

Original Research Article

Analysis of Transformational Leadership Style and Job Motivation on Employee Performance with Job Satisfaction as Intervening Variables in Ijen Suites Resort and Convention Hotel Malang

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Abstract: Hotels are a tourism service industry that prioritizes hospitality to guests from employees with good service quality, which is reflected in their performance. Several factors that affect employee performance include; transformational leadership style, work motivation, employee performance, and job satisfaction. The study aims to measure the effect of Transformational Leadership Style and Work Motivation on Employee Performance through Job Satisfaction. Samples were taken from 93 employees using the census method. Path Analysis Model (SPSS version 23) was used as the analysis technique. The findings revealed that Transformational Leadership Style and Work Motivation significantly impacted employee performance. Job Satisfaction is significantly influenced by transformational leadership style and work motivation. Employee performance is significantly influenced by job satisfaction. Transformational Leadership Style and Work Motivation significantly affect Employee Performance through Job Satisfaction. Transformational Leadership Style is a critical variable at Hotel Ijen Suites Resort and Convention Malang. This will serve as a guide for the management of Hotel Ijen Suites Resort and Convention Malang in developing policies to improve employee performance to meet the goals set.

Keywords: Transformational leadership style, work motivation, job satisfaction, employee performance.

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INTRODUCTION

Employees must provide good service quality while following guests' wishes because the hospitality industry is one of the parts of the tourism industry that prioritizes hospitality to guests from employees. In improving the quality of service, it is deemed necessary to improve the performance of human resources. People who succeed in working in organizations have professional commitment, integrity, attitude, and character. Success is strongly influenced by a leader's behavior, attitude, and character. In the current era of digitalization, one of the leadership styles that needs to be applied is the transformational leadership style because it has several characteristics, such as visionary, inspiring, adaptable, open-minded, and progressive. High employee performance is one of the organization's expectations, as is how to encourage employee engagement through leadership styles. The relationship between the leader and its members must be genuinely

harmonious, which can involve its members in the spirit and motivation to work according to their responsibilities with the expected results (Widodo, 2006:78).

Goals cannot be met without the active participation of employees; thus, a leader is required who can integrate and integrate employees' interests with company goals, one of which is motivation. Motivation is a form of encouragement for a set of human behavioral processes to achieve goals (Wibowo, 2014: 323). Motivation to work is significant for the high and low productivity of the company. Thus, increasing employee motivation will improve individual, group, and organizational performance.

In addition to work motivation, one of the things that the company pays attention to improve employee performance is job satisfaction. Employee job satisfaction is an essential factor that must be

considered to optimize performance and achieve organizational strategic goals. Rivai (2006) states that leadership, financial compensation, work environment, community, education, and participation influence employee satisfaction. Thus, to achieve organizational goals, of course, employees are required to maximize their performance.

Malang is one of the cities that has been a tourist destination for tourists visiting the province of East Java. In the Covid-19 pandemic situation that has hit since 2020, the tourism industry is an industry that has a terrible impact, including hotel accommodation. Tourist visits to Malang experienced a sharp decline, so many hotels had to close their business for a while. There are 200 hotels and hostels affiliated with the Hotel Association. At the beginning of the pandemic, around 11 to 90 Indonesian Hotels and Restaurants (PHRI) in Malang city stopped operating within a few months. Operational closures will also impact paying the salaries of hotel employees who do not get income while being laid off to minimize company expenses. The Pandemic period is a harsh condition for the sustainable development of the hospitality industry. New and relevant innovations for hotel managers are a challenge regarding leadership to focus on job satisfaction. Ultimately, all of this will affect employee and overall hotel performance.

Based on the results of observations at the Hotel Ijen Suites Resort and Convention Malang (****), which is included in the classification of the oldest resort hotel standing in the middle of the city of Malang with a total of 93 employees, information has been obtained that there is a decrease in employee performance as evidenced by the assessment of hotel employees by guests for the last 6 (six) months for dissatisfaction with the services provided are as follows:

Table 1: Reputation Performance Score (RPS) 2021

Month	Percentage
July MTD	4.67%
August MTD	3.46%
September MTD	3.65%
October MTD	3.26%
November MTD	3.83%
December MTD	4.56%

Source: Hotel Ijen Suites Resort and Convention Malang, 2022

Human resource management at Hotel Ijen Suites Resort and Convention Malang is complicated to face the New Normal situation with restrictions on work schedules and employee workloads. With the management's decision not to extend the status of non-permanent employees (contract employees), hotel operations rely on permanent employees. The results of the workload previously carried out by several people relying on the remaining employees can lead to burnout

and cause employee motivation to be low or lacking. From the above phenomenon, leaders need to know what the needs of their employees are, especially in the relationship between these employees and their work, and try to encourage employees to develop the abilities of their subordinates in finding solutions so that performance improvements will occur. This study aimed to determine the effect of transformational leadership style on employee performance at Hotel Ijen Suites Resort and Convention Malang.

This inter aim is to: 1) Describe innovative leadership styles, work motivation, employee performance, and job satisfaction. 2) Analyze the impact of innovative leadership styles and work motivation on employee performance. 3) Analyze the impact of innovative leadership styles and job motivation on job satisfaction; 4) Analyze the impact of job satisfaction on employee performance. 5) Analyze the impact of innovative leadership styles and job satisfaction on employee performance.

LITERATURE REVIEW

Employee Performance

Employee Performance is essential for the organization because whether or not they are productive will significantly affect the company's success. Performance is a result achieved by employees in their work according to specific criteria that apply to a job (Robbin, 2016:260). Effective performance is meeting the targets and performance standards contained in a job. The better an employee fulfills the goals and standards contained in a job, the more optimal his performance is.

Transformational Leadership Style

Leadership Style is the method he uses to influence, direct, encourage, and control his subordinates to achieve organizational goals efficiently and effectively. Transformational leadership is a leader who inspires his followers to put aside their interests for the sake of the organization and can have a massive influence on their followers (Robbins, 2008).

Work Motivation

The term motivation, in everyday life, has various meanings, both related to individual behavior and organizational behavior. According to McClelland's opinion quoted by Malayu SP Hasibuan (2012: 281) states that motivation is a potential energy reserve that a person has to be used and released, which depends on the strength of the drive and the opportunities that exist where employees will utilize the energy because of the motive power and basic needs, expectations and incentive values. Work motivation is a condition or condition that encourages, stimulates, or moves a person to do a job or activity to achieve his goals.

Job Satisfaction

Job Satisfaction is a positive feeling felt by employees because of appropriate reciprocity from the organization or company where they work. Job satisfaction is a positive attitude from the workforce, including feelings and behavior toward their work through the assessment of one of the jobs as a sense of appreciation in achieving important values from work (Afandi, 2018).

RESEARCH METHOD

Operational Definition Variable

Employee performance is the outcome of an employee's work based on specific job-related criteria such as quality, quantity, timeliness, effectiveness, work commitment, and independence.

Transformational leadership is an alternative form of leadership suitable for constantly changing conditions that will change the role of human resources, where they are more valued and more involved in various organizational decision-making, giving rise to motivation to take the initiative and innovate to adapt to change. Which continuously occurs with indicators of charisma, motivational inspiration, intellectual stimulation, and individual attention.

Motivation is the driving force of a person to contribute as much as possible to the company's success in achieving its goals with indicators of a need for achievement, power, and the need for affiliation.

Job satisfaction is a better mindset toward one's job that results from evaluating individual job

characteristics such as job metrics, wages, promotions, supervisors, and coworkers.

This study included 93 people who were all employees of the Hotel Ijen Suites Resort and Convention Malang. The census method is used for sampling, which means that the entire population is sampled. Multiple Linear Regression Analysis with the SPSS program and path analysis are used in the analysis technique. This model performed a test to determine the standardized coefficient values for all paths in the structural equation model built and to measure the strength of the relationship between transformational leadership style, work motivation, job satisfaction, and employee performance.

In this study, to calculate the coefficient of determination, the following formula is presented:

$$\begin{aligned}
 R^2 \text{ Model} &= 1 - (\sqrt{1 - R^2} \times 1 - R^2) \\
 &= 1 - (\sqrt{1 - 0.572} \times 1 - 0.673) \\
 &= 1 - 0.428 \times \sqrt{0.327} \\
 &= 1 - 0.139 \\
 &= 0.37
 \end{aligned}$$

From the calculation of R2 modeling above, a value of 0.37 or 37% was obtained, meaning the model from this study explains 37% of the data information. In comparison, the other 63% were influenced by external factors that are not in this research model or errors.

The results of hypothesis testing in regression can be shown in the following table:

Table 2: Multiple Regression Test Equation 1

Equation 1		
Variable	Value B	Sig Value
Transformational leadership style	0.303	.003
Work motivation	0.168	.000
Dependent variable: Employee performance		
Constant	=8752	
R	= 0.756	
R square (R ²)	=0.572	
Probability	=0.000	

Source: Primary data processed in 2022.

Based on Table 2 above, the regression value is as follows:

$$Y1 = 8.752 + 0.303X1 + 0.168X2 + e$$

It can be shown in equation 1 that transformational leadership style and work motivation have a constant value of 8.752 which means that every positive value of these variables will experience an increase in employee performance. Based on Table 18 above, the B-value of Transformational Leadership Style is 0.303, and the sig value of 0.003 is less than 0.05 (α = 5%), indicating that the Transformational

Leadership Style variable has a significant impact on employee performance. This means that the B value for work motivation is 0.168, and the sig value of 0.000 is less than 0.05 (α = 5%). This means that job motivation variables have a significant impact on employee performance. Affects employee performance. Based on the previous analysis, our first hypothesis shows that innovative leadership style and work motivation have a statistically significant positive impact on employee performance at the Ijen Suites Resort and Convention Hotel Malang.

Table 3: Multiple Regression Test Equation 2

Equation 2		
Variable	Value B	Sig Value
Transformational leadership style	0.334	.000
Work motivation	0.137	.002
Dependent variable: Job satisfaction		
Constant	=10.698	
R	= 0.626	
R square (R ²)	= 0.392	
Probability	= 0.000	

Source: Primary data processed in 2022.

Based on table 3 above, the regression value is as follows:

$$Y_2 = 10.698 + 0.334X_1 + 0.137X_2 + e$$

It can be shown in equation 2 that transformational leadership style and work motivation have a constant value of 10,698 which means that every positive value of these variables will experience an increase in job satisfaction. Based on Table 19 above, the B-value of Transformational Leadership Style is 0.334, and the sig value of 0.000 is less than 0.05 ($\alpha = 5\%$), indicating that the Transformational Leadership

Style variable has a significant impact on job satisfaction. B value work motivation 0.137 and the sig value of 0.002 is smaller than 0.05 ($\alpha = 5\%$), which means that the work motivation variable has a significant effect on job satisfaction, so that it means that transformational leadership style and work motivation affect job satisfaction. Based on previous analysis, the first hypothesis indicates that innovative leadership style and work motivation have a statistically significant positive impact on employee performance at Ijen Suites Resort and Convention Hotel Malang Increase.

Table 4: Multiple Regression Test XI, X2, Y1 to Y2

Variable	Value B	Value Sig
Transformational leadership style	0.306	.002
Work motivation	0.169	.000
Job satisfaction	0.208	.003
Dependent variable: Employee performance		
Constant	= 8.834	
R	= 0.756	
R square (R ²)	= 0.673	
Probability	= 0.000	

Based on table 4 above has the following regression values:

$$Y_2 = 8.834 + 0.306X_1 + 0.169X_2 + 0.208X_3 + e$$

It can be shown that the transformational leadership style has a B value of 0.306 which means that every positive value of the transformational leadership style will experience an increase in employee performance, B value of work motivation is 0.169, which means every positive value of work motivation will increase in employee performance, B value of job satisfaction is 0.208 which means every positive value of job satisfaction will increase in employee

performance. Based on table 20 above, the B value of job satisfaction is 0.208. The sig value of 0.003 is smaller than 0.05 ($\alpha = 5\%$), which means that the transformational leadership style variable significantly affects job satisfaction and employee performance. Based on the above analysis. Thus, the third hypothesis states that job satisfaction has a positive and significant effect on employee performance at the Ijen Suites Resort and Convention Hotel Malang, statistically tested.

In this study, the results of the path analysis are described in Table 2 as follows:

Table 5: Recapitulation of Path Analysis

Variables	Direct Influence	P Value	Indirect Influence	Effects Total	Information
Transformational Leadership Style on Job Satisfaction	0.334	0.000	-	-	Significant
Work Motivation on Job Satisfaction	0.137	0.002	-	-	Significant
Transformational leadership style on employee performance	0.303	0.003	-	-	Significant
Work motivation on employee	0.168	0.000	-	-	Significant

Variables	Direct Influence	P Value	Indirect Influence	Effects Total	Information
performance					
Satisfaction with employee performance	0.208	0.003	-	-	Significant
Transformational leadership style → Job Satisfaction → Employee Performance	0.303	-	0.303 x 0.208 =	0.366	-
Work motivation → Job Satisfaction → Employee Performance	0.168	-	0.168 x 0.208 =	-	
			0.034		

Based on Table 5, the value of the total influence of transformational leadership style variables and job satisfaction on employee performance is 0.366 > 0.303, which means the value of these variables is significant so that that satisfaction work can be an intervening variable on transformational leadership style on employee performance. Furthermore, the total effect of work motivation and job satisfaction on employee performance has a value of 0.202 > 0.168,

which means the value of this variable is significant so that job satisfaction can be a moderating variable on work motivation on employee performance. Based on the above statistical analysis, the fourth hypothesis states that the transformational leadership style positively affects employee performance through job satisfaction at the Ijen Suites Resort and Convention Hotel Malang. Based on this description, the path analysis can be described as follows:

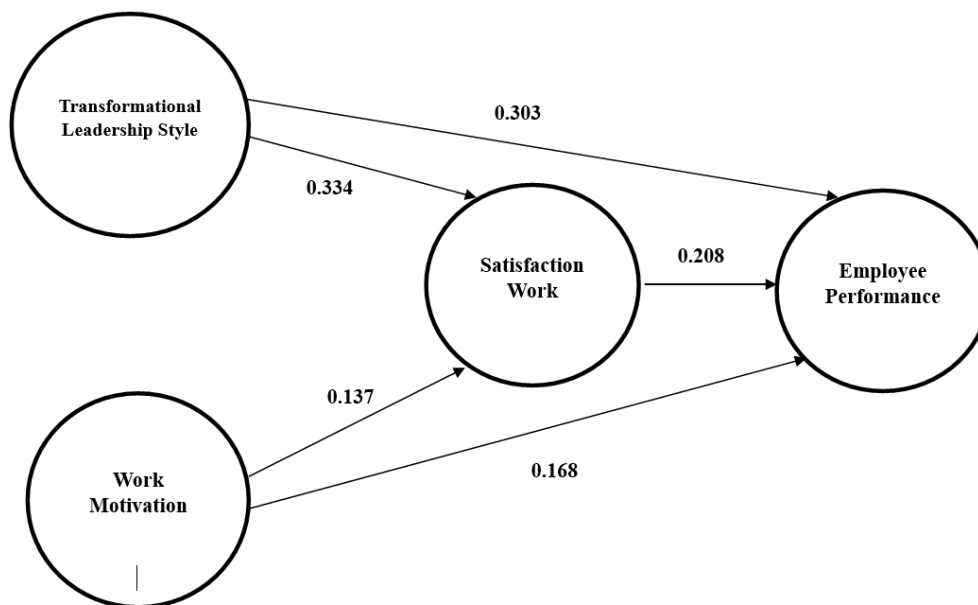


Figure 1: Results of Path Analysis

DISCUSSION

Based on the description of the study, the employee performance variable has an average result of 3.86, which means that respondents choose to agree with the statements presented in the questionnaire. The most dominant indicator in the employee performance variable is independence, with a value of 4.10. The degree to which employees can perform their work functions without asking for help or guidance from others—independence is measured by employees' perception of their respective work functions following their responsibilities (Robbin, 2016:263). Respondents can be harmonious and cooperate in working with colleagues.

The transformational leadership style variable has an average result of 3.99, which means that respondents choose to agree with the statements presented in the questionnaire. The most dominant indicator in the transformational leadership style variable is motivational inspiration, with a value of 4.09. Communicate high expectations, use symbols to focus efforts, and express essential intentions simply (Robbins, 2008). Respondents felt that the leadership conveyed the company's vision and clear employee expectations.

The work motivation variable has an average value of 3.98. Indicates that, overall, respondents tend to agree. The most dominant work motivation variable

indicator is the need for power, with a value of 4.08. The need for power is a motivating driving force that stimulates and motivates employees' work passion and mobilizes all their abilities to achieve satisfaction or the best position. The human ego wants to be more potent than other humans will lead to competition. Competition is grown healthily by managers in motivating their subordinates so that they are motivated to work hard (McClelland in Robbins, 2011:174). Respondents feel that the leader gives authority in providing ideas or ideas to become better employees.

Job satisfaction in this study was used as an intervening variable. Job satisfaction has an average value of 3.25, indicating that respondents tend to agree. The most dominant variable indicator of job satisfaction is satisfaction with coworkers, with a value of 3.89. Friends with whom a person constantly interacts in carrying out work. A person can feel his coworkers are very pleasant or unpleasant (Afandi, 2018). Hotel Ijen Suites Resort & Convention Malang has implemented policies that form a solid team commitment in the work environment. A strong organizational commitment will undoubtedly increase the targeted results.

Results of this study show that transformational leadership has a significant impact on employee performance, transformational leadership has a significant impact on job satisfaction, and job

satisfaction has a significant impact on employee performance, shows that job satisfaction significantly impacts employee performance and influences employees. Performance. Transformational leadership style is more significantly and positively influenced by motivational inspiration. Indicators of motivational inspiration that received an agreeable response from the respondents were the leadership directly conveying the company's vision and clear expectations to employees.

This study's results agree with Gema Sasongko *et al.*, in Arditia. (2021), Effects of organizational culture, job motivation, and transformative leadership style on employee performance, using job satisfaction as an intervention variable. Arditya Gema Sasongko *et al.*, (2021) found that organizational culture has a positive effect on job satisfaction, job motivation has a positive effect on job satisfaction, and innovative leadership styles have a positive effect on job satisfaction. Organizational culture has been shown to have a positive impact on employee performance, and work motivation has been shown to have a positive impact on employee performance. The outcomes of this take a look at the finish that transformative management patterns and process motivation have a significant effect on worker performance, with process pleasure being an intervention variable.

APPENDIX

Table 6: Questionnaire Items Transformational Leadership Style, Work motivation, Job satisfaction, and Employee Performance

NO	VARIABLE	INDICATOR	ITEM STATEMENT
1	Transformational Leadership Style (X1)	1. Charisma	1. Delivering vision directly 2. Delivering mission directly
		2. Motivational inspiration	3. Communicating vision directly 4. Communicating expectations directly
		3. Intellectual stimulation	5. Providing solutions 6. Appreciating differences of opinion
		4. Attention individual	7. Pay attention to working time 8. Pay attention to job security
2	Work Motivation (X2)	1. Need of Achievement	1. Have a sense of responsibility 2. Happy to be rewarded for achievement
		2. Need of Power	3. Have the idea of being a better employee 4. Have a strong character exercising authority
		3. Need of Affiliation	5. A good relationship with coworkers 6. High social attitude
3	Job Satisfaction (Y1)	1. Satisfaction work	1. Pleasant work 2. Opportunity to complete work
		2. Satisfaction with wages	3. The amount of wages is sufficient to meet daily needs 4. Sufficient benefits
		3. Satisfaction with supervision	5. Bosses provide constructive criticism. 6. The direct supervisor advises if work is difficult.
		4. Satisfaction with coworkers	7. Coworkers care about work problems 8. Coworkers help provide solutions when sick
		5. Satisfaction with promotion	9. Given an opportunity to get higher education 10. Given an opportunity to occupy a position level
4	Employee Performance (Y2)	1. Quality	1. Able to complete work following organizational quality standards

NO	VARIABLE	INDICATOR	ITEM STATEMENT
			2. Able to achieve success in completing work
		2. Quantity	3. Able to achieve achieving organizational targets 4. Able to adjust work results with set targets
		3. Punctuality	5. Able to complete work on time 6. Able to complete work before the specified time limit
		4. Effectiveness	7. Able to complete work according to a predetermined cost 8. Able to complete work at a more efficient cost
		5. Work commitment	9. Have the ability to work without leadership supervision 10. Be consistent in work
		6. Independence	11. Have the ability to be harmonious with coworkers 12. Successfully collaborate in work

CONCLUSIONS AND SUGGESTIONS

The findings show that transformational leadership style and work motivation have a significant direct or indirect effect on employee performance. The direct effect is more significant than the indirect effect through job satisfaction variables. Job satisfaction has a meaningful impact on worker performance and can act as an intermediary variable between transformational leadership style and work motivation. That means the transformational leadership style is crucial in improving performance at Hotel Ijen Suites Resort & Convention Malang. Work motivation is an essential factor in efforts to improve employee performance. The transformational leadership style owned by Hotel Ijen Suites Resort and Convention Malang gains employee respect and trust, which is accompanied by providing work motivation to employees who can positively affect job satisfaction and improve employee performance so that company targets are met—supported by the strategy taken by the leadership by establishing cooperative relationships with third parties to reduce the saturation of permanent employees due to high workloads in New Normal situations. An improvement in service quality by having professional competence and attitude will undoubtedly have an impact on providing exemplary service to guests, strength in facing similar hospitality competitions in Malang, increasing guest visits, guest assessment of employee performance increasing so that employees get job satisfaction, and an increase in employee performance. Therefore, the authors suggest further deepening the model related to the role of transformational leadership and continuous improvement.

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