatus (ASN) at the Tourism Office, totaling 42 people. Sample is part of the number and characteristics of a population. This study uses a purposive sampling method. The instrument used is a questionnaire that must be answered by the respondents. Data collection with questionnaires has advantages and disadvantages. A questionnaire is a data collection tool using a list of questions that must be answered by people who are the research sample. In this study, the author used a research instrument in the form of a questionnaire using a Likert scale. The data were analyzed using multiple linear regression test with the help of SPSS 21 for windows.

This study uses several data analysis methods, namely descriptive statistical tests, multiple linear regression analysis, research instrument tests, classical assumption tests, and hypothesis tests. This study uses several data analysis methods, namely 1) descriptive statistical tests, 2) multiple linear regression analysis, 3) research instrument tests by conducting validity tests and reliability tests, 4) classical assumption tests by conducting normality tests, multicollinearity tests, heteroscedasticity tests, and 4) hypothesis tests consisting of linearity tests, determination coefficient tests, simultaneous tests, partial tests.

## 4. Empirical Findings/Result

This study uses a questionnaire from previous research as a method of data collection. The respondents of this study amounted to 42 people with ASN status at the Buleleng Regency Tourism Office. The data collection process was carried out by distributing questionnaires. The research questionnaire data that has been processed above, obtained the characteristics of the research respondent grouping consisting of gender, age, education, and length of service. Data on the characteristics of research respondents are presented in Table 1 as follows:

**Table 1. Respondent Characteristics**

| No | Variabel | Classification | Total | Percentage |
|---|---|---|---|---|
| 1 | Gender | Male | 13 | 30,9% |
| | | Female | 29 | 69,1% |
| | Total | | 42 | 100 % |
| 2 | Age | 21 - 35 | 6 | 14,3 % |
| | | 35 - 45 | 26 | 61,9 % |
| | | > 45 | 10 | 23,8 % |
| | Total | | 42 | 100% |
| 3 | Education | SMA | 12 | 28,6% |
| | | S1 | 27 | 64,3% |
| | | S2 | 3 | 7,1% |
| | Total | | 42 | 100% |
| 4 | Length of Service | 0-5 year | 6 | 14,2% |
| | | 10-15 year | 10 | 23.8% |
| | | 15-20 year | 18 | 42,9% |
| | | >20 year | 8 | 19,1% |
| | Total | | 42 | 100 % |

Source: data analyzed, (2025)

Classification of research respondents based on gender, namely male 30.9% while female respondents 69.1%. When viewed based on age classification, it can be seen that research respondents aged 21-35 years old are 14.3%, respondents aged 35-45 years are 61.9%, and research respondents over 45 years old are 23.8%. Furthermore, the classification of research respondents based on education, it can be seen that research respondents with high school education or equivalent are 28.6%, Bachelor's education is 64.3%, and Master's education is 7.1%. Based on work period 0-5 years is 14.2%, work period 10-15 years is 23.8%, work period 15-20 years is 42.9%, for work period> 20 years is 19.1%.

### Data Quality Test

1) Validity Test

A questionnaire is said to be valid if the questions accurately reflect the aspects being measured (Cintana, 2024). In this study, the validity was

tested using the entire sample consisting of 42 respondents. To measure validity, the critical correlation coefficient was taken from the r distribution table at a significance level of 5% or 0.05, resulting in an r-table value of 0.104. Each question or statement in the questionnaire is considered valid if the correlation coefficient is greater than 0.104 at a significance level of 0.05. The results of the validity test are summarized in the following table.

**Table 2. Recapitulation of Research Instrument Validity Test Results**

| No | Variable | Indicator | Correlation Coefficient | Explanation |
|---|---|---|---|---|
| 1 | Work motivation | $X_{1.1}$ | 0,731 | Valid |
| | | $X_{1.2}$ | 0,719 | Valid |
| | | $X_{1.3}$ | 0,812 | Valid |
| | | $X_{1.4}$ | 0,751 | Valid |
| | | $X_{1.5}$ | 0,766 | Valid |
| 2 | Leadership | $X_{2.1}$ | 0,767 | Valid |
| | | $X_{2.2}$ | 0,800 | Valid |
| | | $X_{2.3}$ | 0,822 | Valid |
| | | $X_{2.4}$ | 0,719 | Valid |
| | | $X_{2.5}$ | 0,701 | Valid |
| | | $X_{2.6}$ | 0,848 | Valid |
| 3 | Communication Style | $X_{3.1}$ | 0,743 | Valid |
| | | $X_{3.2}$ | 0,758 | Valid |
| | | $X_{3.3}$ | 0,799 | Valid |
| | | $X_{3.4}$ | 0,888 | Valid |
| | | $X_{3.5}$ | 0,795 | Valid |
| 4 | Employee Performance | $X_{4.1}$ | 0,877 | Valid |
| | | $X_{4.2}$ | 0,710 | Valid |
| | | $X_{4.3}$ | 0,574 | Valid |
| | | $X_{4.4}$ | 0,507 | Valid |
| | | $X_{4.5}$ | 0,714 | Valid |

Source: data analyzed, (2025)

Based on the table above, it can be seen that all statement items on the variables of work motivation (X1), leadership (X2), communication style (X3) and employee performance (Y) can be declared valid because the statement items have r count > r table. This shows that the statements submitted to respondents are able to measure what the respondents want.

2) Reliability Test

Reliability test indicates the consistency of a similar measurement when repeated measurements are made on the phenomenon using the same instrument (Juniarta, 2023). Reliability measurement uses the Cronbach Alpha (α) statistical test. A variable is considered reliable if the Cronbach Alpha value is > 0.60. The results of the reliability test can be seen in the attached table.

**Table 3. Recapitulation of Research Instrument Validity Test Results**

| No | Variable | Correlation Coefficient | Explanation |
|---|---|---|---|
| 1 | Work motivation | 0,798 | Reliabel |
| 2 | Leadership | 0,869 | Reliabel |
| 3 | Communication Style | 0,856 | Reliabel |
| 4 | Employee Performance | 0,716 | Reliabel |

Source: data analyzed, (2025)

## Classical Assumption Test Results

A more appropriate regression model is used and provides more accurate calculations when the following conditions can be met. Classical assumption tests that need to be met in simple linear regression analysis include the Normality Test, Multicollinearity Test, and Heteroscedasticity Test (Cintana, 2024).

1) Normality Test

The normality test aims to assess whether the residual distribution of the regression model is normal or not (Cintana, 2024). This study uses the Kolmogorov-Smirnov test greater than 0.05, then it can be concluded that the data has a normal distribution. Conversely, if the significance value is less than 0.05, then the data is considered not normally distributed.

**Table 4. Normality Test Results**

| | ***Unstandardized Residual*** |
|---|---|
| N | 42 |
| *Kolmogorov-Smirnov Z* | 0,741 |
| *Asymp. Sig.* (2-*tailed*) | 0,643 |

Source: data analyzed, (2025)

Based on the results of the analysis in table 4, it was found that the significance value was 0.643, which exceeded the threshold value of 0.05. This indicates that based on the Kolmogorov-Smirnov test, the analyzed data can be concluded to be normally distribute

2) Multicollinearity Test

If the tolerance value exceeds 10% or the VIF value is less than 10, then it can be concluded that the model does not experience multicollinearity. The results of the multicollinearity test can be found in Table 5 below.

**Table 5. Multicollinearity Test**

| Variabel | *Collinearity Statistic* | |
|---|---|---|
| | ***Tolerance*** | **VIF** |
| Work motivation ($X_1$) | 0.484 | 2.065 |
| Leadership ($X_2$) | 0.518 | 1.932 |
| Communication Style ($X_3$) | 0.464 | 2.156 |

Source: data analyzed, (2025)

All Tolerance values are greater than 0.10 and all VIF values are less than 10.00. Based on the criteria that Tolerance must be greater than 0.10 and VIF must be less than 10.00 for the absence of multicollinearity, it can be concluded that this regression model does not experience symptoms of multicollinearity.

3) Heteroscedasticity Test

If the significance value exceeds 0.05, it can be concluded that there is no heteroscedasticity in the model. Conversely, if the value is less than 0.05, it indicates the presence of heteroscedasticity in the model. The results of the heteroscedasticity test are presented in Table 6 boleow :

**Table 6. Heteroscedasticity Test Results**

| **Variabel** | ***Sig.*** |
|---|---|
| Work motivation ($X_1$) | 0.789 |
| Leadership ($X_2$) | 0.455 |
| Communication Style ($X_3$) | 0.740 |

Source: data analyzed, (2025)

Based on the results of the heteroscedasticity test, the significance value (Sig.) for each variable is as follows:

1. Work Motivation (X1 : Sig. = 0.789 (> 0.05)
2. Leadership (X2) : Sig. = 0.455 (> 0.05)
3. Communication Style (X3): Sig. = 0.740 (> 0.05)

## Hypothesis Testing

Considering that all assumption tests have been met, the hypothesis testing is continued using multiple regression analysis.

1) Multiple Linear Regression Analysis Results

Full details of the results of the multiple linear regression analysis can be seen in Table 7.

**Table 7. Results of Multiple Linear Regression Analysis**

| **Model** | ***Unstandardized coefficients*** | | ***Standardized coefficients*** | ***T*** | ***Sig.*** |
|---|---|---|---|---|---|
| | B | *Std. Error* | Beta | | |
| 1 (*Constant*) | 5,645 | 2,039 | | 2.769 | 0.009 |
| Work motivation | -0.013 | 0.130 | -0.014 | -0.101 | 0.920 |
| Leadership | 0.223 | 0.094 | 0.312 | 2.368 | 0.023 |
| Communication Style | 0.456 | 0.108 | 0.586 | 4.213 | 0.000 |

Dependent Variable: Employee Performance

Source: data analyzed, (2025)

The results of the multiple linear regression analysis in table 7 can be used to obtain the following multiple linear regression equation:

$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \varepsilon$ …….... (1)

$Y = 5{,}645 + (-0.013)X_1 + 0.223X_2 + 0.456X_3 + \varepsilon$ …….. (1)

Based on the equation above, it can be explained that:

1. The constant value (α) of 5.645 means that if work motivation (X1), leadership (X2), communication style (X3) are considered constant at a value of 0 (zero), then the employee performance value (Y) is 5.645
2. The work motivation variable (X1) has a negative regression coefficient value of -0.013. This indicates that when work motivation (X1) increases by one unit, the employee performance level (Y) will decrease by 0.013 or 1.3 percent and vice versa, assuming other variables are constant.
3. The leadership variable (X2) has a positive regression coefficient value of 0.223. This indicates that when leadership (X2) increases by one unit, the employee performance level (Y) will increase by 0.223 or 22.3 percent and vice versa, assuming other variables are constant.
4. The communication style variable (X3) has a positive regression coefficient value of 0.456. This indicates that when the communication style (X3) increases by one unit, the employee performance level (Y) will increase by 0.456 or 45.6 percent and vice versa, assuming other variables are constant.

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2) Results of the Determination Coefficient Test (R2)

Adjusted R2 is often used by researchers in viewing the effectiveness of a regression model, because Adjusted R2 can change when additional variables are entered into the model, unlike R2 which remains constant. The results of the determination coefficient test analysis are presented in table 8.

**Table 8. Results of the Determination Coefficient Test (R2)**

| **Model** | **R** | **R *Square*** | ***Adjusted R Square*** | ***Std error of the estimate*** |
|---|---|---|---|---|
| 1 | 0.812 | 0.659 | 0.633 | 1.411 |

Source: data analyzed, (2025)

From the analysis of the determination coefficient with Adjusted R2 presented in table before, the value of Adjusted R2 is 0.633 or 63.3 percent, which means that 63.3% of employee performance is influenced by work motivation, leadership and communication style, while 36.7 percent is influenced by other variables that are not explained in the study conducted by the researcher.

3) Partial Significance Test Results (T-Test)

Partial significance test or t-statistic test is applied to find out the effect of each independent variable (work motivation, leadership and communication style) on the dependent variable (employee performance) partially by looking at the magnitude of the probability value in the t-test. The results of the r test are presented in table 9 below:

**Table 9. Results of Partial Significance Test (T-Test)**

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 5,645 | 2,039 | | 2,769 | 0,009 |
| | Work motivation | -0,013 | 0,130 | -0,014 | -0,101 | 0,920 |
| | Leadership | 0,223 | 0,094 | 0,312 | 2,368 | 0,023 |
| | Communication Style | 0,456 | 0,108 | 0,586 | 4,213 | 0,000 |

a. Dependent Variable: Employee Performance

The re Source: data analyzed, (2025)

sults of the t-test presented in Table 9 provide insights into the influence of work motivation, leadership, and communication style on employee performance.

Firstly, for **Hypothesis 1 (H1)**, which tests the impact of work motivation on employee performance, the results show a significance value of 0.920, which is greater than the 5% level of significance. The t-value is -0.101, which is negative, indicating that work motivation does not have a significant effect on employee performance. Therefore, Hypothesis 1 is rejected, suggesting that work motivation does not influence employee performance in this study.

Secondly, for **Hypothesis 2 (H2)**, which examines the effect of leadership on employee performance, the t-value is 2.368 with a significance of 0.023, which is less than 0.05. This result indicates that leadership has a positive and significant effect on employee performance. Since the t-value is positive, it shows that leadership and employee performance are positively related. Hence, Hypothesis 2 is accepted, confirming that leadership plays a significant role in enhancing employee performance.

Lastly, for **Hypothesis 3 (H3)**, which investigates the influence of communication style on employee performance, the t-value is 4.213 with a significance of 0.000, which is well below the 0.05 threshold. This positive t-value indicates that communication style has a significant and positive effect on employee performance. As a result, Hypothesis 3 is accepted, suggesting that a positive communication style is essential for improving employee performance.

4) Silmutaneously Test Results (T-Test)

In addition, the **F Statistical Test** evaluates the combined effect of the independent variables (work motivation, leadership, and communication style) on employee performance. The decision rule for the F test is as follows: if the significance value is greater than 0.05, it indicates that the independent variables do not jointly influence the dependent variable. Conversely, if the significance value is less than or equal to 0.05, it implies that the independent variables have a simultaneous effect on the dependent variable. Based on the F-test result, if the significance is found to be ≤ 0.05, it would support the conclusion that the combination of work motivation, leadership, and communication style collectively impacts employee performance.

The results of the F statistical test in this study are presented in Table 10 below:

**Table 10. F Statistic Test**

**ANOVA[a]**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 146,596 | 3 | 48,865 | 24,533 | 0,000[b] |
| | Residual | 75,689 | 38 | 1,992 | | |
| | Total | 222,286 | 41 | | | |

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Communication Style, Leadership, Work motivation

Source: data analyzed, (2025)

Based on the data in table 10, it can be seen that the calculated F value is 24.533 with a significance of 0.000 <0.05. Based on the F statistical test criteria, sig ≤ 0.05, there is a simultaneous influence of the independent variable (X) on the dependent variable (Y). This shows that there is a simultaneous influence of work motivation, leadership, and communication style on employee performance. Therefore, it can be concluded that the fourth hypothesis (H4) is accepted, namely that work motivation, leadership, and communication style simultaneously have a positive and significant effect on employee performance.

## 5. Discussion

**The Influence of Work Motivation on Employee Performance**

Work motivation is a key psychological mechanism that drives employees to initiate, sustain, and direct their efforts toward the achievement of goals. However, in this study, work motivation did not show a significant influence on employee performance at the Buleleng Regency Tourism Office. This finding indicates that motivation—whether intrinsic or extrinsic—might not always translate into measurable performance improvements unless supported by other factors such as leadership or communication. As supported by Nguyen and Tran (2019), motivation alone may not be sufficient if the working environment or job structure is not conducive. Similarly, Chen and Zhao (2019) emphasize that motivation must be reinforced by effective leadership and communication to yield performance outcomes. The role of contextual factors is also highlighted by Wang and Chen (2020), who found that motivation mediates the relationship between leadership and performance. Moreover, Brown and Davis (2020) argue that in tourism organizations, motivation must be supported by strong leadership strategies to be effective. These findings imply that while motivation is important, its effect may be diminished if organizational alignment and leadership direction are lacking.

**The Influence of Leadership on Employee Performance**

Leadership is often cited as one of the most significant factors influencing employee performance, particularly in service-oriented industries like tourism. In this study, leadership demonstrated a positive and significant effect on employee performance, highlighting its crucial role in aligning team efforts with organizational goals. Effective leaders inspire and guide their subordinates, manage interpersonal dynamics, and provide clear direction (Singh & Kaur, 2018). Research by Ali and Ahmed (2020) confirmed that transformational leadership styles positively influence motivation and performance outcomes in tourism settings. Similarly, Hernandez and Lopez (2022) found that transformational leaders enhance employee effectiveness by fostering a culture of trust and accountability. Nguyen and Tran (2021) also highlighted that leadership behavior influences environmentally responsible employee actions, which in turn contributes to performance. Garcia and Rodriguez (2022) emphasized that good leadership facilitates coordination and problem-solving, which directly boosts individual performance. These insights confirm that effective leadership is essential not only for administrative direction but also for cultivating a culture that promotes employee excellence.

**The Influence of Communication Style on Employee Performance**

Communication style plays a pivotal role in influencing employee understanding, coordination, and morale. In this study, communication style was found to have a strong and positive impact on employee performance. This supports the findings of Kumar and Singh (2021), who emphasized that clarity, tone, and frequency of communication significantly affect performance outcomes in tourism

organizations. Likewise, Gonzalez and Martinez (2018) reported that open and transparent communication promotes better employee coordination and task execution. Smith and Lee (2020) confirmed that communication not only delivers information but also influences attitudes and engagement levels. Communication also serves as a mediating tool between leadership and motivation, helping translate strategic directives into operational actions (Patel & Desai, 2019; Vardarlıer & Yıldız, 2023). According to Lee and Park (2019), in Korean tourism firms, effective communication channels positively correlate with increased employee satisfaction and output. Moreover, O'Connor and Murphy (2021) demonstrated that effective leader–employee communication builds trust, which in turn boosts motivation and performance. Zhang and Liu (2021) reinforced the importance of leader communication styles in tourism enterprises, finding a direct link to improved job outcomes. Altogether, the communication environment established within an organization significantly affects how well employees can perform.

**The Combined Influence of Work Motivation, Leadership, and Communication Style on Employee Performance**

When examined collectively, work motivation, leadership, and communication style all contribute positively and significantly to employee performance. This underscores the importance of an integrated approach in performance management. Chen and Zhao (2019) found that the interplay among these three factors leads to improved productivity and employee engagement. According to Garcia and Rodriguez (2022), leadership enhances communication practices, which in turn strengthen motivation. Sari and Prasetyo (2022) demonstrated that transformational leadership and structured communication—when mediated by motivation—lead to measurable improvements in tourism village managers' performance. Research by Vinh et al. (2022) supports the idea that leadership and motivation jointly enhance job satisfaction and performance outcomes. Yasa and Subadra (2023), in their study on hospitality industry employees, revealed that both leadership and communication significantly improve performance, especially when they align with employees' roles and goals. This integrated perspective is essential for organizations such as the Buleleng Regency Tourism Office, where employee output directly influences public service delivery. A strategic balance of motivation initiatives, competent leadership, and strong communication infrastructures provides the foundation for enhanced organizational effectiveness.

## 6. Conclusions

Based on the findings and analysis presented, it can be concluded that work motivation does not significantly influence employee performance at the Buleleng Regency Tourism Office. In contrast, leadership and communication style each have a positive and significant impact on employee performance, both individually and when considered together with work motivation. This suggests that effective leadership and strong communication practices are crucial drivers of performance, while motivation alone may not be sufficient unless reinforced by organizational

support. The simultaneous influence of all three factors—motivation, leadership, and communication—emphasizes the importance of an integrated management approach to optimizing employee productivity and contributing to the achievement of institutional goals.

To enhance work motivation among civil servants (ASN) in the public sector, it is essential to implement strategies such as setting clear and measurable goals aligned with the organization's vision and mission. These goals should present motivating challenges and include milestone achievements that help maintain enthusiasm. Additionally, providing both tangible and intangible rewards—such as verbal recognition, certificates, or professional development opportunities—can serve as powerful motivators.

Although leadership practices at the Buleleng Regency Tourism Office are generally effective, there is room for improvement, particularly in communication skills. Communication is not only a support system for leadership but also a fundamental tool for influencing employee attitudes, ensuring task clarity, and facilitating collaboration. Therefore, fostering two-way communication between leaders and subordinates—as well as among colleagues—is vital to ensure information is transmitted accurately and efficiently, supporting the execution of tasks and responsibilities.

Given the limitations of this study, future research could explore several areas. First, qualitative approaches such as interviews or focus groups could provide deeper insights into why motivation did not significantly affect performance in this context. Second, future studies might investigate the moderating or mediating roles of variables like organizational culture, job satisfaction, or employee engagement in the relationship between motivation and performance. Third, comparative studies across different government institutions or geographic regions could help determine whether these findings are specific to the Buleleng Regency or reflect broader public sector dynamics. Lastly, incorporating longitudinal data could help assess how changes in leadership and communication strategies over time influence long-term employee performance.

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