

The Role of Work Motivation as a Mediator in Enhancing Employee Performance in Village Financial Institutions, Badung, Bali

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Abstract

Employee performance is one of the key factors that determines the success and sustainability of an organization. The research aims to find the influence of the physical work environment and situational leadership on employee performance with work motivation as a mediating variable in the LPD of Kerobokan Traditional Village, Badung Regency. The population and sample in this research were all LPD employees of Kerobokan Traditional Village, Badung Regency, totaling 42 people. Data collection was carried out using questionnaires, interviews, and documentation. Data analysis was carried out using path analysis. The results of the analysis show that the physical work environment has a positive effect on the work motivation of the LPD of the Kerobokan Traditional Village, Badung Regency, situational leadership on the work motivation of the LPD of the Kerobokan Traditional Village, Badung Regency, the physical work environment has a positive effect on the performance of the LPD employees of the Kerobokan Traditional Village, Badung Regency, leadership situational has a positive effect on the performance of LPD employees of Kerobokan Traditional Village, Badung Regency, work motivation has a positive effect on the performance of LPD employees of Kerobokan Traditional Village, Badung Regency. Work motivation can mediate the influence of the physical work environment and situational leadership on the performance of LPD employees in Kerobokan Traditional Village, Badung Regency.

Keywords: Physical Work Environment, Situational Leadership, Work Motivation and Employee Performance

I. Introduction

As business development continues to increase, competition is very tight. This also happens in the financial industry. One of the business actors in the financial industry is the Village Credit Institution (LPD). Village Credit Institutions can play a big role in the progress of the village economy, this can be seen from how big the market opportunity is for LPDs to improve the community's economy. For this reason, at least every village must have its financial institution, one of which is the LPD to collect funds. A financial institution is an entity that operates in the financial sector to provide services to customers or the public. One aspect and supporting factor that must be considered so that company goals are achieved is human resources.

One of the factors that influences employee performance is the physical work environment (Virgiyanti and Suharyono, 2020). The physical work environment is a place where employees carry out activities or do things such as office space, classrooms, and company conditions related to their work. According to Sedarmayanti (2020), the physical work environment is all the conditions around the workplace that are physical and affect employees either directly or indirectly. Simamora (2020) states that paying attention to the physical work environment or creating working conditions that can motivate to work, will influence employees' enthusiasm and enthusiasm for working.

Research conducted by Virgiyanti and Suharyono (2020), Halik., et al (2020), Wangi et al (2019), and Indah and Riana (2019) found that the physical work environment has a positive and significant effect on performance. Research by Fitriani et al (2020) found that the physical work environment does not affect employee performance, meaning that changes in the physical work environment will not cause an increase or decrease in employee performance. Apart from the physical work environment influencing performance,

situational leadership also influences performance (Wijaya et al, 2020). Situational leadership indicates that leaders will make the best contribution to achieving organizational goals that have different or varied situations and environments. According to Daft (2020), situational leadership is an approach that focuses on paying great attention to employee characteristics in determining appropriate leadership behavior. Situational leadership is a development of the three-dimensional leadership model, which is based on the relationship between three factors, namely task behavior (*task behavior*), relationship behavior (*relationship behavior*), and maturity (*maturity*).

Research conducted by Husaini (2019), Noviyani and Widayani (2020), Wijaya et al (2020), and Ruslan, et al., (2020) found that situational leadership has a positive and significant effect on performance. Research by Wardani., et al. (2021) found that situational leadership did not have a significant effect on performance. Due to inconsistent research results, there are indications that the influence of the physical work environment and situational leadership on employee performance is mediated by work motivation. According to Mangkunegara (2019), motivation is formed from the attitude of employees in facing work situations in the company (*situation*). Motivation is a condition or energy that moves employees who are directed or directed toward achieving company goals. According to Afandi (2020), motivation is a desire that arises from within a person or individual because he is inspired, encouraged, and encouraged to carry out activities with sincerity, joy, and sincerity so that the results of the activities he carries out are good and of good quality. Motivation is a force within a person that influences the direction, intensity, and persistence of voluntary behavior. Motivated workers are willing to exert a certain level of effort, for a certain amount of time towards a certain goal.

Research conducted by Riyanto., et al. (2020), Astuti and Lesmana (2020), Tasya and Gilang (2020), and Ismawati et al (2021) found that motivation has no significant effect on employee performance. This is contrary to the research of Simbolon (2020) which found that work motivation does not have a significant effect on performance.

Several factors influence motivation, namely the physical work environment. The physical work environment makes employees feel comfortable at work so that employees will be encouraged to work better. Research by Caksana (2019), Suyatno (2019), and Fudzah (2020) states that the physical work environment has a positive effect on work motivation. Meanwhile, research by Harisman et al (2021) states that the physical work environment has a positive effect on work motivation. Another factor that influences work motivation is situational leadership. Good situational leadership can embrace and direct employees at work so that employees have the motivation to work. Research by Caksana (2019), Suyatno (2019), and Fudzah (2020) states that leadership has a positive effect on work motivation. Meanwhile, Rahman (2022) stated that leadership does not affect work motivation. The research was conducted at the LPD of Kerobokan Badung Traditional Village which is located at Jln. Raya Semer Link Peliatan Kerobokan. The LPD of Kerobokan Badung Village cannot be separated from the support of the people of Kerobokan Badung Village which continues to increase every year. Community funds collected through LPD Kerobokan Badung are again channeled in the form of credit to serve members of the Kerobokan community, both those engaged in the micro and small enterprise (UKM) sector and other business sectors. All these credits are used by all Kerobokan residents who need additional working capital or business capital. In its operations, there are still problems with employee performance which can be seen from the distribution of credit carried out by the LPD of the Kerobokan Badung Traditional Village. There have been fluctuations in credit distribution which shows that employee performance has not been consistent

Based on the results of interviews with LPD employees of the Kerobokan Badung Traditional Village, employee performance was less than optimal due to physical work environment problems, namely, employees stated that the lighting in the workspace was less than optimal because several light bulbs were dead and had not been replaced. Apart from that, employee company facilities are less supportive, such as the unavailability of photocopy machines and toilets which are often not clean. Regarding situational leadership, employees said that instructions from leaders were not clear. Leaders are unable to provide instructions properly so problems often occur in company operations. Apart from that, leaders also do not participate enough in various activities held by the company, which causes a lack of closeness between leaders and employees in the company. Regarding work motivation, the lack of opportunities for promotion makes LPD employees of the Kerobokan Badung Traditional Village less enthusiastic about working. Employees work just as much as possible without caring about the impact. Employees also stated that they received little recognition for their performance from their superiors. Based on previous research and the

phenomena that occur, researchers are interested in researching "The Influence of the Physical Work Environment and Situational Leadership on Employee Performance with Work Motivation as a Mediating Variable in the LPD of Kerobokan Traditional Village, Badung Regency".

II. Library Review

Goal Setting Theory

Goal Setting Theory developed by Locke in 1968 has begun to attract interest in various organizational problems and issues (Ridho, 2021). According to *goal-setting theory*, individuals have several goals, choose goals, and are motivated to achieve those goals. This theory assumes that the main factor that influences the choices individuals make is the goals they have (Ridho, 2021). Different levels of goal difficulty will provide different motivations for individuals to achieve a certain performance. Goal setting theory or goal setting theory is a cognitive process of building goals and is a determinant of behavior. The basic principles of *goal-setting theory* are goals and intentions, both of which are responsible for human behavior (Ridho, 2021).

This research uses *goal setting theory* because this theory explains how employees strive to achieve company goals, namely with maximum performance, where performance in this study is the dependent variable, while the independent and mediating variables in this study, namely the physical work environment, leadership and work motivation are indicated as influencing factors.

Performance

According to Widyana (2019), performance is an achievement/work result produced by attitudes/behavior based on the ability to carry out their duties. Performance will be an achievement if it shows an activity in carrying out the tasks that have been assigned. Rachmawati (2019) explains that "performance is the level of success of an individual or group in carrying out their duties and responsibilities as well as the ability to achieve the goals and standards that have been set. According to Prawirosentono (2019), performance is what is achieved by a person or group of people in an organization by their respective responsibilities and to achieve the goals of the organization concerned in a manner that does not violate the law and is by morals and ethics. Based on previous research, it can be concluded that performance is the result of work that can be achieved by a person or group of people in an organization by their respective authority and responsibilities to achieve organizational goals illegally, does not violate the law, and does not conflict with existing morals and ethics. based on skill, experience, seriousness, and time

Physical Work Environment

According to Nitisemito (2020), the work environment is everything around workers that can influence them in carrying out assigned tasks, for example, cleanliness, music, and so on. According to Sedarmayanti (2020), the work environment is divided into two, namely the physical work environment in the form of physical assets owned by the company and the non-physical work environment which is part of the overall work environment which includes things such as the behavior of people in the organization. Simamora (2019) states that paying attention to the physical work environment or creating working conditions that can motivate to work, will influence employee enthusiasm and enthusiasm for working. The physical work environment is a place where workers carry out an activity or do anything related to their work (Virgiyanti and Suharyono, 2018). Based on previous research, it can be concluded that the physical work environment is all physical conditions found around the workplace that can affect employees either directly or indirectly.

Situational Leadership

According to Robbin (2018), situational leadership is a theory that focuses on followers. This approach focuses a lot of attention on employee characteristics, meaning that employees have different levels of readiness. According to Thoha (2019), maturity in the situational leadership style is the ability and willingness of employees to carry out their duties and responsibilities. According to Husaini (2019), situational leadership is the development of a three-dimensional leadership model, which is based on the relationship between three factors, namely task behavior (*task behavior*), relationship behavior (relationship behavior), and maturity (*maturity*). According to Daft (2018), situational leadership is an approach that focuses on paying great attention to employee characteristics in determining appropriate leadership behavior.

Work motivation

According to Afandi (2020), motivation is a desire that arises from within a person or individual because he is inspired, encouraged, and encouraged to carry out activities with sincerity, joy, and sincerity so that the results of the activities he carries out are good and of good quality. According to Sutrisno (2020), motivation is a factor that encourages a person to carry out a certain activity, therefore motivation is often interpreted as a factor that drives a person's behavior. Mangkunegara (2018) explains that psychologically, a very important aspect of work leadership is the extent to which leaders can influence the work motivation of their human resources so that they can work productively with full responsibility. Robbins and Judge (2020) define work motivation as a force within people that influences the direction, intensity, and persistence of voluntary behavior. Motivated workers are willing to exert a certain level of effort, for a certain amount of time towards a certain goal. Siagian (2018) states that work motivation means the entire process of providing work motivation to subordinates in such a way that they are willing to work sincerely to achieve organizational goals efficiently and economically.

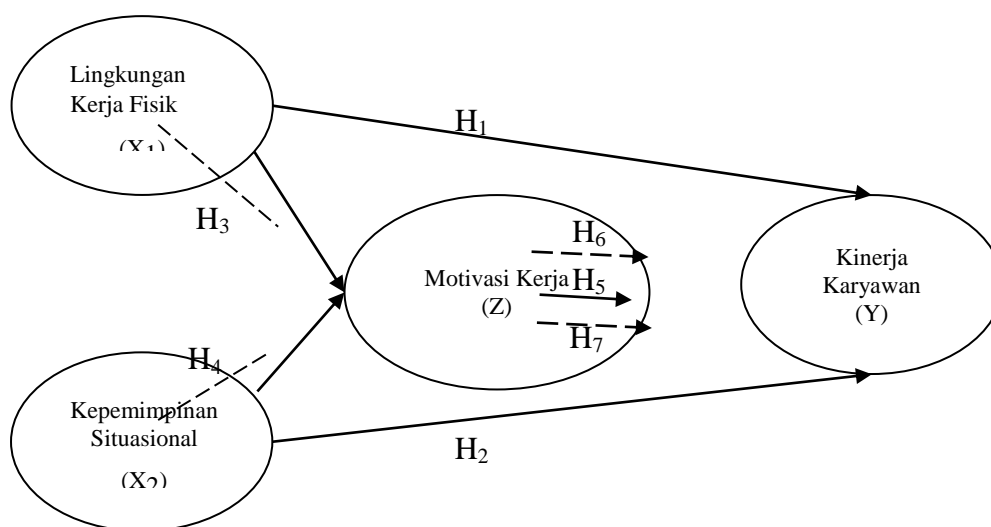


Figure 1 : Research Conceptual Framework

Hypothesis

The Influence of the Physical Work Environment on Employee Performance

The physical work environment is a place where employees carry out activities or do things such as office space, classrooms, and company conditions related to their work. According to Sedarmayanti (2018), the physical work environment is all the conditions around the workplace that are physical and affect employees either directly or indirectly. Simamora (2018) states that paying attention to the physical work environment or creating working conditions that can motivate to work, will influence employee enthusiasm and enthusiasm for work. Research conducted by Virgiyanti and Suharyono (2018), Halik., et al (2018), Wangi et al (2019), and Indah and Riana (2019) found that the physical work environment has a positive and significant effect on performance. This means that improving the physical work environment will lead to increased employee performance. Based on theoretical studies and previous research results, the following hypothesis can be formulated:

H1: The physical work environment has a positive effect on employee performance

The Effect of Situational Leadership on Employee Performance

Situational leadership indicates that leaders will make the best contribution to achieving organizational goals that have different or varied situations and environments. According to Daft (2018), situational leadership is an approach that focuses on paying great attention to employee characteristics in determining appropriate leadership behavior. Situational leadership is a development of the three-dimensional leadership model, which is based on the relationship between three factors, namely task behavior (*task behavior*), relationship behavior (*relationship behavior*), and maturity (*maturity*). From the definition above, it can be explained that situational leadership is a leadership style that views maturity as the ability and willingness of people or groups to assume responsibility and direct their behavior in certain situations.

Research conducted by Husaini (2019), Noviyani and Widayani (2018), Wijaya et al (2018), and Ruslan, et al., (2020) found that situational leadership has a positive and significant effect on performance, meaning that increasing situational leadership will lead to increased employee performance. Based on theoretical studies and previous research results, the following hypothesis can be formulated.

H2: Situational leadership has a positive effect on employee performance

The Influence of the Physical Work Environment on Work Motivation

According to Nitisemito (2018), the work environment is everything around workers that can influence them in carrying out assigned tasks, for example, cleanliness, music, and so on. According to Sedarmayanti (2020), the work environment is divided into two, namely the physical work environment in the form of physical assets owned by the company and the non-physical work environment which is part of the overall work environment which includes things such as the behavior of people in the organization. Research by Caksana (2019), Suyatno (2019), and Fudzah (2020) states that the physical work environment has a positive effect on work motivation. Meanwhile, research by Harisman et al (2021) states that the physical work environment does not affect work motivation. Based on theoretical studies and previous research results, the following hypothesis can be formulated.

H3: The physical work environment has a positive effect on work motivation

The Influence of Situational Leadership on Work Motivation

According to Daft (2018), situational leadership is an approach that focuses on paying great attention to employee characteristics in determining appropriate leadership behavior. According to Husaini (2019), situational leadership is the development of a three-dimensional leadership model, which is based on the relationship between three factors, namely task behavior (*task behavior*), relationship behavior (*relationship behavior*), and maturity (*maturity*). Research by Caksana (2019), Suyatno (2019), and Fudzah (2020) states that leadership has a positive effect on work motivation. Meanwhile, Rahman (2022) stated that leadership does not affect work motivation. Based on theoretical studies and previous research results, the following hypothesis can be formulated.

H4: Situational leadership has a positive effect on work motivation

The Influence of Work Motivation on Employee Performance

According to Pratiwi (2019), work motivation is a set of energetic forces that originate from within and outside the individual, to initiate work-related behavior in form, direction, intensity, and duration. Supported by income, Uno (2018) said that teacher work motivation is a process that is carried out to move employees to carry out activities or activities that can be directed at real efforts in achieving a predetermined goal. Research conducted by Riyanto., et al. (2018), Astuti and Lesmana (2018), Tasya and Gilang (2020), and Ismawati et al (2021) found that motivation has a significant effect on employee performance. Based on theoretical studies and previous research results, the following hypothesis can be formulated.

H5: Work motivation has a positive effect on employee performance

The Influence of the Physical Work Environment on Employee Performance Through Work Motivation

Simamora (2019) states that paying attention to the physical work environment or creating working conditions that can motivate to work, will influence employee enthusiasm and enthusiasm for working. The physical work environment is a place where workers carry out an activity or do anything related to their work (Virgiyanti and Suharyono, 2018). Research by Fitri and Endratno (2020), Sa'adah and Rijanti (2023) and Subu and Rokhman (2023) states that work motivation can mediate the influence of the physical work environment on employee performance. Based on theoretical studies and previous research results, the following hypothesis can be formulated.

H6: The physical work environment has a positive effect on employee performance through work motivation

The Influence of Situational Leadership on Employee Performance Through Work Motivation

According to Daft (2018), situational leadership is an approach that focuses on paying great attention to employee characteristics in determining appropriate leadership behavior. According to Husaini (2019),

situational leadership is the development of a three-dimensional leadership model, which is based on the relationship between three factors, namely task behavior, relationship behavior, and maturity. Research by Widisatria and Nawangsari (2021), Widarko and Brotosuharto (2022), Sari and Andreani (2023) Rahayu and Nasution (2023) states that work motivation can mediate the influence of situational leadership on employee performance. Based on theoretical studies and previous research results, the following hypothesis can be formulated.

H7: Situational leadership has a positive effect on employee performance through work motivation

III. Research Methods

Research design

This research approach is a quantitative approach combined to determine the influence of the physical work environment and situational leadership on employee performance through work motivation as an intervening variable in the Kerobokan Traditional Village LPD

Research sites

The location used as the object of this research is the LPD employee of the Kerobokan Traditional Village whose address is Jln Seminar, Environmental Peliatan, Kerobokan Village. This research was conducted at the Kerobokan Traditional Village LPD with consideration of the existence of phenomena related to the research variables.

Population and Sample

The population in this research is all employees of Kerobokan Traditional Village LPD which totaled 42 people. The sampling technique in this research is a census technique where all members of the population are sampled so that a sample of 42 employees is obtained from Kerobokan Traditional Village LPD.

Variable Identification

The variables used consist of Variables *exogenous* (*exogenous variable*) namely Physical Work Environment (X1) and Situational Leadership (X2). Variable *Endogenous* (*Endogenous Variable*) namely Work Motivation (Y1) and Employee Performance (Y2)

Operational Definition of Variables

Physical Work Environment (X₁)

It is a physical condition in the workplace that can affect LPD employees of Kerobokan Traditional Village either directly or indirectly. Indicators of the physical work environment are:

1. Air temperature
2. Noise
3. Description
4. Air quality
5. Workplace security

Situational Leadership (X₂)

It is the leadership of the Kerobokan Traditional Village LPD that directs and assesses the abilities and desires of employees in all situations. Situational leadership indicators are:

1. *Telling*
2. *Selling*
3. *Participating*
4. *Delegating*

Work Motivation (Y1)

Represents encouragement that makes Kerobokan Traditional Village LPD employees able to achieve the goals they have set. Indicators of work motivation are:

1. Responsibility
2. Work performance
3. Opportunity To Advance

4. Recognition of Performance
5. Challenging work

Employee Performance (Y2)

The work results achieved by an LPD employee of the Kerobokan Traditional Village in carrying out their duties. Employee performance indicators are:

1. Work Quality
2. Working quantity
3. Punctuality
4. Effectiveness
5. Independence

Data Types and Sources

The type of data used in this research is quantitative and qualitative. The data sources used in this research are primary data and secondary data

Method of collecting data

The data collection stage carried out by researchers in this research was by distributing questionnaires to research respondents, interviews, and documentation studies.

Test Research Instruments

A validity test means that the instrument can be used to measure what it should measure. To measure the validity of this research, factor analysis was carried out (Sugiyono, 2020: 175). Reliability Test, a reliable instrument is an instrument that, when used several times to measure the same object, will produce the same data (Sugiyono, 2020: 176)

Data analysis technique

Descriptive statistics

The purpose of using this descriptive analysis method is to provide an overview of the demographics of research respondents (age, gender, final education), as well as descriptive research variables. Descriptive analysis of the demographics of research respondents was carried out by providing numbers both in number (frequency) and percentage.

Inferential Analysis

Inferential analysis techniques are used to test the empirical model and hypotheses proposed in this research. The analysis technique used is structural equation modeling (*Structural Equation Modeling – SEM*) based *variance* or *component-based* SEM, known as *Partial Least Square (PLS)*.

V. Results and Discussion

Measurement Model Evaluation (*Measurement Mode/Outer Model*)

The outer loading calculation shows that each of the construct indicators of the physical work environment, situational leadership, work motivation, and employee performance has an outer loading coefficient greater than 0.50 and a p-value of 0.000 which is significant at the alpha level of 0.05. This proves that the indicators that form the latent variable are valid.

The value of all constructs of physical work environment variables, situational leadership, work motivation, and employee performance has shown a value greater than 0.70 so that it meets the requirements for reliability based on the criteria *composite reliability* and *Cronbach alpha*.

Structural Model Evaluation (*Structural Model/Inner Model*)

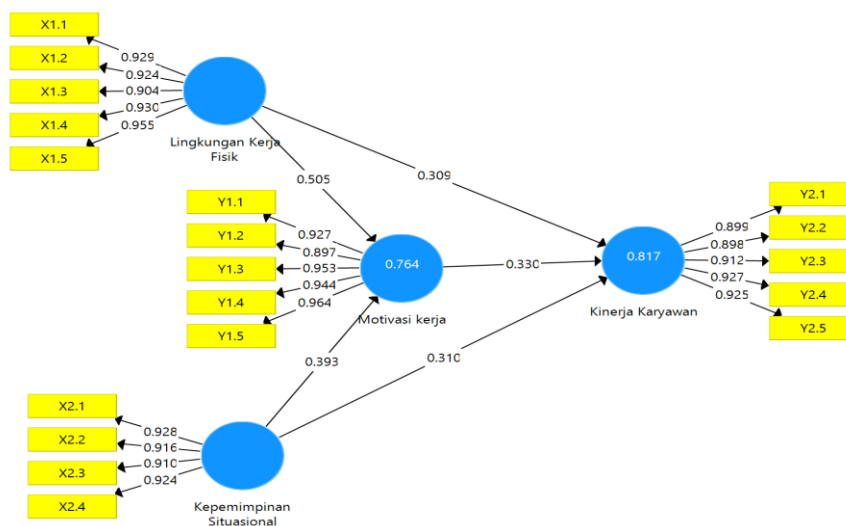
Nilai R^2 for the physical work environment, situational leadership, and work motivation on employee performance (Y) is 0.817, which means that 81.7% of employee performance is influenced by the physical work environment, situational leadership, and work motivation, while the remaining 18.3% is other factors outside Research Model. An R-value of 0.817 is classified as a very strong model according to Chin (Lathan and Ghozali, 2019:80).

Q calculation results² amounting to 0.956812 (95.68%) can be explained by the relationship between physical work environment variables, situational leadership, and work motivation with employee performance, while the remaining 4.32% is other factors outside the research model.

The results of the GoF calculation above show a value of 0.825, so it refers to the criteria for the strength and weakness of the measurement model through *Goodness of Fit* (GoF) according to Lathan and Ghozali (2015:88), this model is classified as a very strong model

Hypothesis Test Results

Figure 5.1 Path Diagram of the Relationship Between Physical Work Environment, Situational Leadership, Work Motivation, and Employee Performance



Direct Influence

Table 1 : Direct Relationship Between Physical Work Environment Variables, Situational Leadership, Work Motivation, and Employee Performance

| | Original Sample (O) | T Statistics | P Values |
|--|---------------------|--------------|----------|
| Physical Work Environment > Employee Performance | 0.309 | 2.563 | 0.014 |
| Situational Leadership > Employee Performance | 0.310 | 2.630 | 0.012 |
| Physical Work Environment > Work Motivation | 0.505 | 3.417 | 0.001 |
| Situational Leadership > Work Motivation | 0.393 | 2.765 | 0.008 |
| Work Motivation > Employee Performance | 0.330 | 3.519 | 0.001 |

Source: Appendix 6

The table above can be explained as follows:

1. The path coefficient is 0.309 with a t-statistic of 2.563 < t-table 1.96 and a significance value of 0.014 < 0.05 indicating that the physical work environment has a positive and significant effect on employee performance
2. The path coefficient is 0.310 with a t-statistic of 2.630 < t-table 1.96 and a significance value of 0.012 < 0.05, indicating that situational leadership has a positive and significant effect on employee performance
3. The path coefficient is 0.505 with a t-statistic of 3.417 < t-table 1.96 and a significance value of 0.001 < 0.05, indicating that physical work environment has a positive and significant effect on work motivation

- 0.05 indicating that the physical work environment has a positive and significant effect on work motivation
- The path coefficient is 0.393 with a t-statistic of $2.765 < t\text{-table } 1.96$ and a significance value of $0.008 < 0.05$ indicating that situational leadership has a positive and significant effect on work motivation
 - The path coefficient between is 0.330 with a t-statistic of $2.519 < t\text{-table } 1.96$ and a significance value of $0.001 < 0.05$ indicating that work motivation has a positive and significant effect on employee performance

Indirect Influence

Table 2: Total Calculation Results *Indirect Effect*

| | Original Sample (O) | T Statistics (O/STDEV) | P Values |
|--|---------------------|--------------------------|----------|
| Physical Work Environment > Work Motivation > Employee Performance | 0.166 | 2.528 | 0.015 |
| Situational Leadership > Work Motivation > Employee Performance | 0.130 | 2.495 | 0.017 |

Source: Appendix 6

The results of the indirect influence test can be explained as follows:

- The path coefficient is 0.166 with a t-statistic of $2.528 > t\text{-table } 1.96$ and a significance value of $0.015 < 0.05$. The results of this test prove hypothesis 6 (H6), which states that work motivation as an intervening variable on the influence of the physical work environment on employee performance is acceptable.
- The path coefficient is 0.130 with a t-statistic of $2.495 > t\text{-table } 1.96$ and a significance value of $0.017 < 0.05$. The results of this test prove hypothesis 7 (H7), which states that work motivation as an intervening variable on the influence of situational leadership on employee performance is acceptable.

VI. Conclusion and Sara

Conclusion

Based on the research results from the previous chapter, it can be concluded that:

- The physical work environment has a positive and significant effect on the performance of Kerobokan Traditional Village LPD employees. This means that the better the physical work environment, the better the performance of the Kerobokan Traditional Village LPD employees will be.
- Situational leadership has a positive and significant effect on the performance of Kerobokan Traditional Village LPD employees. This means that the better the situational leadership, the better the performance of the Kerobokan Traditional Village LPD employees will be.
- The physical work environment has a positive and significant effect on the work motivation of the Kerobokan Traditional Village LPD. This means that the better the physical work environment, the better the work motivation of the Kerobokan Traditional Village LPD will be.
- Situational leadership has a positive and significant effect on the work motivation of the Kerobokan Traditional Village LPD. This means that the better the situational leadership, the better the work motivation of the Kerobokan Traditional Village LPD will be.
- Work motivation has a positive and significant effect on the work motivation of the Kerobokan Traditional Village LPD. This means that the better the work motivation, the better the work motivation of the Kerobokan Traditional Village LPD will be.
- Work motivation can mediate the influence of the physical work environment on the performance of Kerobokan Traditional Village LPD employees. This means that with work motivation, the influence of the physical work environment on employee performance will be better.

7. Work motivation can mediate the influence of situational leadership on the performance of Kerobokan Traditional Village LPD employees. This means that with work motivation, the influence of situational leadership on employee performance will be better.

Suggestion

Based on the results of the discussion and conclusions that have been described, the suggestions from this research are as follows:

1. To improve the physical work environment, the Kerobokan Traditional Village LPD is expected to maintain the air temperature in the office space so that it can make employees feel comfortable at work by paying attention to air circulation and carrying out maintenance on the air conditioner so that it can function properly.
2. To improve situational leadership, the LPD leadership of Kerobokan Traditional Village is expected to be willing to consult with employees so that employees can improve work results by frequently conducting two-way communication with employees so that if employees have problems in completing work, the leadership can provide appropriate solutions.
3. To increase work motivation, Kerobokan Traditional Village LPD employees are expected to be serious about their work so that the work can be completed well, which can be done by increasing concentration at work putting aside personal interests at work, and using work time effectively.

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