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# DRIVING PERFORMANCE IN ADVENTURE TOURISM: THE IMPACT OF TRANSFORMATIONAL LEADERSHIP, ORGANIZATIONAL CLIMATE, AND INDIVIDUAL CHARACTERISTICS IN A LEADING BALI ENTERPRISE

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**ABSTRACT**

Royal Bali Adventure Bongkasa is a nature-based tourism service company that serves domestic and foreign tourists. The company is required to have qualified employees in order to provide optimal service. However, employee performance has not been optimal due to the influence of transformational leadership, organizational climate, and individual characteristics that have not been fully optimized. This study used a quantitative method with saturated sampling technique, where all 36 employees were sampled. Data collection was conducted through observation, interviews, documentation, and questionnaires. Data analysis used multiple linear regression with the help of the SPSS program. The results of this study indicate that (1) transformational leadership has a positive and significant effect on employee performance at Royal Bali Adventure Bongkasa, which means that if leadership is good, performance will also increase, (2) organizational climate has a positive and significant effect on employee performance at Royal Bali Adventure Bongkasa, which means that the better the organizational climate, the higher the employee performance, (3) individual characteristics have a positive and significant effect on employee performance at Royal Bali Adventure Bongkasa, which means that the better the individual characteristics of an employee, the higher the employee performance shown.

**Keywords:** employee performance, transformational leadership, organizational climate, individual characteristics

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## 1. INTRODUCTION

Human resources (HR) are an important asset in organizations because the success of a company in achieving its goals depends on optimal HR management (Pahira & Rinaldy, 2023). Effective HR management can improve performance quality and have a positive impact on the company's progress. Every organization needs to prepare programs to improve the skills and professionalism of HR in order to survive and compete in the work environment (Ifadhila et al., 2023). In addition, the success of an organization is not only determined by capital, but also by the sustainable management and development of HR in order to achieve long-term benefits (Pandabanjal, 2023).

The success of an organization in carrying out its operations is highly dependent on the quality of employee performance. Therefore, companies need to manage human resources optimally. Performance is the behavior of individuals and organizations that is oriented towards achieving results. Performance also plays an important role in achieving organizational goals that require the support of competent employees (Rihayana et al., 2023). In addition, the success of a company is largely determined by the performance of employees in accordance with employment standards (Farisi et al., 2020). Royal Bali Adventure Bongkasa is an adventure-based tourism service company located at , Bongkasa Pertiwi Village, Abiansemal District, Badung Regency, Bali. Based on interviews with company managers, a decline in employee performance was identified, marked by the failure to meet sales targets. This situation has become a serious concern for management, as the company's operational success heavily relies on employees' contributions in providing excellent service to tourists. Sales data for the years 2024–2025 can be seen in Table 1 below.

Table 1. Employee Target and Achievement Royal Bali Adventure Bongkasa 2024

| No | Month | Revenue Target (IDR) | Actual (IDR) | Percentage (%) |
|---|---|---|---|---|
| 1 | January | 100,000,000 | 82,000,000 | 82% |
| 2. | February | 100,000,000 | 77,000,000 | 77% |
| 3. | March | 100,000,000 | 91,000,000 | 91% |
| 4. | April | 100,000,000 | 95,500,000 | 95.5% |
| 5. | May | 100,000,000 | 90,000,000 | 90% |
| 6. | June | 100,000,000 | 101,000,000 | 101% |
| 7. | July | 100,000,000 | 95,000,000 | 95% |
| 8. | August | 100,000,000 | 89,000,000 | 89% |
| 9. | September | 100,000,000 | 84,400,000 | 84.4% |
| 10. | October | 100,000,000 | 95,200,000 | 95.2% |
| 11. | November | 100,000,000 | 93,000,000 | 93% |
| 12. | December | 100,000,000 | 89,700,000 | 89.7% |

Based on Table 1, Royal Bali Adventure Bongkasa's revenue achievement in 2024 fluctuated, with the highest achievement in June (101%) and the lowest in February (77%). In the last three months (October-December), there was a downward trend in performance, with revenue achievement falling from 95.2% to 89.7%.

Improvements in employee performance are influenced by various factors, one of which is transformational leadership, which is a leadership style that can inspire, motivate, and encourage employees to contribute optimally (Fadila et al., 2023). This leadership style creates a positive relationship between leaders and employees, encourages innovation, and increases work commitment (Rihayana & Aristana, 2024). Based on interviews at Royal Bali Adventure, it was found that the communication skills of leaders were still not optimal, with unclear and unstructured work directions, which led to miscommunication and reduced team work effectiveness.

Previous studies have shown mixed results regarding the influence of transformational leadership on employee performance. Most studies, such as those conducted by Budiwati et al. (2020), Insani et al. (2020), Purwanto (2022), Imbarudin et al. (2024), Rihayana et al. (2022), and Thania et al. (2024), state that transformational leadership has a positive and significant effect on employee performance. However, research by Fadilah et al. (2023) and Yuwono et al. (2020) found that this influence was not significant, indicating that transformational leadership style has not been fully able to motivate employees to improve their performance.

Organizational climate also plays an important role in determining employee performance. Organizational climate reflects the work atmosphere that influences employee behavior and work enthusiasm (Retawati & Tunjang, 2023). A conducive work environment can increase employee motivation and focus in achieving company goals. Based on interviews at Royal Bali Adventure Bongkasa, it was found that a lack of mutual trust and low transparency of information among employees caused a less harmonious work atmosphere and delays in completing tasks.

Previous studies have shown mixed results. Asari & Purwanto (2024), Retawati & Tunjang (2023), Imbarudin et al. (2024), Yosiana et al. (2023), Ratnawili & Pramudita (2023), Guna et al. (2023), and Yoga et al. (2023) found that organizational climate has a positive and significant effect on employee performance. Conversely, Utami et al. (2024) and Hasbi et al. (2020) stated that this influence was not significant. This shows that a conducive work atmosphere generally increases motivation and productivity, but under certain conditions, employees can still work optimally even if the organizational climate is not fully supportive.

Another factor that affects employee performance is individual characteristics. According to Novianti & Risal (2023), each individual has different views, goals, and abilities that they bring to the work environment. Sirait et al. (2024) add that individual characteristics include biographical aspects, experience, attitudes, personality, perceptions, and values that affect adaptability and contribution to organizational goals. Interviews with managers at Royal Bali Adventure in Mengwi, Badung, revealed differences in abilities, attitudes, and work styles among employees due to uneven educational backgrounds, experience, and training. This situation emphasizes the importance of understanding individual characteristics so that job placements match potential and team performance is optimized.

Previous studies have shown mixed results. Rihayana et al. (2023), Yosiana et al. (2023), Ratnawili & Pramudita (2023), Kuswati & Hartati (2021), Lorenta et al. (2024), and Djuari et al. (2024) state that individual characteristics have a positive and significant effect on employee performance. However, Novianti & Risal (2023) and Pratama & Pasaribu (2020) found no significant effect. This shows that individual characteristics generally play an important role in improving performance, but in some situations, individual differences do not always have a tangible impact on work results.

Based on this description, transformational leadership, organizational climate, and individual characteristics play an important role in improving employee performance to achieve company goals. Transformational leadership serves to motivate and inspire employees, organizational climate creates a supportive work environment, while individual characteristics influence adaptability and task completion. Therefore, this study was conducted to analyze the influence of these three factors on employee performance at Royal Bali Adventure Bongkasa.

## 2. LITERATURE AND HYPOTHESES

### Employee Performance

Performance is defined as the observable actions exhibited by an individual in their role within an organization, resulting from their contributions to the organization's objectives (Widodo & Yandi, 2022). Apsari et al. (2025) define performance as a form of individual or organizational behavior that focuses on achieving results. Achieving optimal and professional performance by all employees is a primary objective in human resource management. Mulawati and Frianto (2020) posit that there are four indicators of employee performance: work quality, work quantity, reliability, and cooperative attitude.

### Transformational Leadership

Transformational leadership is defined as the ability of a leader to influence those under their supervision to implement changes in accordance with the established vision and mission of the organization (Shanti, 2024). Hendriawan & Nurjanah (2024) posit that transformational leaders possess the capacity to discern the necessity for change, articulate a coherent vision, and catalyze transformation by securing support and commitment from their peers. According to Delti (2015:497), the following characteristics serve as indicators of transformational leadership: analytical ability, communication skills, and courage.

### Organizational Climate

Organizational climate is defined as the perception of members regarding the conditions and quality of the internal work environment that influences the attitudes, behavior, and performance of employees (Puspatriani, 2023). Sirait et al. (2024) posit that the work climate is defined as the environmental conditions in which individuals carry out their work in an organization to realize a shared vision, mission, and goals. According to Dewi (2017:90), indicators of organizational climate include problem solving, work performance, interactions between employees, and mutual trust.

### Individual Characteristics

Individual characteristics are defined as a set of abilities derived from various aspects, including experience, attitude, personality, perception, and values, that are possessed by an individual (Sirait et al.,

2024). According to Silaen et al. (2021:6), factors that influence individual characteristics include age, gender, marital status, number of dependents, and work experience. According to Subyantoro (2020:112), the indicators of individual characteristics consist of the following: abilities; values; attitudes; and interests.

**Hypothesis**

**The influence of transformational leadership on employee performance**

Transformational leadership is a leadership style that can create positive change in an organization by inspiring, motivating, and guiding employees to work beyond the set standards, as well as paying attention to individual needs and the development of subordinates (Budiwati et al., 2020). Transformational leaders not only provide technical guidance but also instill a clear vision, encourage commitment, and build emotional bonds with subordinates so that employees feel valued and motivated to work better. Transformational leadership is believed to increase employees' intrinsic motivation, where they not only work to fulfill their obligations but are also driven by a spirit of togetherness in achieving organizational goals. Leaders with this style are also able to develop employees' self-confidence so that they are more courageous in taking initiative, facing risks, and contributing to decision-making.

Research on transformational leadership and employee performance shows positive and significant results according to Budiwati et al. (2020). Supported by research from several experts such as Insani et al. (2020), Purwanto (2022), Imbarudin et al. (2024), Rihayana et al. (2022), Adhika et al. (2024), and Thania et al. (2024) show that transformational leadership has a positive and significant effect on employee performance.

Hypothesis 1 (H1): Transformational leadership has a positive effect on employee performance

**The influence of organizational climate on employee performance**

Organizational climate is a shared perception among members of an organization regarding the internal work atmosphere, including structure, communication, reward systems, and interpersonal relationships within the organization that can influence work behavior and motivation (Asari & Purwanto, 2024). A positive work environment encourages a sense of comfort, openness, and harmonious cooperation. When the organizational climate is well established, employees will be more enthusiastic and motivated to improve their performance. A positive organizational climate plays an important role in creating effective team and individual work. A conducive organizational climate can also reduce the level of internal conflict and create a shared commitment to achieving company goals.

Previous research by Asari & Purwanto (2024) states that organizational climate has a positive and significant effect on employee performance. Supported by Retawati & Tunjang (2023), Imbarudin et al. (2024), Rihayana et al. (2023), Yosiana et al. (2023), Ratnawili & Pramudita (2023), and Hikmi et al. (2022) state that organizational climate has a positive and significant effect on employee performance.

Hypothesis 2 (H2): Organizational climate has a positive effect on employee performance

**The influence of individual characteristics on employee performance**

Individual characteristics are a set of traits, attitudes, personality, experience, abilities, and background that are inherent to a person and influence how individuals respond to job demands and demonstrate work performance (Lorenta et al., 2024). Each employee brings differences in terms of motivation, values, and skills, so companies need to understand and manage this diversity well. Individual characteristics that match job demands will improve employees' ability to complete tasks effectively. Conversely, if individual characteristics do not match the role being performed, it can lead to incompatibility and result in poor performance. Individual characteristics also play a role in shaping productive work behavior. Employees with a positive attitude, high motivation, and a strong interest in their work tend to perform better.

Research by Rihayana et al. (2023) shows the positive and significant influence of individual characteristics on employee performance. Supported by research conducted by Yosiana et al. (2023), Ratnawili & Pramudita (2023), Lorenta et al. (2024), Kuswati & Hartati (2021), and Djuari et al. (2024) state that individual characteristics have a positive and significant effect on employee performance.
Hypothesis 3 (H3): Individual characteristics have a positive effect on employee performance

## 3. RESEARCH METHOD

This research was conducted at Royal Bali Adventure Bongkasa. The object of this research was to improve the performance of Royal Bali Adventure employees based on transformational leadership, organizational climate, and individual characteristics. The sample consisted of 36 respondents, which was considered representative of the population. Data collection methods included observation, interviews, questionnaires, and documentation. Data analysis techniques included research instrument testing, inferential analysis covering classical assumption testing, model fit testing, multiple linear regression equation models, and hypothesis testing results.

## 4. RESULTS AND DISCUSSION

### Research Instrument Testing

a. Validity Test

Table 2. Research Instrument Validity Test Results

| No | Variable | Instrument | Pearson Correlation | Description |
|---|---|---|---|---|
| 1. | Employee Performance (Y) | Y1 | 0.898 | Valid |
| | | Y2 | 0.897 | Valid |
| | | Y3 | 0.938 | Valid |
| | | Y4 | 0.882 | Valid |
| 2. | Transformational Leadership ($X_1$) | X1.1 | 0.896 | Valid |
| | | X1.2 | 0.902 | Valid |
| | | X1.3 | 0.752 | Valid |
| 3. | Organizational Climate ($X_2$) | X2.1 | 0.826 | Valid |
| | | X2.2 | 0.943 | Valid |
| | | X2.3 | 0.788 | Valid |
| | | X2.4 | 0.880 | Valid |
| 4. | Individual Characteristics ($X_3$) | X3.1 | 0.883 | Valid |
| | | X3.2 | 0.821 | Valid |
| | | X3.3 | 0.879 | Valid |
| | | X3.4 | 0.851 | Valid |

Table 2 shows that the correlation coefficients of each statement in the pilot test questionnaire are greater than 0.30 ($r > 0.30$), so it can be concluded that all items in the questionnaire are valid and suitable for use in the study.

b. Reliability Test

Table 3. Results of Instrument Reliability Test

| No | Variable | Cronbach's Alpha | Description |
|---|---|---|---|
| 1. | Employee Performance (Y) | 0.913 | Reliable |
| 2. | Transformational Leadership (X1) | 0.810 | Reliable |
| 3. | Organizational Climate (X2) | 0.882 | Reliable |
| 4. | Individual Characteristics (X3) | 0.881 | Reliable |

Based on the analysis results in Table 3, it shows that employee performance, transformational leadership, organizational climate, and individual characteristics have Cronbach's alpha values of 0.913, 0.810, 0.882, and 0.881 > 0.60. Thus, the four variables are declared reliable.

**Classical Assumption Test**

a. Normality Test

Table 4. Normality Test Results

One-Sample Kolmogorov-Smirnov Test

| | | Unstandardized Residual |
|---|---|---|
| N | | 36 |
| Normal Parameters [a, b] | Mean | 0.000000 |
| | Std. Deviation | 0.56771306 |
| Most Extreme Differences | Absolute | 0.139 |
| | Positive | 0.139 |
| | Negative | -0.067 |
| Test Statistic | | 0.139 |
| Asymp. Sig. (2-tailed) | | 0.075[c] |

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Table 4 shows that the Asymp. Sig. (2-tailed) value is 0.075. This value is greater than 0.05, which means that the variable is normally distributed.

b. Multicollinearity Test

Table 5. Multicollinearity Test Results

Coefficients[a]

| Model | | Collinearity Statistics | |
|---|---|---|---|
| | | Tolerance | VIF |
| 1 | Transformational Leadership | 0.147 | 6.811 |
| | Organizational Climate | 0.170 | 5.868 |
| | Individual Characteristics | 0.128 | 7.833 |

a. Dependent Variable: Employee Performance

Table 5 shows that the tolerance values for independent variables such as transformational leadership, organizational climate, and individual characteristics, as well as the VIF values for each variable, are all less than 10. Thus, it can be concluded that there is no multicollinearity in the tested data.

c. Heteroscedasticity Test

Table 6. Results of the Heiteiroiskeidastisitas Test

Coefficients[a]

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 0.054 | 0.370 | | 0.145 | 0.886 |
| | Transformational Leadership | 0.059 | 0.071 | 0.370 | 0.834 | 0.411 |
| | Organizational Climate | 0.046 | 0.048 | 0.399 | 0.971 | 0.339 |
| | Individual Characteristics | -0.068 | 0.052 | -0.624 | -1.312 | 0.199 |

a. Dependent Variable: ABS_RES

From Table 6, the results of the heteroscedasticity test using the Glejser test show that the sig. values of the three variables above are 0.411, 0.339, and 0.199 > 0.05, indicating that there is no heteroscedasticity in the model.

**Data Analysis Results**

Table 7. Summary of Multiple Linear Regression Analysis Results

| Coefficients[a] | | | | | | |
|---|---|---|---|---|---|---|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | -1.311 | 0.687 | | -1.910 | 0.065 |
| | Transformational Leadership | 0.407 | 0.132 | 0.275 | 3.082 | 0.004 |
| | Organizational Climate | 0.327 | 0.089 | 0.305 | 3.689 | 0.001 |
| | Individual Characteristics | 0.438 | 0.096 | 0.436 | 4.559 | 0.000 |
| F Statistic | | : 275.427 | | | | |
| Sig F | | : 0.000 | | | | |
| Adjusted $R_2$ | | : 0.963 | | | | |

a. Multiple Linear Regression Analysis Results

Based on the values in Table 7, the multiple linear regression equation will be:

Y = a + b1X1 + b2X2 + b3X3

$Y = -1.311 + 0.407\ X_1 + 0.327\ X_2 + 0.438\ X_3$

Based on the multiple linear regression equation above, the regression line equation provides the following information:

1) b1 = The regression coefficient for the transformational leadership variable is positive at 0.407, indicating that high transformational leadership leads to improved employee performance. This means that for every one-unit increase in transformational leadership, employee performance increases by 40.7%.
2) b2 = The regression coefficient for the transformational leadership variable is positive at 0.327, indicating that a good organizational climate will improve employee performance. This means that for every one-unit increase in transformational leadership, employee performance will increase by 32.7%.
3) b3 = The regression coefficient for the individual characteristics variable is positive at 0.438, indicating that if individual characteristics are good, employee performance will also improve . This means that for every one-unit increase in individual characteristics, employee performance increases by 43.8%.

b. Coefficient of Determination

Based on the analysis results in Table 7, the coefficient of determination (*Adjusted R Square*) is 0.963. This means that 96.3% of the variation in employee performance at Royal Bali Adventure Bongkasa can be explained by three independent variables, namely transformational leadership ($X_1$), organizational climate ($X_2$), and individual characteristics ($X_3$). Meanwhile, the remaining 3.7% is influenced by other factors not examined in this study.

c. F Test

Based on the analysis results in Table 7, the calculated F value is 275.427 with a significance of 0.000 < 0.05, which means that the three independent variables together have a significant effect on employee performance (Y).

d. t-test

Based on the analysis results in Table 7 above, the following conclusions can be drawn:

1) The effect of transformational leadership on employee performance

Based on the analysis results, it can be seen that the Transformational Leadership variable ($X_1$) has a positive and significant effect on employee performance (Y) at Royal Bali Adventure Bongkasa. This is indicated by a regression coefficient value of 0.407, a t-value of 3.082, and a significance value of 0.004 < 0.05. Thus, the first hypothesis ($H_1$) is accepted, which means that the better the transformational leadership, the higher the employee performance.

2) The influence of organizational climate on employee performance
   Based on the analysis results, it shows that the Organizational Climate variable ($X_2$) has a positive and significant effect on employee performance (Y) at Royal Bali Adventure Bongkasa. This result is evidenced by a regression coefficient value of 0.327, a t-value of 3.689, and a significance value of 0.001 < 0.05. Thus, the second hypothesis ($H_2$) is accepted, which shows that the better the organizational climate, the higher the employee performance.
3) The influence of individual characteristics on employee performance
   Based on the results of the analysis, the Individual Characteristics variable ($X_3$) has a positive and significant effect on employee performance (Y) at Royal Bali Adventure Bongkasa. This is indicated by a regression coefficient value of 0.438, a t-value of 4.559, and a significance value of 0.000 < 0.05. Thus, the third hypothesis ($H_3$) is accepted, which means that the better the individual characteristics of employees, the higher their performance.

e. Dominant Factor

Based on the analysis results in Table 7, it is known that of the three independent variables studied, namely transformational leadership ($X_1$), organizational climate ($X_2$), and individual characteristics ($X_3$), the individual characteristics variable ($X_3$) is the most dominant factor affecting employee performance at Royal Bali Adventure Bongkasa. This is indicated by the highest beta coefficient value of 0.436, compared to the transformational leadership variable of 0.275 and the organizational climate variable of 0.305. This means that individual characteristics have the strongest influence in improving employee performance. Thus, the better the abilities, values, attitudes, and interests of employees, the higher the level of performance produced.

**Discussion**

**The influence of transformational leadership on employee performance**

The findings indicate that transformational leadership exerts a substantial and positive influence on employee performance at Royal Bali Adventure Bongkasa, as evidenced by regression coefficient of 0.407, t-value of 3.082, and a significance level of 0.004 < 0.05. Consequently, the efficacy of transformational leadership implementation is directly correlated with enhanced employee performance. Leaders who possess the ability to motivate, inspire, and demonstrate attentiveness towards their subordinates have been shown to enhance work enthusiasm and loyalty. These results align with the findings of Insani et al. (2024), Budiwati et al. (2020), Purwanto (2025), Imbarudin et al. (2024), Rihayana et al. (2022), Adhika et al. (2024), and Thania et al. (2024), which collectively demonstrate the positive and significant impact of transformational leadership on employee performance.

**The influence of organizational climate on employee performance**

The findings indicate that organizational climate exerts a positive and significant influence on employee performance at Royal Bali Adventure Bongkasa, as evidenced by a regression coefficient of 0.327, a t-value of 3.689, and a significance level of 0.001 < 0.05. A favorable work environment and harmonious working relationships have been shown to encourage employees to work more optimally. The validity of these findings is reinforced by the results of subsequent research conducted by Asari & Purwanto (2024), Retawati & Tunjang (2023), Imbarudin et al. (2024), Rihayana et al. (2023), Yosiana et al. (2023), Ratnawili & Pramudita (2023), Guna et al. (2023), and Yoga et al. (2023). These studies consistently demonstrate that a favorable organizational climate fosters enhanced employee morale, collaboration, and overall work effectiveness.

**The influence of individual characteristics on employee performance**

The findings indicate that individual characteristics exert a positive and significant influence on employee performance at Royal Bali Adventure Bongkasa, as evidenced by a regression coefficient of 0.438, a t-value of 4.559, and a significance level of 0.000 < 0.05. The correlation between the quality of an organization's human capital and its financial performance is well-documented. Specifically, there is a direct relationship between the competencies, motivation, values, and personality of employees and their performance. These results align with the findings of research conducted by Rihayana et al. (2023), Yosiana et al. (2023), Ratnawili and Pramudita (2023), Djuari et al. (2024), Kuswati and Hartanti (2021), and Lorenta et al. (2024). These studies demonstrate that individual characteristics, including responsibility, communication skills, and work experience, play a significant role in enhancing performance.

## 5. CONCLUSION AND LIMITATIONS

The findings of the study, which was conducted on 36 respondents employed by Royal Bali Adventure Bongkasa, indicate that transformational leadership, organizational climate, and individual characteristics exert a positive and significant influence on employee performance. The efficacy of leadership implementation, the quality of the work atmosphere, and the personal characteristics of employees have a direct correlation with performance.

The study's limitations are evident in its narrow scope, which was conducted in a single company and employed only three variables. Consequently, the findings cannot be extrapolated to other companies operating under different conditions.

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