

## The influence of transformational leadership style, organizational culture, and physical work environment on employee performance in the tourism department of Bali, Indonesia

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**ABSTRACT:** Employee performance is very influential for the success of an organization, with that employee performance must be considered properly. This study aims to examine the influence of transformational leadership style, organizational culture, and physical work environment on employee performance in the Bali Provincial Tourism Department. This research was conducted on all civil servant employees in the Bali Provincial Tourism Department. The number of samples in this study were 73 respondents. The sampling technique is saturated samples. Data collection is obtained from the results of distributing questionnaires directly to all employees. Data analysis in this study using multiple linear regression. The results of this study indicate that the transformational leadership style has a positive and significant effect on employee performance, organizational culture has a positive and significant effect on employee performance, the physical work environment has a positive and significant effect on employee performance.

**KEYWORDS:** *employee performance, transformational leadership style, organizational culture, physical work environment*

### I. INTRODUCTION

The Bali Provincial Tourism Department is a technical service that handles all forms of tourism and the Tourism Department in Bali Province. In addition, his duties are to assist the tourism industry in preparing business license certificates, and to supervise the tourism industry in order to keep running its business with existing regulations as it is today with the new era Balinese life order protocol. In maintaining or improving employee performance in order to have a positive impact on the organization, the Bali Provincial Tourism Department must pay more attention to factors that can affect employee performance such as transformational leadership style, organizational culture and physical work environment.

Employee performance is a work result that can be achieved by a group of people in an organization with their respective authority and responsibility, in order to achieve the goals of the organization concerned legally, does not violate the law, and is in accordance with morals and ethics (Ady, 2013). Companies need employees who are able to work better and faster, to get this, employee performance is very important to note on the grounds that organizations need employees who work efficiently and effectively (Devi, 2016). Effective and efficient employee performance will affect the environment so that it can create a positive atmosphere that will be felt by employees and of course will increase productivity and performance (Porac, et al., 1983). Various efforts have been made by organizations to improve employee performance, for example through education, training, compensation, motivation, and leadership styles (Saputra, 2014).

A good leader in carrying out his leadership style affects the achievement of organizational or company goals and improves employee performance (Yuki, 2015). Transformational leadership has an impact on organizational innovation. Rabhia, et al., (2009). One of the leadership styles that emphasizes the importance of a leader in creating a vision and an environment that motivates subordinates to excel beyond their expectations is a transformational leadership style (Dewi, 2012: 15). Ivancevich, et al., (2014) stated that transformational leaders are leaders who motivate their followers to work towards a goal, not for short-term personal gain, and to achieve self-actualization, not for the sake of feeling safe.

Supartha (2008: 14) states that organizational culture is a belief held by members of the organization, which functions to solve problems of internal integration and external adaptation. Organizational culture is the norms and values that direct the behavior of organizational members, where each member will behave in

accordance with the prevailing culture in order to be accepted by the environment (Luthans, 2002: 122). The organizational culture applied by the staff of the Bali Provincial Tourism Department is a statesman who is Pancasila, Loyalty, Integrity, Objectivity, Confidentiality. Research related to the influence of organizational culture on employee performance was conducted by Febriani (2015) which states that organizational culture has a positive and significant influence on employee performance.

Performance can also be affected by the physical work environment. Sedarmayanti (2009: 22) states that the physical work environment is all physical conditions around the workplace which can affect employee performance either directly or indirectly. Sowmya and Panchanatham (2011) state that if a company wants to create a comfortable work environment, it should pay more attention to the arrangement of work space such as the placement of work equipment, lighting, noise, and comfort which in turn can increase employee work discipline so that they feel at home working in their room. If the physical work environment supports the employees in carrying out their duties and responsibilities will increase, employees can provide good performance and can complete their work on time.

This research was conducted at the Bali Provincial Tourism department, which is inseparable from various problems, especially problems that have to do with employee performance. There are many supporting factors that affect employee performance, as suggested by Dermawan (2011: 140) that attendance can be used as a factor in measuring employee performance.

The employee absentee level from January to November was from the lowest in January with a percentage of 6.78 percent and the highest was in November with a percentage of 47.23 percent and June with a percentage of 33.61 percent. This can have a negative effect on employee performance, meaning that the higher the level of absenteeism will affect the lower employee performance (Hasley, 2012: 87). With the highest absenteeism in November and June, superiors must pay attention to their employees, because attendance is a reflection of employee performance. And a high level of absenteeism is an indicator of problems regarding employee performance. By complying with the regulations of the agency, employees will compete with other employees and will automatically improve the performance of the organization.

The relationship between attendance and this research is to see the effect of transformational leadership style, organizational culture, and physical work environment on employee performance, because there is still the highest attendance that will affect employee performance. Attendance also shows how leaders can motivate employees to improve performance. And the organizational culture of attendance will show how the cooperation carried out in completing work depends on the level of absenteeism or attendance. In addition, attendance for the physical work environment is also very influential because the presence of low absences will indicate that the physical work environment is supportive in the organization.

The results of preliminary observations made by observing the phenomena that occur within the company are used as consideration in the study. The results of field observations resulted in the lack of attention from the leader which led to the number of employees who did not arrive on time at the apple in the morning or did not arrive on time when recess was over, the lack of assertiveness from the leader was seen from the many employees who spent time at outside the room or canteen to chat during working hours. The transformational leadership style has a very important role in encouraging employees to improve the performance of the Bali Provincial Tourism department.

This can also be seen from field observations and interviews with 5 employees, these situations and conditions do not support the implementation of the organizational culture to run well. This can be seen from the lack of cooperation among employees in performing urgent tasks so that the results are not satisfactory. Creativity in completing work is still fixed in the applicable regulations so that the abilities and skills of employees do not develop. If this is allowed to do so, it will affect the agency's performance to achieve the predetermined targets. If employees can apply organizational culture as a freedom to carry out their duties with full responsibility, the organizational culture will function effectively. The organizational culture of the Bali Provincial Tourism department is of course influenced by every individual in the agency. Which aims to improve communication and good cooperation between employees and superiors and subordinates.

The results of field observations regarding the physical work environment of the Bali Provincial Tourism department, there are uncomfortable factors such as narrow space, where the large number of people in one room can limit the space for movement which causes a feeling of discomfort for employees in carrying out activities. In addition, the existing interior colors still make employees uncomfortable. If this is allowed, it will affect employee performance in completing tasks. So that the existence of a comfortable physical work environment will improve employee performance. Every employee of the Bali Provincial Tourism department needs space to carry out their work. An important factor that determines the smoothness of the task is an adequate work environment, namely the physical work environment.

## II. HYPOTHESES

Robbins and Judge (2015: 249) state that a transformational leadership style is a leadership style that inspires followers to go beyond self-interest for the benefit of the company. Leaders who can inspire their

subordinates will improve employee performance. In addition, the leader must also be able to encourage employees to be enthusiastic in their work. Sugiharti (2007) states that transformational leadership style has a positive and significant effect on employee performance at PT. Perkebunan Nusantara VIII Pasisir Malang. Research results by Dewi and Herachwati (2010); Simanjuntak, et al., (2012); Bass et al. (2006); Brett (2005) who argues that transformational leadership styles improve employee performance. The hypothesis proposed based on the previous discussion is as follows.

H<sub>1</sub>: Transformational leadership style has a positive and significant effect on employee performance.

Lako(2004: 29) states that organizational culture is a pattern of organizational beliefs and values that are understood, imbued and practiced by the organization so that the pattern gives its own meaning and becomes the basis for the rules of behavior in the organization. (Mangkunegara, 2010: 113) states that organizational culture is a set of assumptions or belief systems, values, and norms developed within the organization that serve as behavior guidelines for its members to overcome external and internal adaptation problems.

Organizational culture is a pattern of organizational beliefs and values that are believed and animated by all its members in doing their work as the right way to understand, think about and feel about related problems, so that it will become a value or rule in the organization. Organizational culture has a significant influence on the performance of an organization, this is in accordance with the results of research by Nela (2014); Febriani (2015); Jamaluddin, et al., (2017); Isa, et al., (2016) stated that organizational culture has a positive and significant effect on employee performance. The hypothesis proposed based on the previous discussion is as follows.

H<sub>2</sub>: Organizational culture has a positive and significant effect on employee performance.

A good physical work environment is expected to bring good changes in employee productivity and performance. This is in accordance with the opinion of Siagian (2002: 22) which states that it is generally recognized by both experts and management practitioners that the physical conditions of a pleasant workplace are necessary and make a real contribution to increasing work productivity. An adequate physical work environment for employees can improve performance and conversely an inadequate work environment can reduce employee performance and employee work productivity.

Physical work environment is a factor that can affect employee performance. If the work environment in a company is good and supports employee activities, it can improve employee performance. In Wahyuningsih's research (2014); Norianggono (2014); Bana (2016); Andari (2016); Pramana (2013); Halik, et al., (2018) show that the physical work environment has a positive and significant effect on employee performance. The hypothesis proposed based on the previous discussion is as follows.

H<sub>3</sub>: Physical work environment has a positive and significant effect on employee performance.

### III. RESEARCH METHOD

This research design is classified as associative research, namely research that aims to determine the relationship between two or more variables. The design of this study is the Influence of Transformational Leadership Style, Organizational Culture, and Physical Work Environment on Employee Performance.

The location of this research is the Bali Provincial Tourism department with the address at Jalan S. Parman Niti Mandala Renon-Denpasar. The reason for choosing a location in this agency was because there were problems with the Transformational Leadership Style, Organizational Culture, and Physical Work Environment on Employee Performance at the Bali Provincial Tourism department.

Employee performance is work performance, namely the comparison between work results that can be seen in real terms with work standards that have been set by the organization. Indicators used to measure employee performance variables are 1) Job performance, namely skills and speed possessed by employees. This variable indicator is measured by employees who have the skills to solve their own problems at work. 2) Honesty, namely the delivery of something in accordance with the actual situation. This variable indicator is measured from employees who have never abused their authority in carrying out work. 3) Responsibility, namely employees have a sense of responsibility to complete their duties properly. This variable indicator is measured by employees who have a sense of responsibility for completing the job well. 4) Initiative, namely the ability of employees to make decisions in urgent situations. This variable indicator is measured by the ability of employees to make decisions in an urgent situation. 5) Cooperation, namely the ability of employees to work together with colleagues, subordinates and superiors. This variable indicator is measured by employees who have the ability to work with colleagues to complete work. 6) Timeliness, namely whether or not the completion time of the work is appropriate with the predetermined time. This variable indicator is measured by the employee always completing the job on time. 6) Work speed, namely how fast employees can complete routine work without reducing work quality. This variable indicator is measured by employees who are able to work quickly without reducing work quality. 7) The level of work error, namely the completion of work by employees who do not comply with the stipulated provisions. This variable indicator is measured by the work done that can be completed properly without any errors.

Transformational leadership style is defined as a way to increase employee interest in the organization. Employees become motivated and trust, admire, respect and be loyal to their leaders. The indicators used to measure the transformational leadership style variable are as follows. 1) Ideal behavior, namely a leader who gives everything he can with good behavior for subordinates. This variable indicator is measured from employees' perceptions of the leader to provide good role models for subordinates. 2) Inspirational motivation in which the leader encourages employees to generate a spirit of cooperation among colleagues and subordinates. This variable indicator is measured from employees' perceptions of the leader to encourage employees to be enthusiastic at work. 3) Intellectual stimulation, namely the efforts of leaders to encourage followers to be more innovative and creative in doing work. This variable indicator is measured from employees' perceptions of leaders who can encourage subordinates' innovation and creativity in doing work. 4) Individual considerations where leaders pay attention to the needs of their subordinates. Variable indicators are measured from perceptions of leaders who pay attention to the needs of subordinates.

Organizational culture is a system of various meanings carried out by members that differentiates an organization from other organizations. The indicators used to measure the organizational culture variables are 1) Innovation and risk taking, the extent to which employees are encouraged to take initiative in doing work. This variable indicator is measured from employees' perceptions of leaders who are able to provide encouragement to employees to have the initiative in doing work. 2) Attention to detail, the extent to which employees are expected to pay attention to details in completing work. This variable indicator is measured from the perception that employees are required to pay attention to details in completing work. 3) Result orientation, where employees are expected to develop themselves in order to get optimal results in completing work. This variable indicator is measured from employees' perceptions to continue to develop themselves in order to get optimal results in completing work. 4) People orientation, where employees complete their work according to the procedures established by the organization. This variable indicator is measured by employees' perceptions of completing work with procedures set by the organization. 5) Team orientation, namely the extent to which employee work activities prioritize team loyalty to achieve targets set by management. This variable indicator is measured by employees' perceptions of high team loyalty to achieve the targets set by the management of the organization. 6) Aggressiveness, namely the extent to which employees have their own initiative in completing work without waiting for leadership orders. This variable indicator is measured by the perception of employees who are required to have their own initiative without having to wait for orders from the leadership to complete work. 7) Stability, namely the extent to which organizational conditions make employees feel comfortable in the organization. This variable indicator is measured by the perception of employees who feel comfortable with the current organizational conditions.

The physical work environment within the company can affect employees in carrying out their work. The indicators used to measure the variables of the physical work environment are 1) Lighting, light or lighting is very beneficial for employees in order to get safety and smooth work, therefore it is necessary to pay attention to the presence of lighting (light) that is comfortable and not dazzling for employees. This variable indicator is measured from employees' perceptions of bright lights and sunlight in the employee's workspace, but not dazzling. 2) Air, air temperature and cool air temperature in the workspace of employees will affect employee performance. This variable indicator is measured from the employee's perception of the cool air temperature in the employee's workspace. 3) Music in the workplace, namely the music played at the employee's workplace can interfere with work concentration. This variable indicator is measured by employee perceptions about the suitability of music in the employee's workspace. 4) Coloring, namely arranging interior colors in the employee workspace to provide comfort. This indicator is measured from employees' perceptions of interior colors in the work space of employees providing comfort. 5) Cleanliness, namely the organization always keeps its environment clean. This variable indicator is measured from the employee's perception of the condition in the employee's workspace, the level of cleanliness is maintained. 6) Security, namely to keep the place and work environment in a safe condition, efforts are needed to maintain security in the workplace. This variable indicator is measured from employees' perceptions about the employee's working environment. 7) Decoration, decoration has to do with a good layout to provide employee comfort. This variable indicator is measured from employees' perceptions about the layout in the work space of employees providing comfort.

The population in this study were all employees who worked in the Bali Provincial Tourism department, amounting to 73 people. The sampling technique used was saturated samples. The data was collected by means of a questionnaire with a 5-point Likert scale.

The data analysis technique used in this study is multiple linear regression. The multiple linear regression model in this study is used to determine the effect of transformational leadership style, organizational culture, and physical work environment on employee performance. The multiple linear regression model in question is formulated as follows.

$$Y = \alpha + \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Information:

$\alpha$  = constant

- $Y$  = Employee performance  
 $X_1$  = Transformational Leadership Style  
 $X_2$  = Organizational culture  
 $X_3$  = Physical Work Environment  
 $\beta_0$  = Intercep Y  
 $\beta_1$  = Variable Coefficient  $X_1$   
 $\beta_2$  = Variable Coefficient  $X_2$   
 $\beta_3$  = Variable Coefficient  $X_3$   
 $e$  = Error of term

#### IV. RESULT AND DISCUSSION

Characteristics of respondents according to gender showed that the number of male respondents was 48 percent (35 people) while female respondents were 52 percent (38 people). In terms of age, the majority of employees working at the Bali Provincial Tourism department are 29-57 years old with a percentage of 73 percent (53 people). The latest education of employees of the Bali Province Tourism department namely Bachelor by 27 percent (20 people) and Masters by 27 percent (20 people), while those with the latest education are senior high school or equivalent by 20 percent (15 people), and for those with the last education Diploma I, Diploma 2, namely 7 percent (10 people) Diploma 3, Diploma 4 namely 6 percent (8 people). The majority of respondents have worked at the Bali Provincial Tourism department for more than 1 year with a percentage of 86 percent (63 people).

The validity test aims to obtain valid data, valid means that the instrument can be used to measure what should be measured (Sugiyono, 2017: 204). Each item in the instrument is valid or not, it can be determined by correlating the item score with the total score. The correlation price is below 0.30, it can be concluded that the instrument item is invalid, so it must be repaired or discarded (Sugiyono, 2017: 204). The following results of the validity test are presented in the Table 1.

**Table 1. Validity test results**

Variable	Item	Pearson's Correlation	Validity
Transformational Leadership Style ( $X_1$ )	X1.1	0.843	Valid
	X1.2	0.812	Valid
	X1.3	0.815	Valid
	X1.4	0.793	Valid
Organizational culture ( $X_2$ )	X2.1	0.809	Valid
	X2.2	0.732	Valid
	X2.3	0.691	Valid
	X2.4	0.601	Valid
	X2.5	0.709	Valid
	X2.6	0.689	Valid
	X2.7	0.697	Valid
Physical Work Environment ( $X_3$ )	X3.1	0.593	Valid
	X3.2	0.597	Valid
	X3.3	0.659	Valid
	X3.4	0.752	Valid
	X3.5	0.724	Valid
	X3.6	0.645	Valid
	X3.7	0.752	Valid
Employee performance ( $Y$ )	Y.1	0.519	Valid
	Y.2	0.658	Valid
	Y.3	0.584	Valid
	Y.4	0.673	Valid
	Y.5	0.386	Valid
	Y.6	0.688	Valid
	Y.7	0.707	Valid
	Y.8	0.732	Valid

The results of the instrument validity test in Table 1. indicate that the instruments for each variable in this study are valid because  $r$  count  $> 0.30$  and can be used to conduct research or test research hypotheses.

According to Sugiyono (2017: 204) the reliability test aims to measure a questionnaire which is an indicator of each variable. Reliability testing was carried out using Cronbach alpha. The Cronbach alpha

coefficient that exceeds 0.6 indicates the reliability of an instrument. The results of the research instrument reliability test are shown in Table 2.

**Table 2. Reliability Test Results**

Variable	Cronbach Alpha's	Reliability
Transformational Leadership Style ( $X_1$ )	0.829	Reliable
Organizational culture( $X_2$ )	0.831	Reliable
Physical Work Environment( $X_3$ )	0.791	Reliable
Employee performance (Y)	0.766	Reliable

Table 2. It can be seen that all research instruments are reliable and feasible to use to collect data because the value of Cronbach's Alpha > 0.60. Cronbach's Alpha value > 0.60 indicates that these measurements can provide consistent results when re-measured at different times on the same subject.

Before the regression test is carried out, the classical assumption test is carried out. The classical assumption tests carried out include normality test, heteroscedasticity test, and multicollinearity test. The normality test aims to test whether the residuals of the regression models are normally distributed or not. A good regression model is that it has a normal or close to normal residual distribution, if it is not normal then the predictions made with the model will be not good, or it can give deviant prediction results. Based on the results of data processing, the results of the normality test are the significance value of  $0.903 > 0.05$ . This means that the regression model is normally distributed. Therefore, the assumption of normality in this research model has been fulfilled.

To detect the presence or absence of multicollinearity in the regression model, namely having a Tolerance number > 0.10 or having a VIF value < 10. Based on the analysis results, it can be seen that the Tolerance coefficient of all variables is greater than 0.10 and the VIF value less than 10. These results indicate that there are no symptoms of multicollinearity from the regression model made so that the regression model found a correlation between the independent variables.

Based on the results of data processing, the tolerance value for all independent variables has a value of more than 0.10. And the VIF value, all independent variables have a value less than 10, which means there is no correlation between the independent variables. In conclusion, there is no serious multicollinearity in the regression model of this study.

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from one residual observation to another. A good regression model is one that does not contain heteroscedasticity symptoms or has a homogeneous variance. A regression model that contains heteroscedasticity symptoms will give deviant predictive results. The independent variable does not have a significant effect on the absolute residual of the regression model used because the significance of each independent variable is greater than the real level ( $\alpha$ ), namely 0.05. So it can be concluded that heteroscedasticity does not occur.

**Table 3. Regression Test Results**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	6.067	3.058		1.984	0.051
1 Transformational Leadership Style ( $X_1$ )	0.479	0.145	0.316	3.295	0.002
Organizational culture ( $X_2$ )	0.384	0.117	0.351	3.275	0.002
Physical Work Environment( $X_3$ )	0.259	0.111	0.235	2.338	0.022
$R^2$	0.555				
Adjusted R squared	0.536				

The coefficient of determination (R Square) in essence measures how far the model's ability to explain the variation in the dependent variable. Adjusted R Square means that it has been adjusted to the degree of each number of squares included in the Adjusted R Square calculation. The coefficient of determination is 0 (zero) or 1 (one). The small Adjusted R Square value means that the ability of the independent variables to explain the variation in the dependent variable is very limited. A value close to 1 means that the independent variables provide almost all the information needed to predict the variation in the dependent variable. The coefficient of determination indicated by the value of R square ( $R^2$ ) is 0.555. This result means that the influence of the variable Transformational Leadership Style, Organizational Culture, and Physical Work Environment on

Employee Performance in the Bali Provincial Tourism department is  $0.555 \times 100\% = 55.5\%$  and the remaining 44.5% is influenced by other factors outside the research model.

Transformational leadership style is a leadership style that encourages subordinates to be enthusiastic at work and able to motivate subordinates to improve performance. One of the leadership styles that emphasizes the importance of a leader in creating a vision and an environment that motivates subordinates to excel beyond their expectations is a transformational leadership style (Dewi, 2012: 15). Based on hypothesis testing, the t test results indicate that transformational leadership style has a positive and significant effect on employee performance, this means that the higher the leader's ability to motivate employees, the employee performance will increase. In this case, employee performance is largely due to a transformational leadership style that can motivate or encourage employees to be enthusiastic at work.

Good employee performance is caused by these employees, therefore the application of transformational leadership styles really needs to be improved so that employee performance increases and is better. These results support the research of Sugiharti (2007) which states that transformational leadership style has a positive and significant effect on employee performance at PT. Perkebunan Nusantara VIII Pasisir Malang.

Organizational culture is a characteristic that exists in an organization and guides the organization to differentiate it from other organizations. According to Jufrizen (2017) Organizational culture is related to how employees prepare the characteristics of the culture of an organization, not what they like the culture or not. That is, culture is a descriptive term. Organizational culture expresses a shared perception held by members of the organization. Based on the results of the t test, the variable organizational culture has a positive and significant effect on employee performance, with the application of a good organizational culture will improve employee performance in the organization. In this case, employee performance is mostly caused by organizational culture, following a good organizational culture will improve employee performance.

These results support research related to the influence of organizational culture on employee performance conducted by Nela (2014); Febriani (2015); Jamaluddin, et al., (2017); Isa, et al., (2016) which states that organizational culture has a positive and significant influence on employee performance.

Physical work environment is all physical conditions that exist around the workplace that can affect employee performance. Sowmya and Panchanatham (2011) state that if a company wants to create a comfortable work environment, it should pay more attention to the arrangement of work space such as the placement of work equipment, lighting, noise, and comfort which in turn can increase employee work discipline so that they feel at home working in their room. Based on the results of the t test, physical work environment variables have a positive and significant effect on employee performance, therefore, if the physical work environment is applied to provide comfort for employees, it will improve employee performance in the organization. In this case, employee performance is mostly caused by the physical work environment, by providing a comfortable physical work environment in the employee's workspace will improve employee performance.

These results support the research of Wahyuningsih (2014); Norianggono (2014); Bana (2016); Andari (2016); Pramana (2013); Halik, et al., (2018) which states that the physical work environment has a positive and significant effect on employee performance.

## V. CONCLUSION

The conclusion from the research results regarding the influence of Transformational Leadership Style, Organizational Culture, and Physical Work Environment on Employee Performance in the Bali Province Tourism department is that the Transformational Leadership Style variable has a positive and significant effect on employee performance. This means that the higher the Transformational Leadership Style that occurs in the Bali Provincial Tourism department, the higher the performance of the relevant employees. Organizational culture variables have a positive and significant effect on employee performance. This means that the better an Organizational Culture that occurs in the Bali Provincial Tourism department, it will be able to improve employee performance because the Organizational Culture will be used as a guide in behavior in an agency. Physical Work Environment Variables have a positive and significant effect on Employee Performance. This means that if the work environment in the Bali Provincial Tourism department is good and supports employee activities, it will indirectly be able to improve employee performance.

Suggestions from the results of research regarding the influence of Transformational Leadership Style, Organizational Culture, and Physical Work Environment on Employee Performance at the Bali Provincial Tourism department is Seeing employees' perceptions about having the lowest skills to solve problems on their own, then the Bali Provincial Tourism department is expected to train skills employees to be able to solve their own problems at work. It is suggested for leaders to pay more attention to the needs of their subordinates. In this way it will improve employee performance and employees feel comfortable in the agency. Seeing employees' perceptions about being asked by the leadership to have the initiative in doing work and being required to have their own initiative without having to wait for orders from the lower leadership, the Bali Provincial Tourism department is expected to train its employees to have the initiative in doing work and have their own initiative without having to wait for orders from the leadership. . It is recommended for the Bali Provincial Tourism department to pay attention to the music in the employee workspace and the interior color of the employee's work room to be considered, because from employee perceptions this is still low. Therefore it is advisable to pay more attention to this in order to provide comfort for employees.

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