

INCREASING JOB SATISFACTION THROUGH TRANSFORMATIONAL LEADERSHIP: MEDIATED BY ORGANIZATIONAL CULTURE AND WORK MOTIVATION

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Abstract

The tourism industry in Bali is currently experiencing improvement after experiencing hibernation during the pandemic. This situation will certainly have an impact on all supporting businesses, including hotels in general and employees in particular. This research aims to investigate the relationship between transformational leadership and organizational culture, work motivation, and job satisfaction. Survey data was collected from 264 four-star hotel employees in Bali. Then the data was analyzed using Smart PLS 3.2.9. The findings of this research show that transformational leadership has no effect on job satisfaction, but has a significant effect on organizational culture and work motivation. Furthermore, organizational culture and work motivation act as mediators of the relationship between transformational leadership and job satisfaction. Thus, organizational culture and work motivation play an important role in maintaining and increasing job satisfaction. In addition to showing direct influence, they also act as mediators.

Keywords: Transformational Leadership; Organizational Culture; Work Motivation; Job Satisfaction.

JEL Classification: A13, D23, D91

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INTRODUCTION

The tourism industry in Bali has developed in the last few decades, although it experienced a slowdown during the Covid-19 pandemic (Aristana et al., 2022). According to data submitted by BPS Bali Province after the pandemic ended, Bali experienced an increase in the level of tourist arrivals (Statistics of Bali Province, 2022). This increase shows that there are indications that there is improvement in terms of the community's economy which was in decline. Behind this positive growth, of course, it is not felt directly by tourism industry players. However, after experiencing hibernation in business activities, adaptation to situations and conditions is needed. In the current transition period, there is still a lot of need to make improvements and adjustments in management, especially regarding human resources (Muñoz et al., 2022).

The Covid-19 pandemic has affected the mental, emotional, and psychological well-being of employees in providing services (Luker & Boettcher, 2020; Tahiry & Ekmekcioglu, 2023), ultimately having an impact on job satisfaction (Savitsky et al., 2021). The contribution of job satisfaction is crucial in service considering that the main product of the tourism industry is service or intangible (Hewagama et al., 2019). Considering this, behavioral theory and job satisfaction can predict employee retention (Khan et al., 2020; Tian et al., 2020). In previous studies, job satisfaction was largely determined by motivator factors and hygiene factors as explained in the two-factor theory (Aristana et al., 2023; Jensen & Luthans, 2006; Nowiński et al., 2019; Singh & Bhattacharjee, 2020). Where motivator factors determine increasing job satisfaction and hygiene factors cause employees to work harder (Alfayad & Mohd, 2017; Utley et al., 1997). Seeing this phenomenon makes job satisfaction always an interesting topic for research because perceptions of job satisfaction vary.

Empirical studies show that the determining factors of employee job satisfaction are largely determined by leadership (Aristana et al., 2021; Qing et al., 2020). Empirics also recommend that transformational leadership is effective in increasing job satisfaction (Aristana, Arsawan, et al., 2023; Boamah et al., 2018; Eliyana et al., 2019). Apart from that, transformational leadership's ability to empower (Asencio, 2016), build a conducive work climate (Kim & Park, 2020), build employee commitment (Kim et al., 2021), and work motivation (Afsar & Umrani, 2019). The investigation of leadership and job satisfaction has now been developed, especially in the hotel industry. However, mixed results were still found in the relationship between transformational leadership and job satisfaction. The findings of (Fahlevi et al., 2020) explain that leadership has no impact on employee job satisfaction. Looking at the gaps in existing research results, the research develops a mediation model by constructing organizational culture (Aldrin & Yunanto, 2019; Yiing & Ahmad, 2009; Zahari & Shurbagi, 2012) and work motivation (Aristana et al., 2023; Hendri, 2019). When employees are supported by the existing organizational culture, it can create job satisfaction and support existing leadership (Aristana et al., 2023; Zahari & Shurbagi, 2012). Likewise, employees who have work motivation due to the expectations received can increase job satisfaction and encourage leader policies (Kim & Lee, 2011; Maskurochman et al., 2012).

This research was conducted on the four-star hotel business in Bali, with various considerations. First, hotels are one of the businesses that support the tourism industry in Bali. As is known, hotels currently absorb the largest workforce in Bali, however, many of the workforce in Bali decided to become Indonesian migrant workers (PMI) (Dinita, 2013; Nuraeny, 2017). So this phenomenon raises the question of whether hotel employees feel less satisfaction at work. Second, the

Covid 19 pandemic has had an impact on hotel management. So specific measurements are needed related to the behavior of employees working in this sector, especially leadership and job satisfaction (Aristana et al., 2023; Ineson et al., 2013). Third, improving the quality of hotel services requires employee job satisfaction to support hotel business management (Hewagama et al., 2019).

This research aims to determine the effect of transformational leadership in increasing job satisfaction. and to determine the role of organizational culture and work motivation as mediators. Apart from that, this research is expected to contribute to the management of hotel businesses in Bali. Considering that employees are an important instrument in providing services, and their role has not been replaced to date. Therefore, maintaining and improving employee job satisfaction is something that must be done by the management. Thus, employees try to provide high contributions, and have a connection with their.

LITERATURE REVIEW

Two Factor Theory

Two-factor theory is a motivation theory that links intrinsic factors (motivator factors) and extrinsic factors (hygiene factors) with job satisfaction and dissatisfaction (Hinton, 1968; Jensen & Luthans, 2006). The two-factor theory was proposed by an American psychologist (Herzberg, 1987; Slimane, 2017) regarding variables that are perceived as desirable to achieve goals and adverse conditions that must be avoided. According to Herzberg, the absence of motivator factors will not result in significant job dissatisfaction, but motivator factors can provide high job satisfaction (DeShields et al., 2005; Utley et al., 1997). Furthermore, hygiene factors can motivate working harder so the absence of hygiene factors causes employees to work less hard. The absence of Hygiene Factors can cause dissatisfaction (DeShields et al., 2005). Hygiene factors include company policies, supervision,

salary, working conditions, workplace safety and health, relationships with colleagues, physical workplace, and the relationship between superiors and subordinates (Ruthankoon & Ogunlana, 2003).

Transformational leadership

Transformational leaders are leaders who can change their followers to increase their self-confidence (Burns, 1978). This ability is explained in four dimensions, namely; ideal influence, inspirational motivation, intellectual stimulation, and individual consideration (Afsar et al., 2014; Handhoko et al., 2016; Riyadi et al., 2016). Through this dimension, transformational leadership can produce employee awareness in helping the company achieve employee vision and goals (Al-Husseini & Dosa, 2016; Dewi et al., 2023; Shafi et al., 2020). Apart from that, this leadership has moral and ethical standards, this generates respect and makes the leader their inspiration (Laureani & Antony, 2019; Rawung et al., 2015). Furthermore, this type of leadership is presented as an important predictor in achieving organizational performance (Dewi et al., 2023; Ur Rehman et al., 2019).

Organizational culture

Organizational culture is perceived as an organizational-level construct that represents expectations and behavior (Glisson et al., 2014; Glisson & Williams, 2015). These values and symbols are understood and believed by all employees (Pawirosumarto et al., 2017). So that all of this becomes a special characteristic of the organization and differentiates one organization from another organization. Furthermore, organizational culture is said to be the norms of behavior, socialization, and expectations that direct employees to carry out their work (Glisson & Williams, 2015), and priorities for new employees (Aristana et al., 2023; Glisson et al., 2014). In existing empirical developments, organizational culture has an impact on targeted

work behavior and meets outcome criteria (Williams & Glisson, 2014).

Work motivation

Over the years, motivation studies have become interesting in measuring and discussing as a parameter of employee behavior (Miyamoto et al., 2020). This motivation is the cause of employees responding to an activity (Özsungur, 2019). Through identified motivation, employees carry out their work to fulfill these values as a sustainable interest (Graves & Sarkis, 2018). Employee motivation is explained as a force that drives the intensity and perception of employee behavior (Van den Broeck et al., 2021). In several studies work motivation is divided into two monetary motivations and non-monetary motivations (Aristana et al., 2023; Zameer et al., 2014). Seeing the important role of motivation as an important key in organizations, organizations can specifically support organizational success through the talented employees they have.

Job Satisfaction

Job satisfaction is defined as an emotional state that arises from assessments carried out by employees (Al-Sada et al., 2017), this feeling is related to the impact on work (Hassan et al., 2013). Job satisfaction is related to and is an important factor in determining employee behavior (H. T. Chen & Wang, 2019). According to (Chandra et al., 2019), the satisfaction

shown is very dependent on organizational behavior. Satisfaction with the work environment is strongly related to employee commitment (Sharma, 2016). Job satisfaction is shown by their attitudes and cognition towards their work environment, this will determine whether they will decide to move if given the opportunity (Liu et al., 2020), satisfaction can reduce the desire to change jobs (Azmy, 2021; Tuten & Neidermeyer, 2004). Furthermore, this attitude confirms job satisfaction with their profession which involves cognitive and emotional aspects. The most important thing in job satisfaction is awareness so it can be a strong predictor of employee turnover (Wolter et al., 2019).

Research Conceptual Framework

A conceptual framework is a relationship or connection between one or several concepts and other concepts of the problem being studied. Based on the framework of thinking and theoretical synthesis as well as empirical evidence, the influence of transformational leadership variables, organizational culture, work motivation, and job satisfaction can be explained. The conceptual framework for this research is described as Figure 1.

Research Hypothesis

Based on the theory and research conceptual framework developed, the following research hypothesis can be formulated:

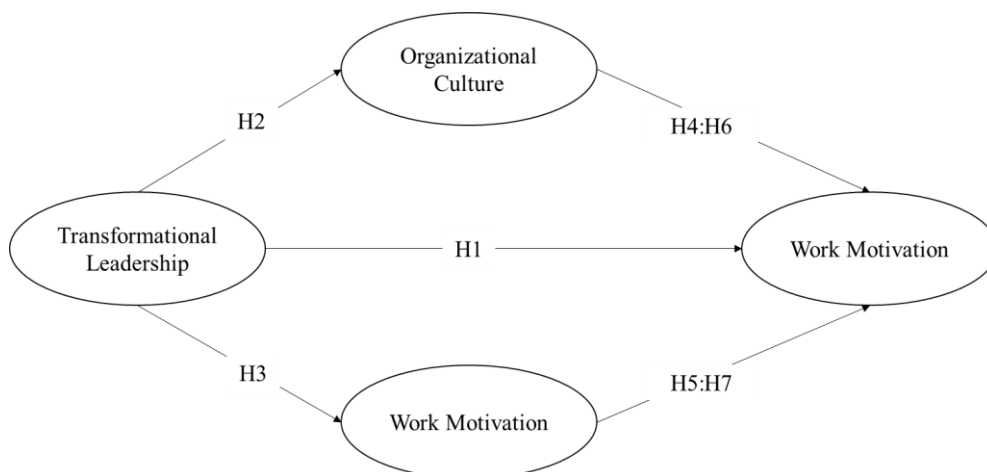


Figure 1. Research conceptual framework

Transformational Leadership, Job Satisfaction, Organizational Culture, and Work Motivation

Transformational leadership is an idea that developed in a political context and was then introduced into an organizational context (Eisenbach et al., 1999). Through transformational leadership, organizations have superior performance. All of this cannot be separated from the ability of transformational leaders to convey the company's vision and mission so that they are motivated to work hard (Chen et al., 2021). Furthermore, this change starts by taking an individual approach to increasing job satisfaction (Irwan et al., 2020). Organizations with transformational leaders produce higher levels of job satisfaction (Boamah et al., 2018; Fahlevi et al., 2020; Hussain & Khayat, 2021; U. T. Jensen & Bro, 2018; Top et al., 2015). Apart from increasing job satisfaction, transformational leadership has also been proven to be able to build organizational culture. Applicable values and norms can develop well through the support of transformational leadership (Abbasi & Zamani-Miandashti, 2013). Contextually, organizational culture can effectively help an organization realize all its goals. This is supported by several previous studies that state that transformational leadership has a significant influence on organizational culture (Abbas, 2017; Al-Shibami et al., 2019; Aldrin & Yunanto, 2019; Rijal, 2016). Work motivation is the reason why jobs are willing to do something for their organization. The two-factor theory explains that motivation is caused by two factors: intrinsic motivation and extrinsic motivation (Duan et al., 2020; Ruthankoon & Ogunlana, 2003; Van den Broeck et al., 2021). Intrinsic motivation is the motivation that arises from within oneself, while extrinsic motivation is the motivation that is caused externally to achieve something (Rantesalu et al., 2017). Several studies state that one of the factors that causes jobs to be motivated is the leader (Potipiroon & Faerman, 2020). Leaders with a transfor-

mational approach contribute to increasing job work motivation (Afsar & Umrani, 2019; Al-Mansoori & Koç, 2019; Aristana, Arsawan, et al., 2023; Ivashkevich et al., 2001; Manik, 2016). Based on the description, the hypothesis is formulated as follows:

- H1: Transformational leadership has a positive effect on job satisfaction.
- H2: Transformational leadership has a positive effect on organizational culture.
- H3: Transformational leadership has a positive effect on work motivation.

Organizational Culture and Job Satisfaction

Culture is the product of a group of people who live or settle in an area so that similarities in attitudes and behavior emerge (Nazarian et al., 2017). This similarity is caused by various things such as norms, history, beliefs, or values that are believed to be the difference between one group and another (Belias & Koustelios, 2014). This subjectivity becomes interesting in understanding organizational culture because the values and expectations of employee with certain cultural backgrounds are very clearly visible (Moradian et al., 2022). However, the development of studies provides agreement that organizational culture is a system of values, beliefs, and behavior that is shared by employees in an organization (Belias & Koustelios, 2014; Choi & Kim, 2020; Cun, 2012; Hartnell et al., 2019). Furthermore, previous research suggests that organizational culture is an important factor in influencing employee behavior (Nikpour, 2017). In addition, organizational culture can support employee job satisfaction in carrying out their duties and responsibilities (Al-Sada et al., 2017; Aristana, Arsawan, et al., 2023; N. A. Khan et al., 2020; Q. H. N. Tran, 2021). Based on the description above, the hypothesis is formulated as follows:

- H4: Organizational culture has a positive effect on job satisfaction.

Work Motivation and Job Satisfaction

Many work motivation studies have been carried out to find out the reasons for employees' willingness to do their work (Virgiawan et al., 2021). Individually, work motivation is the direction, intensity, and sincerity of employees related to work (Forner et al., 2020). This situation requires business organizations to pay more attention to the intrinsic and extrinsic benefits obtained by employees (Aboramadan et al., 2020; Shareef & Atan, 2019). From this assumption, work motivation is linked to employees' abilities and their expectations (Virgiawan et al., 2021). Based on the two-factor theory, motivation drives job satisfaction and dissatisfaction levels, so that they decide to be more involved in organizational activities. Previous research states that increasing work motivation has a positive impact on employee job satisfaction (Ayalew et al., 2021; Cun, 2012; Irwan et al., 2020; Olutade et al., 2015). Based on the description, the hypothesis is formulated as follows:

H5: Work motivation has a positive effect on job satisfaction.

The Mediating Role of Organizational Culture and Work Motivation

The contribution of leaders in building culture with the authority they have. Seeing this, transformational leadership is very possible, where these leadership characteristics can encourage organizational culture (Abbas, 2017; Al-Shibami et al., 2019; Aldrin & Yunanto, 2019; Rijal, 2016) and work motivation (Afsar & Masood, 2018; Al-Mansoori & Koç, 2019; Aristana, Arsawan, et al., 2023). Thus, transformational leaders can be role models for subordinates to always demonstrate good norms and behavior (Abbasi & Zamani-Miandashti, 2013). that employees feel comfortable in completing each task, and ultimately can create employee job satisfaction (Al-Sada et al., 2017; Aristana, Arsawan, et al., 2023; N. A. Khan et al., 2020; P. A. Tran et al., 2021). that is formed can facilitate transformational lea-

dership in creating employee job satisfaction (Chi, 2008; Sow et al., 2017). carrying out the work they do (Potipiroon & Faerman, 2020). Transformational leaders pay more attention to providing intrinsic and extrinsic motivation (Aboramadan et al., 2020; Shareef & Atan, 2019). Providing appropriate motivation makes employees respond more to their work. Appropriate motivation can lead to feelings of satisfaction (Ayalew et al., 2021; Cun, 2012; Irwan et al., 2020; Olutade et al., 2015). So the presence of motivation can mediate leaders' efforts to increase employee job satisfaction (Akosile & Ekemen, 2022; Aristana, Arsawan, et al., 2023; X. Chen et al., 2019). Based on the description, the hypothesis is formulated as follows:

H6: Organizational culture acts as a mediator of transformational leadership on job satisfaction.

H7: Work motivation plays a mediating role in the relationship between transformational leadership and job satisfaction.

RESEARCH METHODS

Population and Sample

This research uses a positivist (quantitative) approach, which leads to empirical rational principles with a type of causality research. To ensure the appropriateness of each statement in the questionnaire, it is necessary to carry out validity and reliability tests. According to Sugiyono (2017) population is all the elements that will be used as a generalization area, where the population elements are all the subjects that will be measured. The population is currently 112 four-star hotels in Bali. The sample size used refers to the Slovin formulation. Based on the Slovin formula and using certain assumptions, the researchers determined a sample size of 88 hotels by collecting data using random sampling techniques. For research respondents, the researchers determined three employees in each hotel. Thus, the number

of respondents who will take part in this research is 264 employees.

The determination of employees as respondents is based on the consideration that the employees concerned must have a minimum work period of three years. Questionnaires were distributed using email and manually during visits. Data collection was carried out from February – April 2024. Based on the data collected, information on the characteristics of respondents was obtained which is shown in Table 1.

Measurements

This research constructs four variables, namely; transformational leadership, organizational culture, work motivation, and job satisfaction. In assessing each construct, a five-point Likert scale is used (1 strongly disagree to 5 strongly agree). Transformational leadership is explained as a type of leadership that can organize all organizational interests through employees by providing motivation and increasing employee abilities. Transformational leadership in this research was measured using 7 statement items adopted from the research (Sudibjo & Prameswari, 2021). Organizational culture is described as the values and beliefs that employees believe in and are firmly embedded in the organization. Organizational culture in this research is explained through 9 statement items adopted from (Virgiawan et al., 2021).

Work motivation is explained as stimuli for employees to carry out their work. Work motivation in this study was measured using 8 statement items adopted from (Maskurochman et al., 2012; Nguyen, 2020). Job satisfaction in this research is explained as the level of suitability that employees receive in their work. Job satisfaction in this study uses 7 statement items adopted from research (Aristana et al., 2022; Kumar, 2017).

Data Analysis

This research data collection went through two stages. First, data was collected from 30 respondents to test the instrument. Instrument testing was carried out using validity and reliability tests with the help of the IBM SPSS 21 program. The instrument was declared valid if r calculated > 0.3 with $df = 5\%$ ($r > 0.3$). Furthermore, the construct is declared reliable if the Cronbach's Alpha value is ≥ 0.6 ($CA > 0.6$) (Hair et al., 2013). After the instrument is declared valid and reliable, data collection continues to the second stage of data collection according to the target. After the data was collected it was analyzed using Smart PLS 2.3.9.

Table 1. Respondent Characteristics

Respondent Characteristics (N=264)	F	(%)
Gender		
Male	145	54.9
Famale	119	45.1
Age (in years)		
20 - 29	37	14.0
30 - 39	101	38.3
40 - 49	88	33.3
> 50	38	14.4
Education		
SMA/SMK	91	34.4
Diploma III	82	31.1
Diploma IV/S1	91	34.5
Experience (in years)		
≥ 3	86	32.6
6 - 10	113	42.8
>10	65	24.6

Resources: Author Calculation

RESULT AND DISCUSSION

Outer Model Measurements

The measurement model was carried out to evaluate the data quality of each construct used in this research. The validity test is presented in Table 2 and Table 3. The feasibility of the model is seen from convergent validity which is shown if it has an outer loading value above 0.6 ($OL > 0.6$). Testing continues by looking at discriminant validity through the root value of average variance extracted (\sqrt{AVE}) provided that the AVE value is greater than 0.5 ($\sqrt{AVE} > 0.5$). The criteria are continued by measuring the construct reliability value through composite reliability with the criteria of Cronbach's alpha ($CA > 0.7$) and composite reliability ($CR > 0.7$) (Hair et al., 2016).

The results show that all items have an outer loading value above 0.6, so the items are declared valid. Meanwhile, the discriminant validity test shows that the value of $\sqrt{AVE} > 0.5$ is above 0.5 so the construct is declared to meet the discriminant validity criteria. Composite reliability testing also shows that Cronbach's alpha and composite reliability values have values above 0.7 so they are declared free from random errors in the data.

Inner Model Measurement

After the outer model stages are fulfilled, the next test is carried out on the inner model measurements. Like measuring the outer model, measuring the inner model goes through several stages. First, an examination of the variable relationships was carried out by paying attention to the R-square value. As found by (Hair et al., 2018), this relationship is grouped into three categories, namely; strong with a value of 0.67, medium with a value of 0.33, and weak with a value of 0.19. The results of the analysis are shown in Table 4.

Table 2. Instruments Reliability Test

Indicator	OL	CA	rho_A	CR
JS1	0.838			
JS2	0.792			
JS3	0.806			
JS4	0.786	0.917	0.917	0.934
JS5	0.869			
JS6	0.804			
JS7	0.827			
OC1	0.698			
OC2	0.808			
OC3	0.725			
OC4	0.846			
OC5	0.759	0.892	0.903	0.913
OC6	0.794			
OC7	0.657			
OC8	0.617			
OC9	0.680			
TL1	0.892			
TL2	0.886			
TL3	0.910			
TL4	0.902	0.952	0.952	0.960
TL5	0.887			
TL6	0.835			
TL7	0.853			
WM1	0.774			
WM2	0.823			
WM3	0.737			
WM4	0.820			
WM5	0.791	0.907	0.909	0.924
WM6	0.739			
WM7	0.782			
WM8	0.753			

Resources: Author Calculation

Note: Outer Loading (OL), Cronbach's Alpha (CA), Composite Reliability (CR), Job Satisfaction (JS), Organizational Culture (OC), Transformational Leadership (TL), and Work Motivation (WM).

Table 4 shows that the R-square of job satisfaction and organizational culture has a value below 0.67 and above 0.33, so it is categorized as moderate. Meanwhile, work motivation has an R-square value below 0.19 so it is categorized as weak, this is by (Hair et al., 2018). The average R-square value of 0.369 indicates that the relationship between the constructs used in this research is 36.9 percent and 63.1 percent is explained by other constructs that have not been included in the research model. So it can be a consideration for further research in constructing the model.

The second stage predictions from the research framework are developed through the relevant Q-square prediction value (Q^2). Stone (1974) said that a prediction has good strength if it has a value close to 1. Based on the analysis in Table 5, it shows that the average value of Q^2 is 0.784, so it is said that Q^2 has a good prediction. From this analysis it can be seen that the research framework that was built had a prediction of 78.4 percent and 21.6 percent was stated as an error factor. Third, calculate Goodness of Fit (GoF), according to Hair et al. (2013) GoF has three categories, namely; a value of 0 – 0.24 in the low category, a value of 0.25 – 0.37 in the medium category, and 0.38 – 1 in the high category. Based on calculations, the GoF value is 0.489, so it can be said that the model shows high model measurement accuracy. The fourth stage measures the effect size (f^2), this measurement is intended to provide detailed predictions of exogenous and endogenous variables (Cohen et al., 1998). Effect size (f^2) has three classifications, namely: strong (above 0.35), medium (between 0.15 – 0.35), and weak (between 0.02 – 0.15). The test results show an effect size (f^2) value of 0.432 (see Table 6) in the strong classification. So the relationship between endogenous and endogenous variables has a relationship pattern that can be explained. The final

measurement is to investigate the direct and indirect effects of each hypothesis formulated in this study (see Table 6 and Figure 2).

Based on the analysis carried out in Table 7, it shows that transformational leadership has an insignificant negative effect on job satisfaction with a path coefficient value of $\beta = -0.008$; $t = 0.106$, $p=0,458$, so hypothesis 1 is not supported. Meanwhile, transformational leadership has a positive and significant effect on organizational culture with a path coefficient value of $\beta = 0.721$; $t = 22.493$, and $p = 0.000$ and work motivation path coefficient value is $\beta = 0.336$; $t = 5.632$ and $p = 0.000$, then hypothesis 2 and hypothesis 3 are supported. Furthermore, organizational culture and work motivation have a positive and significant effect on job satisfaction with path coefficient values of $\beta = 0.180$, $t = 2.601$, $p = 0.005$ and $\beta = 0.600$, $t = 12.146$, and $p = 0.000$. So hypothesis 4 and hypothesis 5 are supported. The indirect influence or mediating role is shown by organizational culture and work motivation. The test shows that organizational culture and work motivation act as mediating influences on transformational leadership on job satisfaction with respective values of $\beta = 0.130$, $t = 2.461$, $p = 0.007$ and $\beta = 0.202$, $t = 5.510$, and $p = 0.000$. So hypothesis 6 and hypothesis 7 supported.

Table 3. AVE Values and correlation among variables

Variable	AVE	JS	OC	TL	WM
Job Satisfaction (JS)	0.669	0.818			
Organizational Culture (OC)	0.540	0.411	0.735		
Transformational Leadership (TL)	0.776	0.324	0.721	0.881	
Work Motivation (WM)	0.605	0.668	0.393	0.336	0.778

Resources: Author Calculation, Note: Average Variance Extracted (AVE)

Table 4. Research Model’s Feasibility Constructs

Construct	R Square	R Square Adjusted
Job Satisfaction (JS)	0.473	0.467
Organizational Culture (OC)	0.520	0.519
Work Motivation (WM)	0.113	0.110
Average	0.369	0.365

Resources: Author Calculation

Table 5. Predict Relevant

Construct	SSO	SSE	Q ²
Job Satisfaction (JS)	1848.000	1277.766	0.309
Organizational Culture (OC)	2376.000	1722.616	0.275
Work Motivation (WM)	2112.000	1970.119	0.067
Average	6336.000	4970.502	0.784

Resources: Author Calculation

Table 6. Analysis of Effect Size

Variables	β	Mean	Deviation	T Statistics	P Values
OC -> JS	0.180	0.187	0.069	2.601	0.005
TL -> JS	0.324	0.323	0.070	4.617	0.000
TL -> OC	0.721	0.727	0.032	22.493	0.000
TL -> WM	0.336	0.37	0.060	5.632	0.000
WM -> JS	0.600	0.606	0.049	12.146	0.000
Average	0.432				

Resources: Author Calculation

Note: Job Satisfaction (JS), Organizational Culture (OC), Transformational Leadership (TL), and Work Motivation (WM).

Table 7. Hypotheses Testing

Relationship Between Variables	β	Mean	Standard Deviation	T Statistics	P Values	Information
TL -> JS	-0.008	-0.016	0.073	0.106	0.458	Not Supported
TL -> OC	0.721	0.727	0.032	22.493	0.000	Supported
TL -> WM	0.336	0.337	0.060	5.632	0.000	Supported
OC -> JS	0.180	0.187	0.069	2.601	0.005	Supported
WM -> JS	0.600	0.606	0.049	12.146	0.000	Supported
TL -> OC -> JS	0.130	0.136	0.053	2.461	0.007	Supported
TL -> WM -> JS	0.202	0.203	0.037	5.510	0.000	Supported

Resources: Author Calculation

Note: Job Satisfaction (JS), Organizational Culture (OC), Transformational Leadership (TL), and Work Motivation (WM).

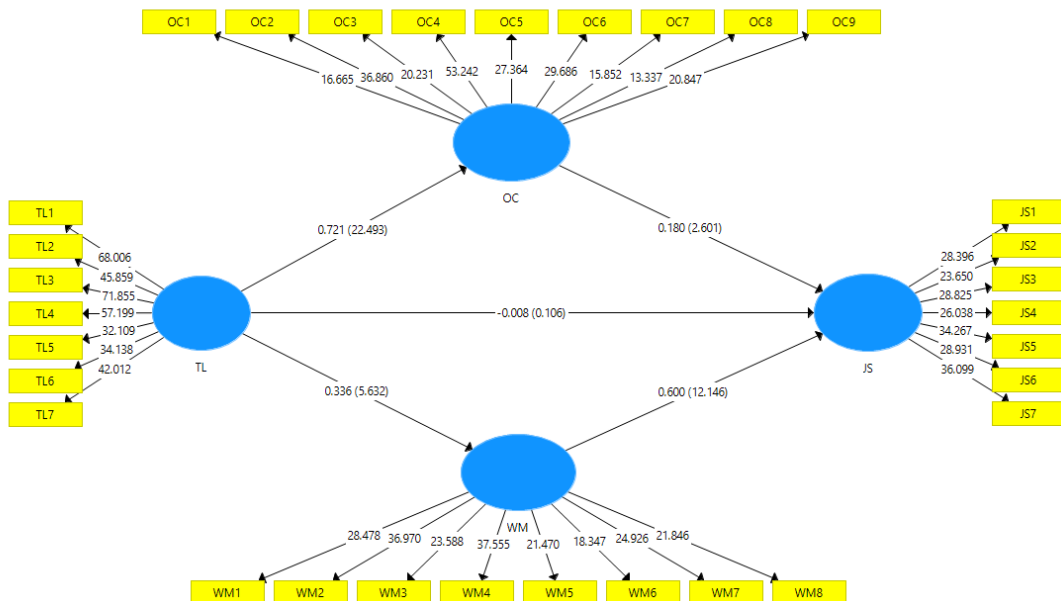


Figure 2. Bootstrapping SmartPLS Models

Discussion

Based on the analysis, shows that transformational leadership has a positive and insignificant effect on job satisfaction. So it can be explained that the application of transformational leadership in the hotel business has not had an impact on employee job satisfaction. In the two-factor theory, job satisfaction is explained by hygiene factors and motivator factors (Jensen & Luthans, 2006). These two factors determine job satisfaction and dissatisfaction (DeShields et al., 2005), therefore it is important to present hygiene factors and motivator factors in hotel business management. This condition is the reality that occurs where hotels have high work intensity, this is seen from the workload, working time, and working conditions resulting in employees tending to be dissatisfied. When viewed from the perspective of hygiene factors, such as salaries/wages, hotel businesses have policies that are relatively higher than other businesses. However, compared to the workload and responsibilities this still feels inappropriate. Furthermore, the range of bureaucracy in hotels is quite long and complex so the highest level of leadership interaction is relatively low, so employees do not understand the policies provided as a form of support. Thus, transformational leadership practices have not been implemented optimally in the hotel business. The results of this study do not support previous research which states that transformational leadership produces higher job satisfaction (Boamah et al., 2018; Hussain & Khayat, 2021; Jensen & Bro, 2018; Top et al., 2015). However, these results are in line with previous research findings by Aristana et al. (2023) and Fahlevi et al. (2020) who found that transformational leadership did not affect job satisfaction.

Based on the analysis, it can also be seen that transformational leadership significantly influences organizational culture and work motivation. These results indicate that the application of transformational leadership can improve organizatio-

nal culture and work motivation of employees in the hotel business. The application of transformational leadership is felt to support the development of values and norms that employees believe to be a habit (Abbasi & Zamani-Miandashti, 2013). So that these habits effectively help in achieving employee and organizational goals. The results of this research support previous research by Abbas (2017); Al-Shibami et al. (2019); Aldrin & Yunanto (2019) and Rijal (2016) where organizational culture has an impact on employee job satisfaction. Besides that, transformational leadership can grow work motivation (Duan et al., 2020; Ruthankoon & Ogunlana, 2003; Van den Broeck et al., 2021). Every employee is believed to have personal goals to achieve, so the presence of transformational leadership can accommodate personal goals into organizational goals (Potipiroon & Faerman, 2020). So, the application of transformational leadership in hotel business management is needed to maximize employee contributions through work motivation. The results of this study support previous research (Afsar & Umrani, 2019; Al-Mansoori & Koç, 2019; Ivashkevich et al., 2001).

The analysis also shows that organizational culture and work motivation have a positive and significant effect on job satisfaction. These findings indicate that the organizational culture that is built and provides work motivation in the hotel business can increase employee job satisfaction. The results of this study provide support for previous studies which found that organizational culture and work motivation significantly influence satisfaction (Al-Sada et al., 2017; Aristana, Arsawan, et al., 2023; Ayalew et al., 2021; Cun, 2012; Irwan et al., 2020; M. A. A. Khan & Hashim, 2020). Job satisfaction determines employees' behavior at work (Chen & Wang, 2019; Graves & Sarkis, 2018). All of this will have an impact on achieving organizational goals.

Based on the analysis carried out, shows that organizational culture and work moti-

vation are proven to mediate the relationship between transformational leadership and job satisfaction. The findings of this research support previous research where organizational culture and work motivation were proven to mediate transformational leadership (Akosile & Ekemen, 2022; Ayalew et al., 2021; Irwan et al., 2020). As previously explained, the hotel business has a long assignment span so the transformational leadership type is still less effective in increasing job satisfaction. For this reason, the organizational culture that is built can create conduciveness and comfort for employees to work which will help increase satisfaction (Khan et al., 2020; Tran, 2021). Providing adequate motivation will also lead to job satisfaction (Cun, 2012; Olutade et al., 2015). So, the effectiveness of implementing transformational leadership in increasing job satisfaction can be facilitated by the organizational culture and work motivation that exists in the hotel business. Seeing the important role shown in business sustainability, it is important for hotel businesses to always maintain organizational culture and pay attention to employee work motivation.

CONCLUSION AND RECOMMENDATION

The hotel business must maintain its productivity and business performance amidst an increasingly competitive business environment. Based on the findings of this research, organizational culture, and work motivation play two important roles. On the one hand, organizational culture and work motivation have been proven to directly increase job satisfaction. Furthermore, organizational culture and work motivation act as mediating influences on transformational leadership and job satisfaction. Transformational leadership does not show a significant relationship to job satisfaction. This research has several theoretical contributions. First, the results of this research enrich the transformational leadership literacy which was built comprehensively. Second, this research analy-

zes the mechanism of transformational leadership in influencing employee job satisfaction. Third, this research finds the important role of organizational culture and work motivation in facilitating transformational leadership in increasing employee job satisfaction. Fourth, this research is proven to bridge the research gap found in previous research and explains how transformational leadership is associated with employee job satisfaction.

Like previous research, this study has several limitations. First, the sampling is limited to four-star hotel businesses in Bali. As we all know, the entire hotel business is still experiencing various adjustments after experiencing post-pandemic disruption. So the results of this research still require adjustments to be implemented. Second, research investigates the relationship between transformational leadership, organizational culture, work motivation, and employee job satisfaction. Looking at the analysis of the coefficient of determination shows that the variable shows a moderate value. So it is necessary to investigate other variables such as trust, commitment, and so on. Apart from that, a more in-depth investigation needs to be carried out regarding transformational leadership in the hotel business. Third, the data collection carried out concentrated on self-assessment. Therefore, bias in the data is very possible, therefore more in-depth studies need to be carried out in the future.

Recommendations that can be conveyed are related to the type of leadership applied in the hotel business. Although transformational leadership does not show any influence on job satisfaction. However, transformational leadership has a significant impact on improving organizational culture and work motivation. So transformational leadership is still recommended in hotel business management. However, some adjustments are needed so that its implementation can be more effective. Apart from that, when managing a hotel business

you must pay more attention to organizational culture and work motivation. This cannot be separated from the role shown both directly and indirectly. This indicates that both of them play an important role in this business.

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