IMPROVING EMPLOYEE JOB SATISFACTION: DO TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL CULTURE MATTER?

by I Nengah Aristana

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ABSTRACT

This study aims to validate the determinants of employee job satisfaction in the hospitality industry. This study employed a quantitative approach with a questionnaire as a data collection tool distributed to 240 five-star hotel employees. The research data collected were analyzed using SmartPLS 3.2.9. Subsequently, this study revealed that transformational leadership did not affect employee job satisfaction and was related to organizational culture. Meanwhile, organizational culture was confirmed to fully intervene between transformational leadership and the dimensions of employee job satisfaction. Further, this study still has some limitations, i.e., bias from using self-assessment reports. Also, practical implications were offered. Thus, managers could gain a better comprehension of the relationship between variables and how the role of mediation is shown. Consequently, they would acquire more in-depth information as references in policy making. Theoretically, this research contributes to the knowledge base where the existing organizational culture significantly determines employee job satisfaction.

JEL: A13, D23, D91

Keywords: transformational leadership, organizational culture, and employee job satisfaction

Penelitian ini bertujuan untuk memvalidasi determinan kepuasan kerja karyawan di industri perhotelan. Penelitian ini menggunakan pendekatan kuantitatif dengan kuesioner sebagai alat pengumpulan data yang dibagikan kepada 240 karyawan hotel bintang lima. Data penelitian yang terkumpul dianalisis menggunakan SmartPLS 3.2.9. Selanjutnya, penelitian ini mengungkapkan bahwa kepemimpinan transformasional tidak mempengaruhi kepuasan kerja karyawan dan berhubungan dengan budaya organisasi. Sementara itu, budaya organisasi dipastikan mengintervensi sepenuhnya antara kepemimpinan transformasional dan dimensi kepuasan kerja karyawan. Selanjutnya, penelitian ini masih memiliki beberapa keterbatasan, yaitu bias dari penggunaan self-assessment report. Juga, implikasi praktis yang ditawarkan. Dengan demikian, manajer dapat memperoleh pemahaman yang lebih baik tentang hubungan antara variabel dan bagaimana peran mediasi ditunjukkan. Dengan demikian, mereka akan memperoleh informasi yang lebih mendalam sebagai referensi dalam pengambilan kebijakan. Secara teoritis, penelitian ini memberikan kontribusi terhadap basis pengetahuan dimana budaya organisasi yang ada secara signifikan menentukan kepuasan kerja karyawan.

JEL: A13, D23, D91

Kata Kunci: kepemimpinan transformasional, budaya organisasi, dan kepuasan kerja karyawan

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1. INTRODUCTION

The hospitality industry in Bali has been proliferating and undergoing a massive transformation in the last ten years, significantly contributing to the economy's improvement (Yao, Qiu, and Wei 2019). The recent literature that discusses the hotel business remains limited regarding systematic and in-depth studies, which affect several aspects, i.e., human resources in the hotel (Aristana et al., 2022; Liu et al., 2022). Along with its rapid development, the hotel business always strives to obtain competent human resources to provide services that meet international standards (Astuti, Ginaya, and Sadguna 2018). It is integrated with the perception that the primary product of a hotel is services or intangibles (Hewagama et al. 2019). Consequently, it is crucial to investigate satisfaction in improving employee performance, especially in the hotel industry; considering behavioral theory, job satisfaction is a predictor of employee retention (Khan et al., 2020; Tian et al., 2020).

Previous studies have shown that leadership is critical in increasing employee job satisfaction (Aristana, Junipisa, and Dwitrayani 2021). Many studies have developed the concept of leadership to the assumption that leadership behavior is in a range of many situations (Asencio, 2016; Chen et al., 2021). Transformational leadership is considered the most effective leadership style in empowering (Krishnan 2012; Zeb et al. 2021), fostering organizational culture (Chi 2008; Sabuhari et al. 2020), motivating employees (Afsar & Umrani, 2019; Chen et al., 2009), and being able to increase employee job satisfaction (Boamah et al. 2018; Chi 2008; Ekowati, Troena, and Noermijati 2013). This study examines transformational leadership and employee job satisfaction and their essential role in addressing ever-changing challenges (Huikko-Tarvainen, Sajasalo, and Auvinen 2021), especially in the hotel industry. In addition, transformational leadership is regarded as the baseline for building organizational culture and increasing satisfaction (Hussain and Khayat 2021).

This study fulfills some gaps that exist in previous studies. First, transformational leadership can increase employee job satisfaction in manufacturing companies (Arsawan et al. 2022; Chi 2008; Eliyana, Ma'arif, and Muzakki 2019; Mufti et al. 2020). However, the success of transformational leadership in the hotel business is still not extensively explored. Furthermore, Ohunakin et al. (2019) study suggests that inspirational motivation and intellectual stimulation did not positively affect employee job satisfaction. Accordingly, it is recommended for a transformational leadership style to embrace attitudes and behaviors better despite previous studies mentioning that leader support can increase employee satisfaction (Aristana et al., 2022). Practically, transformational leadership has a positive psychological impact on employees (Mesu, Sanders, and Riemsdijk 2015). Second, based on the gap in study results regarding the impact of transformational leadership and job satisfaction (Ohunakin et al. 2019; Thamrin 2012), this study recommends organizational culture to address existing gaps (Cummings et al. 2018). Therefore, transformational leaders must recognize the existence of organizational

culture. Given the unstable nature of the business environment, leaders must adapt individuals, teams, and organizations to the changes that occur (Bagga et al., 2022).

Third, the relationship between transformational leadership and organizational culture has not yet been measured in profit-oriented businesses (Acosta-Prado et al. 2020), notably in the hotel industry (Mohamed et al. 2013; Patiar and Wang 2016). The organizational culture of companies in developing countries is varied, given many adaptations of cultures that heavily contain local values (Chen et al., 2020; Mudana et al., 2018). Furthermore, Pawirosumarto et al. (2017) found that organizational culture is crucial in leadership and employee satisfaction. Consequently, this study discusses transformational leadership and organizational culture influencing employee job satisfaction.

This study is conducted with a focus on the hotel industry in Bali, following several considerations. First, the hotel is one of the industries supporting tourism development in Bali. The hotel provides extensive job opportunities for employees and job seekers. However, many become Indonesian migrant workers (Dinita 2013; Nuraeny 2017). This phenomenon raises the question of whether hotel employees are satisfied (hygiene factor and motivator factor). Second, COVID-19 has had a devastating impact on hotel management. Therefore, it is necessary to conduct studies on human resources in this industry, considering that job satisfaction is critical to improving performance (Aristana et al., 2022; Ineson et al., 2013). Third, the hotel industry is a service business that prioritizes service; thus, an investigation is required regarding job satisfaction from employee perceptions (Hewagama et al. 2019) since human resources have a crucial role in the service process. Based on this phenomenon, this study has several objectives: 1) does transformational leadership affect organizational culture and employee job satisfaction? 2) does organizational culture affect employee job satisfaction? and 3) does organizational culture mediate the relationship between transformational leadership and employee job satisfaction?

This study constructs a research model that develops the relationship between transformational leadership, organizational culture, and employee job satisfaction to fill existing gaps. In addition, this study has a design to examine the factors that shape employee job satisfaction and examine the role of organizational culture in mediating transformational leadership relationships. Consequently, this study's results can enrich references of transformational leadership studies, provide future research directions, offer hotel industry leaders insights into the significance of transformational leadership styles and organizational culture, and increase employee job satisfaction toward hotel performance. Based on these rationales, this study will undergo further investigation.

LITERATURE REVIEW

Two-Factor Theory

Two-factor theory is a motivation theory that links intrinsic factors (motivator factors) and extrinsic factors (hygiene factors) to job satisfaction and dissatisfaction (Jensen and Luthans 2006; Nowiński et al. 2019; Singh and Bhattacharjee 2020). The two-

factor theory was proposed by an American psychologist (Herzberg 1987) regarding variables that are perceived as desirable to achieve goals and adverse conditions that must be avoided (Locke and Latham 2019). Herzberg asserts that the absence of this motivator factor will not result in significant job dissatisfaction; instead can provide high job satisfaction (Utley et al., 1997; Alfayad and Mohd, 2017). Furthermore, the hygiene factor can motivate them to work harder. Thus, the absence of the hygiene factor can cause insufficient work among the employees. The absence of hygiene factors can also lead to dissatisfaction (DeShields et al. 2005; Lee et al. 2022; Thant and Chang 2021). Hygiene factor includes company policies, supervision, salary, working conditions, workplace safety and health, relationships with colleagues, physical workplaces, and relationships between superiors and subordinates (Ruthankoon and Ogunlana, 2003).

Transformational Leadership

Transformational leadership has an essential need in its role in building a work climate by inspiring subordinates through motivation (Jaiswal and Dhar 2015). In addition, transformational leadership is explained as a process that influences changes in the attitudes and perceptions of subordinates and can influence the organization's missions, goals, and strategies (Lehmann-Willenbrock et al., 2015; Babić et al., 2014). Mittal & Dhar (2015) transformational leaders succeed in changing the focus of their subordinates from self-interest into a collective vision and can inspire subordinates to do work beyond their obligations. The difference in characteristics shown by leaders distinguishes transformational leadership behavior (Deinert et al. 2015). Ågotnes et al. (2021) argue that transformational leadership is a resource and reward for employees of the imbalance between effort and reward. Theoretically, transformational leadership can be stated as a type of leadership that can manage subordinates to achieve organizational goals.

Organizational culture

Organizational culture is shared and believed values firmly embedded by leaders and permeated by all members of the organization (Koranteng et al., 2022). Organizational culture represents the shared values, beliefs, and principles of organizational members (Nikpour 2017). These shared values and beliefs influence the behavior of the organization's, impacting organizational decisions and effectiveness (Meng and Berger 2019). Thus organizational culture connects groups/people who work in the same organization (Tseng 2010), and organizational culture can differentiate organizations from one another (Pawirosumarto et al., 2017; Aziz et al., 2019). Sometimes the organizational culture that is formed can be a strategy to create a sustainable competitive advantage (González-Rodríguez et al. 2019). Raharjo et al. (2018) explained that organizational culture could help employees foster a sense of belonging, community, attitudes, and what to do. Subsequently, it can be concluded that organizational culture can connect all shared elements into a common belief (Aristana, Junipisa, and Yogantara 2020).

Employee Job Satisfaction

Job satisfaction has been a fascinating topic for researchers and is defined as an accepted difference from the work done (Sajid 2016). Thus, organizational culture significantly determines job satisfaction (I. Nengah Aristana et al. 2022). Employee satisfaction is a consequence of events and indicates personal well-being (Cho and Park 2011). Besides, the ability to adapt is crucial (Tran 2021). However, job satisfaction highly depends on the organization (Chandra et al. 2019). Moreover, accepting attitudes toward

the work environment determines their satisfaction level (Liu et al., 2020; Ko & Choi, 2019). It is primarily determined by employee behavior (Chen & Wang, 2019). Based on the existing theory, employee job satisfaction can be explained as a feeling that is owned in work following the results obtained and is mainly determined by the individual, the environment, and the organization. This study tries to reduce employee job satisfaction through two dimensions, i.e., hygiene and motivator factors. These two factors determine whether an employee feels satisfaction or dissatisfaction (Herzberg 1987).

Hypothesis Development

Transformational Leadership and Employee Job Satisfaction

The concept of transformational leadership was developed (Burns 1978) and continued by (Bass 1985), where the transformational leadership type is believed to direct the organization to achieve excellence when addressing renewal and transformation (Thamrin 2012). Several empirical studies show a positive relationship and increased employee productivity and organizational performance through employee satisfaction (Khan et al., 2020; Labrague et al., 2020; Moin et al., 2021). In order to achieve all of that, it can be supported by applying a transformational leadership style. Applying transformational leadership directly increases employee satisfaction (Ekowati et al. 2013; Eliyana et al. 2019), which impacts team satisfaction and collective team performance (Braun et al., 2013; Top et al., 2015). Chen et al. (2021) report that transformational leadership is proven to help employees improve their abilities, can provide a sense of equality, and raises awareness. Applying transformational leadership behavior by leaders is helpful as a strategy to create better working conditions (Boamah et al. 2018). Based on the findings of previous studies, the authors formulate the first hypothesis as follows:

H1: There is a positive influence between transformational leadership on employee job satisfaction (motivator and hygiene factor)

Transformational Leadership and Organizational Culture

Discussion on organizational culture cannot be separated from the role of leaders as decision-makers (Gurmani et al. 2021). Following its meaning, organizational culture is perceived as shared values and beliefs deeply rooted and significantly determined by top managers' roles (Song, Shi, and Zhou 2022). Previous studies explain that leadership relates to an organizational culture built within the organizations (Koranteng et al., 2022). Further, it is inseparable from the ability of transformational leadership to build a work culture and be able to bring the organization to a higher intensity of competition (Azhar and Yang 2022) and can bring change to the organization (Khan et al., 2020; Rijal, 2016; Shahzad et al., 2018). Consequently, several studies report that transformational leadership significantly affects organizational culture (Abbasi and Zamani-Miandashti 2013; Al-Shibami et al. 2019) because transformational leaders are more suitable for technical matters in the workplace and organizational effectiveness (Tayal, Upadhyay, and Singh 2022). Practically managers must adopt transformational leadership to foster a culture of engagement to acquire a quality management approach (Lasrado and Kassem 2020). Looking at the results of previous studies, the authors formulate the second hypothesis as follows:

H2: There is a positive influence between transformational leadership on organizational culture

Organizational Culture and Employee Job Satisfaction

Organizational culture is a comprehensive concept related to a consensus that has yet to be fully achieved. Organizational culture is a shared belief about the values, assumptions, and meanings associated with members of the organization (Jardioui, Garengo, and El Alami 2019). In addition, organizational culture is a critical element for driving organizational effectiveness and is a connecting element between strategy, structure, and work practices (Hartnell et al. 2019). Organizational constructive culture is group norms that encourage achievement, decision-making participation, teamwork, social support, interpersonal relationships, and self-actualization (Simosi and Xenikou 2010). Therefore, this culture can increase employee job satisfaction (Chi, 2008; Yiing & Ahmad, 2009; Dirani, 2009; Pawirosumarto et al., 2017). These findings further reinforce that the organization's organizational culture relates to employee job satisfaction (Al-Sada, Al-Esmael, and Faisal 2017). Although the relevance of cultural emphasis and satisfaction has yet to be explicitly discussed, the owned culture increases satisfaction and performance (Dirisu et al. 2018). So the authors formulate the third hypothesis as follows:

H3: There is a positive influence between organizational culture on employee job satisfaction (motivator and hygiene factor).

Mediating Role of Organizational Culture

The significance of organizational culture has been confirmed in several studies, where organizational culture can have a positive impact on employee satisfaction and performance (Al-Sada et al. 2017; Dirisu et al. 2018). Satisfaction is an employee's perception of the work environment, relationships with co-workers, organizational goals and strategies, and success factors. This organizational culture series impacts employee attitudes and behavior related to function and welfare (Belias and Koustelios 2014). However, when organizational culture is involved in the relationship between transformational leadership and job satisfaction, organizational culture does not show intervention (Sow, Murphy, and Osuoha 2017); thus, organizational culture is not stated as a mediator (Irwan et al. 2020). In other studies, organizational culture is not mediating the relationship between transformational leadership and organizational beliefs (Abdullah et al., 2015). However, other studies (e.g., Meng & Berger, 2019) report that organizational culture shows high intervention in the relationship between leadership and employee satisfaction. Likewise, Metwally et al. (2019) found that organizational culture mediates increased leadership relationships with satisfaction. The role of organizational culture in mediating the relationship between transformational leadership and satisfaction is still being debated, so this study re-examines this relationship. Seeing the gaps in the results of previous studies, the authors tried to formulate the fourth hypothesis as follows:

H4: Organizational culture mediates the relationship between transformational leadership and employee job satisfaction (motivator and hygiene factor).

Research Concept Framework

Based on the formulated hypothesis, the conceptual framework of the research is shown in Figure 1. This study measures the direct influence of transformational leadership and organizational culture on employee job satisfaction, in addition to the organizational culture variable used as a mediator. Therefore, the variables used in the prediction can explain employee job satisfaction.

Figure 1. Research Concept Framework

2. RESEARCH METHODS

Population and Sample

This research was conducted at five-star hotels across 6 regencies in Bali Province (Badung 40, Gianyar 6, Denpasar 4, Tabanan 2, Karangasem 1, and Singaraja 1). These six regions became models for tourism development in Bali Province. Thus, the population of this study was 54 five-star hotels. Determination of the sample in this study employed the (Krejcie and Morgan 1970)'s formulation in which we obtained 48 five-star hotels that were proposed as a sample framework. We selected five employees from each five-star hotel resulting in 240 respondents. The selection of employees was based on two criteria. First, the selected employees were at the management level in a five-star hotel. Second, they must have at least two years of experience in their current position. Questionnaire distribution was conducted online via email and offline using a manual questionnaire during visits to the selected hotels. The data collection was conducted from December 2021 to July 2022. The characteristics of the respondents are illustrated in Table 1. The distribution of the questionnaire was carried out in two stages. The first questionnaire was distributed to 30 respondents to test validity and reliability (using IMB SPSS 21). The instrument was valid if it had a correlation coefficient product-moment value (r) greater than 0.3 (r>0.3) and was reliable if it had a Cronbach Alpha value greater than 0.6 (CA>0.6) (Hair et al., 2013). When the instrument was valid and reliable, it was followed by distributing questionnaires to the targeted respondents. Furthermore, the collected data was analyzed using Smart PLS 3.2.9.

Measurement

The study measures three main variables, i.e., transformational leadership, organizational culture, and employee job satisfaction. The application of the assessment of each research variable uses a five-point Likert scale (1 strongly disagree to 5 strongly agree). Transformational leadership is measured through four dimensions with 12 statement items adopted from previous research (Maquieira et al., 2020).

1. The idealized influence was measured by a future mission, values and beliefs, and inspired loyalty.
2. The inspirational motivation was measured by communicative culture, integration and team mobilization, and behavioral consistency.
3. Intellectual stimulation was measured by continuous improvement, knowing the group's needs, and thinking of new ways.

4. Individualized consideration was measured by considering personal feelings, best thinking, and the benefits of achieving goals.

To measure organizational culture using three dimensions with 14 items adopted from the research (Tseng 2010), that is:

1. Clan culture was shown by kinship, the leader as a mentor, high commitment, and prioritizing cohesion and morals (Keskin et al. 2005).
2. Adhocracy culture was described as a dynamic and entrepreneurial spirit, a leader as an entrepreneur and innovator, a commitment to innovation, and a readiness to address new challenges (Keskin et al. 2005).
3. Hierarchy culture was measured by formal procedures, leadership by example, management style, formal policies, implementation of controls, and organizational efficiency (Alqudah, Carballo-Penela, and Ruzo-Sanmartín 2022).

The employee job satisfaction variable was explained through two dimensions with 8 items adopted from the research (Phuong et al. 2018):

1. Motivator factors were explained with indicators, i.e., rights and responsibilities, career development, and job descriptions.
2. Hygiene factors were explained with indicators, i.e., teamwork, salary, relationships with colleagues, leadership, and work environment.

Table 1. Respondent Demographics

Employees detail (n=240)	Frequency	%
Gender		
Male	127	52.90
Female	113	47.10
Education		
Senior High School	46	19.17
Diploma	102	42.50
Bachelor	88	36.67
Postgraduate	4	1.67
Experience (in years)		
1 – 10 Years	212	88.33
11 – 20 Years	16	6.67
21 - 30 and above	12	5.00
Department		
House Keeping	30	12.50
Accounting	45	18.75
Public Relations	17	7.08
HRD	18	7.50
Restaurant	60	25.00
Marketing	10	4.17
Front Office	34	14.17
Engineering	14	5.83
SPA	12	5.00

Source: Authors' calculation

3. RESULTS AND DISCUSSIONS

Based on the analysis of the collected data, information related to the demographics of the respondents was obtained, and they are depicted in Table 2., Table 3., and Table 4.

Table 2. Description of Transformational Leadership Variables

Variable	Average	Description
Transformasional Leadership	4.11	Good
Idealized influence (II)	4.12	Good
Engaging employees in future missions	4.03	Good
Reveal the most important values and beliefs to employees	4.16	Good
Inspires loyalty to the establishment of employees	4.18	Good
Inspirational motivation (IM)	4.07	Good
Formation of a strong communicative culture in all work areas	3.87	Good
Behaviors that enable team integration and mobilization	4.20	Good
Be consistent between what they say and what they do	4.14	Good
Intellectual stimulation (IS)	4.22	Good
Take part in the continuous improvement process	4.35	Very Good
When these activities go beyond management's responsibilities	4.11	Good
Allows employees to think about old problems in new ways	4.19	Good
Individualized consideration (IC)	4.02	Good
Considers employees' personal feelings before acting	4.03	Good
Encourage employees to think about the best way to do things	4.08	Good
Show employees the benefits of achieving the establishment goals	3.95	Good

Source: Authors' calculation

Transformational leadership was well-perceived by respondents, with the most dominant dimension being intellectual stimulation. It was indicated that transformational leaders reinforced employees to make continuous improvements.

Table 3 Description of Organizational Culture Variables

Variable	Average	Description
Organization culture	4.18	High
Clan Culture (CC)	4.13	High
Divisions share a lot like family	4.26	Very High
Leaders generally become mentors	4.41	Very High
Commitment to this company runs high	3.72	High
The importance of promoting cohesion and morals	4.11	High
Adhocracy Culture (AC)	4.25	Very High
Employees are willing to persevere and take risks	4.07	High
Leaders are considered entrepreneurs, innovators, or risk-takers	4.14	High
Commit to innovation and development	4.43	Very High
Readiness to face new challenges	4.37	Very High
Hierarchy culture (HC)	4.17	High
The organization is a formal place that formally regulates what is done	3.99	High
Leaders are considered an example of coordination and efficiency	4.32	Very High
Management style reflects predictability and stability	4.02	High
Unify the organization with formal policies	4.31	Very High
Application of controls for stability and smoothness	4.21	High
Organizations define success based on efficiency	4.16	High

Source: Authors' calculation

Meanwhile, the respondents perceived the organizational culture variable as high. Where the strongest dimension of organizational culture was indicated by adhocracy culture, which was explained through a commitment to innovation and development

Table 4. Description of Job Satisfaction Variables

Variable	Average	Description
Job satisfaction	4.23	High
Motivator Factors	4.21	High
Employees get the appropriate rights and obligations	4.20	High
Employees get the same career development opportunities	4.21	High
Each employee gets a clear job description	4.21	High
Hygiene Factors	4.26	Very High
Employees are satisfied with the teamwork that is established	4.27	Very High
Employees are satisfied with the salary they receive	4.47	Very High
Employees are satisfied with the leadership applied	4.42	Very High
Employees feel comfortable with the relationships that exist with colleagues	4.18	High
Employees are satisfied with the work environment	3.95	High

Source: Authors' calculation

As with organizational culture, the variable of job satisfaction was also perceived as high by respondents. For the dimension of job satisfaction, the strongest explained was the hygiene factor, where employees felt very satisfied with the salary received.

Outer model measurement

The first stage of model testing was done by knowing the results of the validity and reliability of the model. First, test the convergent validity by looking at the outer loading value greater than 0.6. Then, the test was continued by comparing the value of the √AVE coefficient with the construct used. It met discriminant validity greater than 0.5 (cut off > 0,5) (Hair et al., 2013).

Table 5. The Loading Factor Values of Each Indicator

Variable	Dimension	Indicator	Outer loading
Transformasional Leadership (TL)	Idealized influence (II)	II1	0.733
		II2	0.876
		II3	0.888
	Inspirational motivation (IM)	IM1	0.680
		IM2	0.877
		IM3	0.876
	Intellectual stimulation (IS)	IS1	0.841
		IS2	0.878
		IS3	0.878
	Individualized consideration (IC)	IC1	0.851
		IC2	0.931
		IC3	0.921
Organizational Culture (OC)	Clan Culture (CC)	CC1	0.814
		CC2	0.840
		CC3	0.775
		CC4	0.823
	Adhocracy Culture (AC)	AC1	0.847
		AC2	0.820
		AC3	0.801
		AC4	0.827
	Hierarchy culture (HC)	HC1	0.830
		HC2	0.842
		HC3	0.811
		HC4	0.766

		HC5	0.558
		HC6	0.572
Job satisfaction (JS)	Motivator Factors (MF)	MO1	0.942
		MO2	0.930
		MO3	0.891
	Hygiene Factors (HF)	HF1	0.876
		HF2	0.761
		HF3	0.720
		HF4	0.887
		HF5	0.745

Source: Authors' calculation

The analysis revealed that the statement item's outer loading value met the requirements of convergent validity except for HC5 and HC6. Consequently, these items were not included in the next test, as shown in Table 5. The AVE and √AVE tests met the cut-off criteria, which illustrates in Table 5., Table 6., and Table 7.

Table 6. AVE Values and correlation among variables

Construct	√AVE	Correlation*			
		Hygiene Factor	Motivator	Organization culture	Transformational Leadership
Hygiene Factor	0.801	1.000			
Motivator Factors	0.921	0.854	1.000		
Organization culture	0.754	0.768	0.735	1.000	
Transformational Leadership	0.770	0.600	0.573	0.745	1.000

Source: Authors' calculation

Table 7. Instruments reliability test Constructs

Construct	Cronbach's Alpha	rho_A	Composite Reliability	(AVE)
Transformasional Leadership	0.936	0.941	0.945	0.593
Idealized influence	0.783	0.811	0.873	0.698
Inspirational motivation	0.742	0.761	0.855	0.666
Intellectual stimulation	0.832	0.833	0.899	0.749
Individualized consideration	0.884	0.884	0.929	0.813
Organization culture	0.940	0.945	0.948	0.569
Clan Culture	0.842	0.844	0.894	0.679
Adhocracy Culture	0.829	0.831	0.887	0.662
Hierarchy culture	0.887	0.889	0.923	0.749
Motivator Factors	0.911	0.914	0.944	0.849
Hygiene Factor	0.859	0.873	0.899	0.642

Source: Authors' calculation

The last step in the structural model is to calculate the indicator value of each construct, looking at composite reliability, i.e., Cronbach's Alpha with a significance greater than 0.7. The analysis showed that the composite reliability value was in the range of 0.855 – 0.948. The Cronbach's Alpha value also indicated a value greater than 0.7 with

a range of 0.742 – 0.940. Accordingly, the results were declared free from the random error problem, as seen in Table 7.

Inner model measurement

After the outer model test criteria were met, the test was continued on the inner model measurement. First, it was based on the research model and the relationship between the independent and dependent variables. Gentle et al. (2012) categorized the relationship between variables into three based on the R Square value, i.e., 0.67 (strong), 0.33 (medium), and 0.19 (weak) (Hair et al., 2013). The results of the model feasibility test are depicted in Table 8.

Table 8. Feasibility of Research Model

Construct	R Square	R Square Adjusted
Motivator Factors	0.542	0.538
Hygiene Factors	0.592	0.588
Organizational Culture	0.555	0.553
Average	0.563	0.560

Source: Authors' calculation

Table 8. showed that the three variables' R square had a value of more than 0.33 and less than 0.67. Following (Hair et al., 2013), the research model was moderate. For the average value (0.563), this result denoted that the construct had a relationship of 56.3 percent, and 43.7 percent was explained by other variables that were not included in the research model and were considered in adjusting other constructs in future studies.

The next stage was to predict the research framework through Q-Square predictive relevance (Q^2). The model's prediction was stronger if it had a value close to 1 (Stone 1974). Calculations showed that the value of Q^2 was 0.682 (good). Subsequently, this research framework had good ability and simultaneously explained that the relationship between constructs of 68.20 percent and 31.8 percent was an error factor.

Table 9. Effect Size Analysis (f^2)

Variable	β	Mean	Deviation	T Statistics	P Values
TL -> MF	0.573	0.576	0.052	11.017	0.000
TL -> HF	0.600	0.605	0.040	14.873	0.000
TL -> OC	0.745	0.747	0.026	28.355	0.000
OC -> MF	0.692	0.687	0.062	11.166	0.000
OC -> HF	0.722	0.716	0.055	13.165	0.000
Average	0.666				

Source: Authors' calculation

Note: Transformational Leadership (TL), Motivator Factors (MF), Hygiene Factors (HF), dan Organizational Culture (OC).

The test was continued by knowing the effect size (f^2), which aims to obtain detailed information on the independent and exogenous variables (Cohen, Usher, and McClelland 1998). Effect size has three sizes, namely: weak (< 0.15), moderate (0.15 – 0.35), and (> 0.35) (Chin, 1998). From the analysis shown in Table 9, the average value of 0.666 was greater than 0.35. Thus, it can be explained by the pattern of a strong mediating relationship (Cohen et al. 1998).

Hypothesis Testing

After the testing stage, hypothesis testing was also conducted to determine the direct and indirect effects, as depicted in Table 10. and Figure 2.
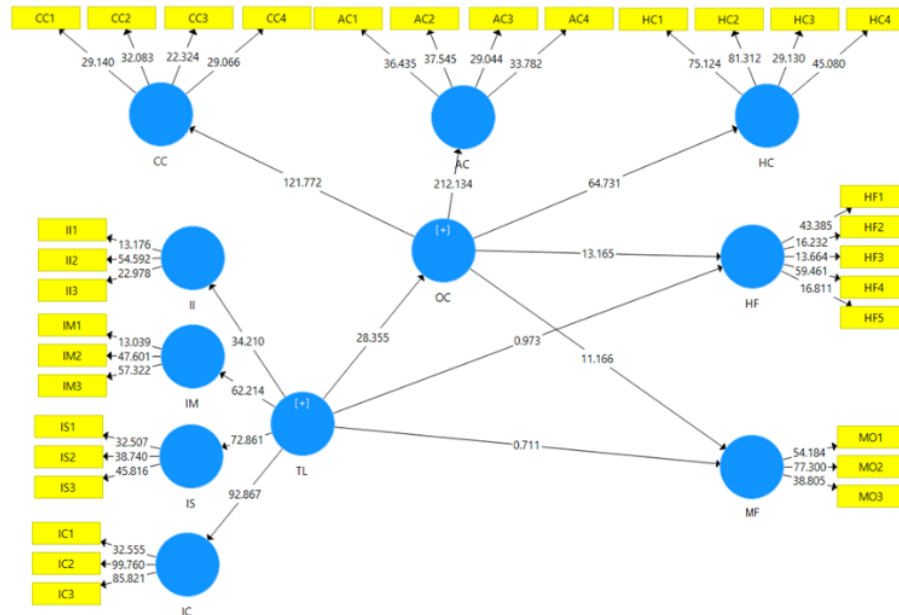

Figure 2. Bootstrapping Model Smart PLS

Table 10. and Figure 2. revealed that transformational leadership had a positive and insignificant effect on motivator factors, as seen from the path coefficient of 0.057 with a p-value of 0.477 greater than 0.000 and a t-statistic of 0.711 less than 1.96. Consequently, hypothesis 1a was not supported. Transformational leadership had a positive but insignificant effect on hygiene factors, as seen from the path coefficient of 0.062 with a p-value of 0.331 greater than 0.000 and a t-statistic of 0.973 less than 1.96. Thus, hypothesis 1b was not supported. These findings explained that transformational leadership did not impact motivator and hygiene factors as the cause of employee job satisfaction (DeShields et al. 2005). If it was related to the research location, i.e., the hospitality industry, it was possible because the intensity of work and the high workload made it difficult for interaction between leaders and their subordinates. Meanwhile, transformational leadership requires interaction to gain trust, motivate, increase awareness, and provide personal attention. The study's finding was aligned with the previous study (Thamrin 2012), where transformational leadership did not affect employee job satisfaction. Furthermore, the present study supported previous studies (Asencio 2016; Eliyana et al. 2019; Mufti et al. 2020), which found that transformational leadership significantly affected employee job satisfaction. More specific findings were described by (Mickson,

Anlesinya, and Malcalm 2021), where transformational leadership supported intrinsic and extrinsic employee satisfaction.

Table 10. The direct relationship between variables

Relationship between variables	β	Mean	Deviation	T Statistics	P Values	Description
TL -> MF	0.057	0.062	0.080	0.711	0.477	Not Supported
TL -> HF	0.062	0.070	0.064	0.973	0.331	Not Supported
TL -> OC	0.745	0.747	0.026	28.355	0.000	Supported
OC -> MF	0.722	0.716	0.055	13.165	0.000	Supported
OC -> HF	0.692	0.687	0.062	11.166	0.000	Supported

Source: Authors' calculation

Note: Transformational Leadership (TL), Motivator Factors (MF), Hygiene Factors (HF), and Organization Culture (OC).

The analysis conducted on transformational leadership revealed a positive and significant influence on organizational culture. It can be seen from the path coefficient of 0.745 with a p-value of 0.000 and a t-statistic of 28.355 greater than 1.96. Hence, hypothesis 2 was supported. These results confirmed that transformational leadership has a critical role in building an organizational culture which supported previous research (Shiva & Suar, 2012; Sarros et al., 2008; Kim, 2014). This finding was further aligned with (Rijal 2016), who described applying transformational leadership can impact changing organizational culture. The study contributed to the valuable insight that transformational leadership can build an organizational culture believed to be the attitudes and beliefs of all hotel employees. The formed organizational culture can increase when supported by a transformational leadership style.

Organizational culture and motivator factors also signified a positive and significant influence with the path coefficient value of 0.722 with a p-value of 0.000 and a t-statistic of 13.165 greater than 1.96. Thus, hypothesis 3a was supported. Organizational culture also indicated a significant positive influence on other dimensions of job satisfaction, i.e., hygiene factors, with a path coefficient value of 0.692 with a p-value of 0.000 and a t-statistic of 11.166 greater than 1.96. Therefore, hypothesis 3b was supported. This finding indicated that the role of organizational culture significantly determined the level of employee satisfaction at work. Moreover, this study also confirmed the previous findings (Al-Sada et al., 2017; Liu et al., 2020; Lok & Crawford, 1999; Yiing & Ahmad, 2009). However, the study finding contradicted the previous studies (Irwan et al. 2020; Khan et al. 2021), which found that organizational culture did not support employee job satisfaction. Consequently, the findings of this study indicated that organizational culture increased employee hygiene and motivator factors; thus, they impacted employee job satisfaction.

After measuring the direct effect of each variable, the measurement was continued by testing the indirect effect according to the mechanism of the structural equation model. The Sobel Test measured the mediating role with a significance greater than 1.96. Meanwhile, the mediation classification was adapted from (Hair et al. 2010) as follows: Fully Mediation (if a and b were significant, while c was not significant), Partial Mediation

(if a, b, and c were significant), and Unmediation (if a or b was not significant, and c was significant/insignificant).

Table 11. Mediation Test (Sobel Test)

Model	Calculation	T Table	Description
TL -> OC -> MF	$0,745.0,722/\sqrt{(0,722^2.0,026^2) + (0,745^2.0,055^2)}=$ 11,9344	1,96	Mediated
TL -> OC -> HF	$0,745.0,692/\sqrt{(0,692^2.0,026^2) + (0,745^2.0,062^2)}=$ 10,4002	1,96	Mediated

Sumber: Author calculation

Note: Transformational Leadership (TL), Motivator Factors (MF), Hygiene Factors (HF), dan Organization Culture (OC).

Mediation testing utilized the Sobel Test to determine the role of organizational culture as a mediator. This study had two mediation pathways that were measured and are illustrated in Table 11. First, the test revealed that the t-count value of 11.9344 was greater than the t-table of 1.96. Accordingly, the authors concluded that organizational culture significantly intervened in the relationship of transformational leadership with motivator factors. Thus, hypothesis 4a was supported. Second, the test also indicated that the t-count value of 10.4002 was greater than the t-table of 1.96. These results explained that organizational culture was also proven to interfere with the relationship of transformational leadership with hygiene factors. Consequently, hypothesis 4b was supported. Adopting (Hair et al., 2013) criteria, organizational culture played a role as a full mediator in the leadership relationship with motivator and hygiene factors as a representation of job satisfaction and employee job satisfaction. The findings of this study denoted that organizational culture increased employee hygiene and motivator factors. Therefore, they impacted employee job satisfaction.

CONCLUSION

The hotel industry is currently addressing challenges to improve its conditions after the devastating impact of the COVID-19 pandemic. Many aspects required improvement, considering the conditions yet to be fully recovered. Moreover, it requires significant efforts to restore the hotel industry to be competitive. From the organizational context, transformational leadership plays a role in building organizational culture and increasing employee job satisfaction. This study shows that transformational leadership forms organizational culture but does not impact employee job satisfaction. Hence, it indicates that the hotel industry is not aligned with the transformational leadership style and requires a more dynamic leadership style suitable for hotel operations prioritizing speed and accuracy. However, organizational culture shows two crucial roles. First, it increases employee job satisfaction directly. Second, organizational culture enhances transformational leadership relationships in increasing employee job satisfaction. Accordingly, the hotel industry must build an organizational culture to accommodate the lack of applied leadership style.

This study also has three theoretical contributions. First, this study enriches transformational leadership literacy, primarily the second-order construct, which is

comprehensively explored. Second, this study provides an insightful perspective on how transformational leadership improves employee job satisfaction through organizational culture. Third, organizational culture is proven to be a full mediator and a crucial determinant in increasing employee job satisfaction from motivator and hygiene factors, especially in the hospitality industry.

Following the findings, the authors provide three managerial implications for managers and employees. First, managers must consider the appropriate type of leadership in producing employee job satisfaction regarding hygiene and motivator factors. Given that transformational leadership is not related to satisfaction. However, transformational leadership culture is proven to build an organizational culture (clan culture, adhocracy culture, and hierarchy culture). Second, managers need to facilitate organizational culture because it determines employee behavior towards their organization, especially concerning leadership and satisfaction. Third, the managers' success in building organizational culture is the key to increasing satisfaction and achieving organizational goals.

Regardless of theoretical and managerial contributions, this study has several limitations. First, the determination of the sample is limited solely to the hotel industry in Indonesia, precisely in Bali. This study was conducted in developing countries, thus, offering diverse and interesting findings since the hotel industry is experiencing a massive transition after the COVID-19 pandemic. Second, this study merely highlights transformational leadership and organizational culture to predict employee job satisfaction. Meanwhile, many other determining factors, i.e., organizational commitment, trust, and organizational support, must be considered to minimize interference in increasing employee job satisfaction. It is better if respective leadership styles can be used as a moderator, considering that leaders are policyholders related to organizational management for strengthening job satisfaction and increasing organizational productivity. Third, this study uses a causality approach; the data collected is a self-assessment. Consequently, it is still possible for bias to occur, and thus, in-depth or longitudinal studies are expected for future studies.

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