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The Influence of Transformational Leadership, Intrinsic Motivation, and Extrinsic Motivation on Employee Performance: Evidence from Bugisan Tourism Village

Cindy Deviasari^{1*}, Ignatius Soni Kurniawan¹, Mohammad Ahyar Syafwan Lysander¹

¹ Universitas Sarjanawiyata Tamansiswa, Yogyakarta, Indonesia

* Corresponding author: Cindy Deviasari (2022008113@ustjogja.ac.id)

Abstract

Employee performance is a key factor in the effective management, yet challenges such as low motivation and poor coordination among managers persist. This study examines the influence of transformational leadership, intrinsic motivation, and extrinsic motivation on employee performance. A quantitative approach was applied, surveying all 80 village management employees using a census technique. Data were collected via a five-point Likert scale questionnaire and analyzed with Partial Least Squares (SmartPLS) to assess validity, reliability, and relationships between latent variables through bootstrapping. The results indicate that all three independent variables positively and significantly affect employee performance, with an R^2 of 0.978, demonstrating strong explanatory power. The findings suggest that combining transformational leadership with balanced intrinsic and extrinsic motivation is an effective strategy to enhance employee performance and ensure the sustainable management of culture-based tourism in the village.

Keywords: Employee Performance, Extrinsic Motivation, Intrinsic Motivation, Transformational Leadership, Tourism Village.

1. Introduction

Employee performance is the result of a work process carried out by individuals within an organization to achieve certain goals (Setiawan et al., 2025). Performance reflects a person's effectiveness and efficiency in completing tasks that have been measured through indicators, quality, quantity, timeliness, and responsibility for their work (Serey & Girao, 2025). In managing a tourist village, the performance of employees or managers is a very important factor in creating optimal service for tourists, developing tourism products, and increasing the competitiveness of the destination (Warpuah & Syaifulloh, 2022). Optimal performance not only impacts tourist satisfaction but also supports economic sustainability and the preservation of local culture in community-based tourism destinations.

Bugisan Tourism Village, located in Prambanan District, Klaten Regency, boasts cultural and historical potential due to its proximity to Plaosan and Sewu Temples. The village actively develops tourism attractions based on local culture, traditional culinary delights, and MSME crafts. It was named among the top 50 in the 2022 "Indonesian Tourism Village Award (*Anugerah Desa Wisata Indonesia/ADWI*)" for the digital creative category. However, field observations and previous studies reveal several challenges that hinder the village from fully realizing its potential (Deskarina & Atiqah, 2020; Hidayatullah & Suminar, 2021). Although cultural activities are still running, inadequate infrastructure, inconsistent promotion, low motivation among some managers, and limited coordination between units have prevented optimal community participation and sustainable tourism packaging.

Leadership style and work motivation are two key factors that can address these challenges. Transformational leadership is a leadership style that emphasizes moral values among followers in an effort to raise ethical awareness and mobilize their energy and resources for institutional reform (Aurelly, 2024). This leadership style not only motivates collectively but also provides individual attention through different considerations for each subordinate (Yücel, 2021). In the context of tourism villages, transformational leadership is highly relevant because it empowers individuals, encourages innovation, and creates a shared vision for culture-based tourism development (Sinaga et al., 2021; Budiningtyas et al., 2025).

Work motivation consists of intrinsic and extrinsic motivation (Shkoler & Kimura, 2020; Hamdallah et al., 2021; Evi & Tine, 2022). Intrinsic motivation arises from a person's inner drive, such as satisfaction in preserving culture, pride in being part of developing a tourist village, and inner satisfaction from the service provided (Raphani, 2022; Erma et al., 2025). Extrinsic motivation is a drive that comes from outside oneself, namely, motivation that arises from external stimuli such as rewards, praise, punishment, or social pressure (Febrilla, 2024; Harden et al., 2024).

Despite the growing body of research on these variables, findings remain inconsistent, creating a clear research gap. According to Maulana et al. (2025), transformational leadership has a significant positive influence on employee performance in higher education institutions. Similarly, Ibrahim et al. (2022) found that transformational leadership significantly increases motivation and performance in the manufacturing industry. In contrast, Insyra (2022) reported that transformational leadership has no significant effect on job performance among employees at a private company in Surabaya. Regarding motivation, Sidik et al. (2022) and Ndudi et al. (2023) confirmed that both intrinsic and extrinsic motivation positively affect performance, yet Islami and Adnyana (2024) discovered that neither intrinsic nor extrinsic motivation significantly impacted employee performance at a private clinic in Indonesia. These contradictory results suggest that the relationships may vary depending on organizational context, sector, and cultural setting.

To date, very few studies have simultaneously examined the combined influence of transformational leadership, intrinsic motivation, and extrinsic motivation on

employee performance, specifically in the context of Indonesian tourism villages, a unique community-based, culture-oriented, and volunteer-heavy environment. Therefore, this study aims to fill this gap by identifying and measuring the influence of transformational leadership, intrinsic motivation, and extrinsic motivation on the performance of employees managing Bugisan Tourism Village. In particular, this study seeks to answer the following research questions: how does transformational leadership influence employee performance, what is the effect of intrinsic motivation on employee performance, and how does extrinsic motivation impact employee performance in Bugisan Tourism Village. The results are expected to provide practical strategies for improving leadership practices and motivation systems to enhance the sustainability and competitiveness of local culture-based tourism villages in Indonesia.

2. Literature Review and Hypothesis Development

2.1. Transformational Leadership and Employee Performance

Transformational leadership is a leadership style that emphasizes vision, inspiration, empowerment, and intellectual stimulation to encourage employees to achieve peak performance. Leaders with a transformational style are able to build trust, motivate, and direct their subordinates to work beyond personal interests for the sake of organizational goals (Futri et al. 2023). These characteristics make transformational leadership crucial for increasing employee motivation, creativity, and loyalty to the organization. Qalati et al. (2022) state that leaders who demonstrate transformational behavior can strengthen workplace relationships, increase morale, and foster a sense of responsibility for employee performance. In addition, recent studies also confirm that transformational leadership is effective in improving employee performance in various sectors, including banking, education, and small and medium enterprises (Notarnicola et al. 2024). Transformational leaders also play a crucial role in creating a positive work environment through open communication, rewarding achievement, and supporting the development of individual potential. This can drive improved employee performance, both individually and as a team (Chaerudin & Okaviani, 2023). This leadership style not only motivates employees to work harder, but also fosters a sense of belonging to the organization and a commitment to achieving common goals (Hutagaluh & Indayani 2024). The results of this study confirm that the higher the implementation of transformational leadership in an organization, the higher the level of employee performance produced.

H1: Transformational leadership has a positive and significant effect on employee performance.

2.2. Intrinsic Motivation and Employee Performance

Intrinsic motivation is an internal drive that arises from satisfaction, curiosity, or a sense of meaning derived from the work itself, and this drive encourages employees to show initiative, creativity, and perseverance, thereby improving their performance (Sun et al., 2022). Recent empirical research shows that when organizations provide autonomy, meaningful work challenges, and recognition for achievement, employees' levels of intrinsic motivation increase and this is directly related to increased productivity and quality of work output (Nusraningrum et al., 2024). In addition, evidence from cross-sector studies indicates that internal strategies that foster intrinsic motivation such as strengthening intrinsic goals and capacity building have a positive impact on individual performance and the achievement of organizational goals (Manzoor et al., 2021). Employees with high intrinsic motivation tend to work with greater dedication because they find meaning and

personal satisfaction in their work. When work is seen as a means of self-actualization rather than simply an obligation, employees will demonstrate consistent effort and optimal work quality (Djunaid, 2023). Recent research shows that intrinsic motivation is a crucial factor in increasing work engagement and performance effectiveness because it fosters focus, creativity, and a sense of responsibility for work results. Furthermore, literature reviews confirm that the higher an employee's intrinsic motivation, the greater their positive contribution to achieving organizational goals (Sulistamtama et al., 2024).

H2: Intrinsic motivation has a positive and significant effect on employee performance.

2.3. Extrinsic Motivation and Employee Performance

Extrinsic motivation includes drives that come from factors outside the individual, such as financial compensation, incentives, job promotions, or formal recognition that encourage employees to increase productivity and compliance with work standards (Ndudi et al., 2023). Research by Kadek et al. (2024) shows that when organizations provide clear incentives, a conducive work environment, and a transparent reward system, employees' extrinsic motivation will increase and have a positive influence on their performance achievement. Another study by Alimawi et al. (2022) found that these extrinsic variables were significantly correlated with improvements in output quality, efficiency, and timely task completion, particularly in the service sector which relies heavily on external service standards. Thus, the stronger the extrinsic elements implemented by the organization, the greater the likelihood of increased employee performance. Employees who are motivated by extrinsic factors such as financial rewards, performance bonuses, and career development opportunities will demonstrate a higher commitment to achieving organizational goals (Levi & Jeffrey, 2024). Other research findings also show that a consistently implemented extrinsic motivation system can improve work efficiency, discipline, and reduce employee turnover, which will strengthen organizational performance in a holistic context.

H3: Extrinsic motivation has a positive and significant effect on employee performance.

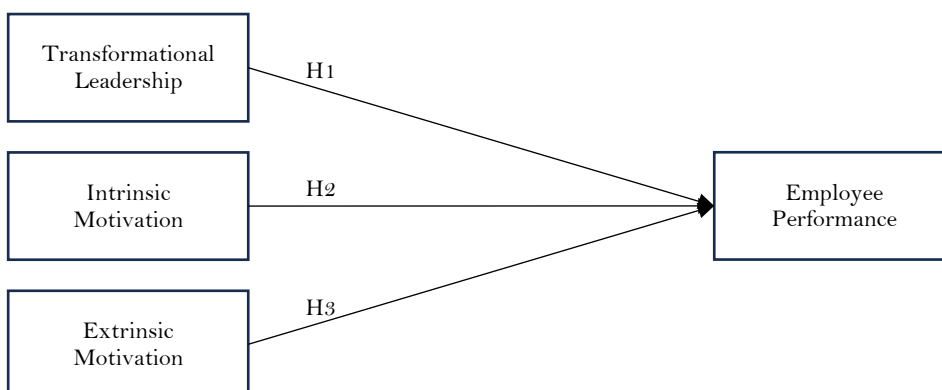


Figure 1. Research Framework

Figure 1 illustrates a conceptual framework exploring the relationship between transformational leadership, intrinsic motivation, extrinsic motivation, and employee performance. In this model, transformational leadership, intrinsic motivation, and extrinsic motivation are presented as independent variables that influence employee performance as the dependent variable. This model indicates that

leaders who are able to provide inspiration, vision, and positive role models to their subordinates can increase work motivation from both internal (intrinsic motivation) and external factors (extrinsic motivation), which ultimately contributes to improved employee performance. Transformational leadership plays a crucial role in creating a supportive work environment, motivating, and encouraging employees to achieve their full potential. Meanwhile, intrinsic motivation reflects internal employee drives, such as personal satisfaction, a sense of responsibility, and self-achievement in work, while extrinsic motivation relates to external factors such as rewards, compensation, and recognition provided by the organization. These three factors work simultaneously to influence employee performance levels, where strengthening work motivation, both internal and external to the employee, can strengthen the influence of transformational leadership on achieving optimal work results.

3. Methods

This study uses a quantitative approach with a survey method to test the hypotheses in an objective and measurable way. The research was conducted in Bugisan Tourism Village, Prambanan District, Klaten Regency, Central Java, Indonesia. The population consists of all 80 employees who are actively involved in managing the tourism village, including managers, staff, and pokdarwis members. Data were collected through a structured questionnaire that was distributed directly and online to all respondents. The questionnaire was designed using a five-point Likert scale (1 = strongly disagree to 5 = strongly agree) to make it easy for respondents to provide answers and to obtain more varied data.

The instrument measures four main variables. Transformational leadership is measured by twelve items adapted from Dubinsky et al. (1995), for example “my manager makes me proud to work with him/her”. Intrinsic motivation uses six items taken from Sujana (1986), one example is “I really care about my work”. Extrinsic motivation is measured by three items from MacCrimmon and Wehrung (1985), one of which is “if it weren’t for the money, I wouldn’t do this job”. Employee performance is measured using seven items developed by Koopmans et al. (2014), such as “I successfully planned my work to be completed on time.” To maintain research ethics, each questionnaire was equipped with an informed consent statement explaining the purpose of the research, guaranteeing anonymity and confidentiality of data, and stating that participation was voluntary. The data that had been collected were then analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) through the SmartPLS application.

4. Results

This study successfully collected complete data from all 80 employees managing Bugisan Tourism Village, achieving a 100% response rate. The analysis was performed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software to examine the measurement model, structural model, and overall model fit. The results presented below include respondent characteristics, validity and reliability tests, R-square values, model fit indicators, hypothesis testing, and the final path model to provide a clear picture of how transformational leadership, intrinsic motivation, and extrinsic motivation affect employee performance in this unique community-based tourism context.

Table 1. Respondent Characteristics

Respondent Characteristics	Amount	Percentage	
Gender	Man	35	44%
	Woman	45	56%
Age (Years)	< 21	3	4%
	21-30 Years	50	63%
	31-40 Years	21	26%
	41-50 Years	5	6%
	> 51	1	1%
	Last education	Junior High School	5
Senior High School		27	34%
Diploma		5	6%
S1		42	53%
S2		1	1%
Years of service	1-3 Years	23	29%
	4-6 Years	30	38%
	7-10 Years	27	34%
Employee Status	Still	62	78%
	Not fixed	18	23%
Marital status	Marry	42	53%
	Not married yet	38	48%
Total	80	100%	

Table 1 presents the characteristics of the 80 respondents, with the majority being female (45 participants) (56%), while 35 were male (44%). In terms of age, the largest group was in the 21-30 year range (50 people) (63%), followed by the 31-40 year age group (21 people) (26%), indicating a predominance of individuals in the productive age group. The most recent educational level was a bachelor's degree (42 people) (53%), followed by high school (27 people) (34%), diploma and junior high school (5 people each) (6%), and master's degree (1%). The largest work experience was 4-6 years (30 people) (38%), followed by 7-10 years (27 people) (34%), and 1-3 years (23 people) (29%). The majority of permanent employees were permanent employees (62 people) (78%), while 18 were non-permanent employees (23%). 42 (53%) of the respondents were married, while 38 (48%) were unmarried. In general, most of the respondents were young, highly educated, mid-career, and employed in permanent jobs.

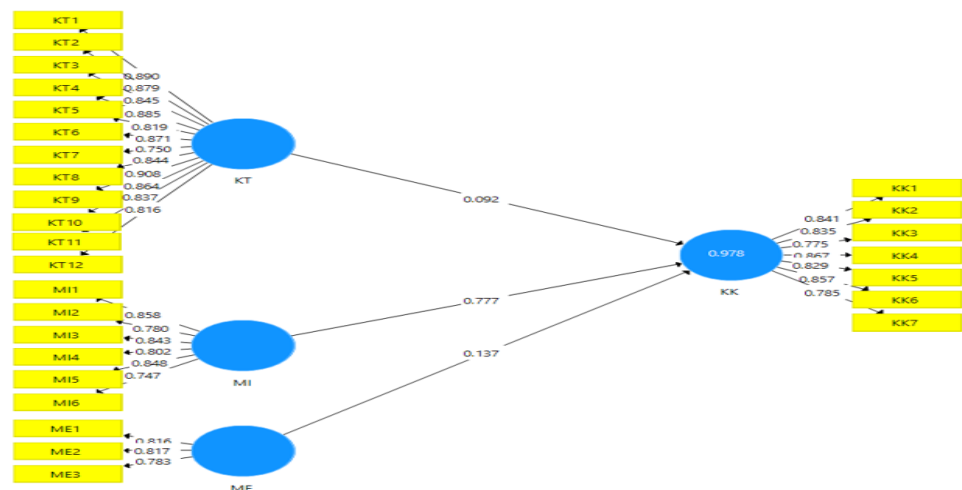
Table 2. Validity and Reliability Test

Variables	Cronbach's Alpha	Question Items	Outer Loading
Leadership Transformational (KT)	0.965	KT1	0.890
		KT2	0.879
		KT3	0.845
		KT4	0.885
		KT5	0.819
		KT6	0.871
		KT7	0.750
		KT8	0.844
		KT9	0.908
		KT10	0.879
		KT11	0.837
		KT12	0.816
Motivation Intrinsic (MI)	0.897	MI1	0.858
		MI2	0.780
		MI3	0.843
		MI4	0.802
		MI5	0.848

Variables	Cronbach's Alpha	Question Items	Outer Loading
Motivation Extrinsic (ME)	0.732	MI6	0.747
		ME1	0.816
		ME2	0.817
Performance Employee (KK)	0.923	ME3	0.783
		KK1	0.841
		KK2	0.835
		KK3	0.775
		KK4	0.867
		KK5	0.829
		KK6	0.857
		KK7	0.785

Table 2 presents the results of validity and reliability tests. Validity tests, measured through outer loading values, indicate that all indicators have values > 0.70 (ranging from 0.747 to 0.908). This indicates that each item makes a strong contribution to its respective construct and is able to accurately represent the variables (Edeh et al., 2023). The item with the lowest factor loading, MI6 (0.747), is highly worthy of retention because its value exceeds the minimum limit and does not reduce overall reliability. Thus, all indicators can be declared valid, so no items need to be eliminated from the measurement model.

Furthermore, the reliability test results indicate that all constructs in the study have excellent internal consistency. The Cronbach's Alpha value for transformational leadership was 0.965, intrinsic motivation was 0.897, extrinsic motivation was 0.732, and employee performance was 0.923, all of which are above the threshold of 0.7. This means that each question item in the construct consistently measures the same aspect. A very high value for transformational leadership indicates very strong reliability, but could also indicate excessive similarity between items (item redundancy). Meanwhile, extrinsic motivation with a value of 0.732 is still acceptable considering the small number of questions.



Description: KT = Transformational Leadership; MI = Intrinsic Motivation; ME = Extrinsic Motivation; KK = Employee Performance

Figure 2. PLS Analysis Results Research Model

Figure 2 shows the results of the Partial Least Squares (PLS) analysis of the research model, which illustrates the relationships between latent variables, along with their path coefficients and significance levels. This model directly demonstrates the strength of the influence between the variables tested in the study, consistent

with the formulated hypotheses. Based on the data analysis, it appears that each variable in the model has a mutually supportive relationship and aligns with the direction of influence established in the research framework. Therefore, these results indicate that the empirical data support the relationships between the variables established in this study.

Table 3. R Square Test

Statistics	Value
Variable	Employee Performance
R Square	0.978
R Square Adjusted	0.977

Table 3 presents the results of the R Square of 0.978, indicating that the variables of transformational leadership, intrinsic motivation, and extrinsic motivation in a simultaneous context are able to explain 97.8% of the variation that occurs in employee performance. This means that almost all changes in employee performance are explained by these three independent variables. Meanwhile, the Adjusted R Square value of 0.977 indicates a slightly lower result than R Square, but remains consistent. This value measures the number of dependent variables and sample size in the model, thus providing a more accurate estimate. The small difference between R Square and Adjusted R Square indicates that the addition of independent variables in the model does not cause overfitting, but actually contributes to the explanation of the dependent variable.

Table 4. Model Fit Test Results

Statistics	Saturated Model	Estimated Model
SRMR	0.091	0.091
d_ULS	3.341	3.341
d_G	7.354	7.354
Chi-Square	1840.483	840.483
NFI	0.520	0.520

Table 4 presents the results of the model fit test, indicating that the SRMR value for the saturated model and the estimated model is the same, namely 0.091, which means the model fit level is slightly above the ideal limit of 0.08, but is still acceptable for this study. The dULS (3.341) and dG (7.354) values show the difference in the model covariance matrix and the actual data, where the smaller the value is better, and this result is considered reasonable because it does not show extreme deviations. The Chi-Square value of 1840.483 indicates that there is a difference between the empirical covariance matrix and the theoretical model, but in the context of PLS-SEM, the value is not the main focus because this method does not rely on the assumption of normal distribution like covariance-based SEM. Meanwhile, the Normed Fit Index (NFI) value of 0.520 indicates a moderate level of model fit, where a value closer to 1 indicates a better fit. Overall, these results indicate that this research model has a fairly good level of fit and is still suitable for testing the relationship between variables, although there is room for model improvement to achieve a more optimal level of fit.

Table 5. Hypothesis Test Results

Hypothesis	Original Sample	T-Statistic	P-Value	Information
H1 Transformational Leadership → Employee Performance	0.092	2.623	0.009	Supported
H2 Intrinsic Motivation → Employee Performance	0.777	1.613	0.045	Supported
H3 Extrinsic Motivation → Employee Performance	0.137	2.013	0.000	Supported

Table 5 shows that all hypotheses have a positive and significant effect on employee performance. The results of this study indicate that the transformational leadership variable has a positive and significant effect on employee performance, with an original sample value of 0.092, a T-statistic value of 2.623, and a P-value of 0.009 (<0.05). Meanwhile, the intrinsic motivation variable indicates that intrinsic motivation has a positive and significant effect on employee performance, with an original sample value of 0.777, a T-statistic of 1.613, and a P-value of 0.045 (<0.05). Meanwhile, extrinsic motivation also has a positive and significant effect on employee performance with an original sample value of 0.137, a T-statistic of 2.013, and a P-value of 0.000 (<0.05). Based on the results in Table 5, it can be concluded that overall, the variables in this study, namely transformational leadership, intrinsic motivation, and extrinsic motivation, have a positive and significant effect on employee performance. This indicates that improving these three factors can directly improve employee performance. Therefore, an inspiring leadership style, internal motivation, and external incentives play a crucial role in driving optimal performance.

5. Discussion

The findings of this study confirm that transformational leadership has a positive and significant influence on employee performance in Bugisan Tourism Village. This result shows that when leaders give inspiration, clear vision, and act as good role models, employees will work better and achieve more. According to Puyri and Pasaribu (2020), transformational leadership also increases work motivation in a positive way, while Putri et al. (2023) found the same positive effect through innovative behavior among employees. Theoretically, this finding supports the idea from Dubinsky et al. (1995) that transformational leaders motivate followers through charisma, inspirational motivation, intellectual stimulation, and individualized consideration. In the context of Bugisan, most respondents are young (63% aged 21-30 years), female, and hold bachelor's degrees, so they respond well to leaders who encourage self-development and new ideas. The highest mean score for transformational leadership is 3.888 for the statement "I have full trust in my manager," but the lowest is 3.587 for "my manager allows me to think about old problems in new ways." Managers in tourism villages should focus more on intellectual stimulation so employees feel free to innovate in cultural programs and tourist attractions.

Intrinsic motivation also shows a positive and significant effect on employee performance, and it has the strongest path coefficient (0.777). This means employees perform better when they feel the work itself is meaningful and enjoyable. Berwinto et al. (2025) reported that intrinsic motivation significantly improves performance while extrinsic motivation sometimes does not, and Manzoor et al. (2021) added that internal rewards reduce turnover intention and increase effort. The result matches the theory of Sujana (1986) which explains that people work harder when they care about the job, face interesting challenges, and see opportunities to learn. In Bugisan

Tourism Village, employees are proud to preserve local culture and serve tourists near Plaosan Temple, so they do not need too much external push. The highest mean (3.825) is for “my work really interests me,” but the lowest (3.638) is for “my work is fun and challenging.” Village management can increase intrinsic motivation by giving more autonomy in designing cultural events and providing training that matches personal interests.

Extrinsic motivation similarly has a positive and significant influence on performance, although the effect is smaller (path coefficient 0.137). External rewards such as money, praise, and recognition still play an important role, especially for employees with longer tenure. Aljumah (2023) concluded that incentives and compensation directly improve performance, and Kadek et al. (2024) found the same result in service organizations. This finding follows the concept of Macrimmon and Wehrung (1985) that people sometimes need tangible rewards to put in extra effort. Respondents with 7-10 years of experience (34%) show a stronger need for financial recognition as appreciation for their loyalty. The highest mean (3.737) is for “I do this job because I am paid,” while the lowest (3.650) shows that money alone is not enough. A balanced reward system that combines fair salary, bonuses for good events, and public recognition during village meetings will keep both young and senior employees motivated.

The three variables explain 97.8% of the variation in employee performance, which is very high but reasonable in this small and homogeneous community where everyone shares the same cultural goals and works closely together. The strong explanatory power also reflects low common method bias because the variables measure different aspects of daily work in the village (Qalati et al., 2022).

The practical implications of this study are clear for tourism village management across Indonesia. First, village leaders should be trained in transformational leadership to build trust and encourage innovation in cultural tourism products. Second, intrinsic motivation can be strengthened by linking daily tasks to the pride of preserving Javanese heritage and giving employees freedom to create new attractions. Third, extrinsic rewards must be fair and transparent, especially for long-serving members, so they feel valued. When these three factors work together, employee performance will stay high, tourist satisfaction will increase, and Bugisan Tourism Village, along with hundreds of similar villages, can achieve sustainable growth while keeping local culture alive. Combining inspirational leadership with balanced intrinsic and extrinsic motivation offers a strong and practical strategy for community-based tourism organizations in Indonesia.

6. Conclusion

This study concludes that transformational leadership, intrinsic motivation, and extrinsic motivation all have a positive and significant effect on the performance of employees who manage Bugisan Tourism Village. Together, these three variables are able to explain 97.8% of the changes in employee performance, which is a very strong result. The strongest influence comes from intrinsic motivation, followed by extrinsic motivation and transformational leadership. These findings show that a combination of inspiring leadership and a balanced motivation system, both from within the individual and from outside rewards, is an effective way to improve performance in community-based tourism organizations.

The results have clear practical implications, village leaders need to apply transformational leadership more strongly, give employees meaningful tasks that connect to cultural pride, and provide fair external rewards, especially for long-serving members. However, this study still has several limitations, including the use of a cross-sectional design, data collected only from one tourism village, and reliance on self-reported answers, which may cause common method bias. The very high R-square value also suggests the model fits extremely well in this specific setting, but

may not be the same in larger or more diverse organizations. Future research should involve more tourism villages in different regions, add other variables such as organizational culture or job satisfaction, and use longitudinal data to see how these relationships change over time. By doing so, the understanding of what drives performance in Indonesian tourism villages can become more complete and useful for policymakers and village managers.

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Data Disclosure Statement

The data that support the findings of this study are available from the corresponding author upon reasonable request.



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